

**THE SOCIAL SUSTAINABILITY OF THE TABLE MOUNTAIN CABLEWAY**

by

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Lastly, I would like to thank my family and friends for their continuous emotional support throughout this study.

## Declaration

I declare that this dissertation, “The Social Sustainability of the Table Mountain Cableway”, is my own work and that all sources used have been appropriately indicated and acknowledged by means of thorough referencing methods.

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Signature

Mrs V Deysel

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Date

## Summary

Social sustainability provides a meaningful approach for industry practitioners wishing to establish a platform to engage communities within enterprise development. It can be said that sustainability requires much more than environmental and fiscal achievements and, with an increased awareness of issues such as equity and power sharing, more corporates are incorporating their strategies in line with social responsibility values. This study therefore takes a closer look at how the Table Mountain Aerial Cableway Company, integrates this important concept of social sustainability in its business practices.

The tourism industry has in fact grown to such an extent that global economists estimate the progress of international growth at between three and six percent annually. However, this growth can only be measured when businesses take social responsibility factors into consideration.

According to the UNWTO (2011, p 1) UN Secretary-General, Ban Ki-Moon, opened the Fourth UN Conference on *Least Developed Countries* stating that the majority of: "...least developed countries (LDCs) are rich in resources. All have young and vibrant populations. These men and women need decent jobs, education, training, so they can make the most of their country's assets - minerals and other commodities, farmland, rich stores of biodiversity and tourism potential".

This study therefore focuses on current and future issues pertaining to socially sustainable tourism at the Table Mountain Aerial Cableway Company in Cape Town, South Africa. In addition, it presents solutions for reducing the negative impacts of tourism, whilst at the same time embracing the benefits of tourism for the area and its local communities.

The outcome of the study found that the Table Mountain Aerial Cableway Company added little value to social responsibility objectives. The company has made a significant effort in marketing their product through the mass media.

However, there is an overall corporate responsibility barrier. Much still needs to be done to ensure accountability for social responsibility issues, not just within this particular company, but also throughout the tourism industry.

### **Key terms concepts**

- Carrying capacity refers to the actual number of visitors an area can accommodate, commonly in a nature reserve/national park, without being degraded.
- Community refers to the households surrounding the area where the TMNP has been established.
- Corporate governance refers to the manner in which the business runs its partnership with non-shareholders in the community.
- Poverty alleviation refers to the reduction of poverty in very poor communities.
- Social capital refers to “the connections among individuals, social networks and the norms of reciprocity and trustworthiness that arise from them”. Keddy (2001, p.133) cites Putnam (2000)
- Social impacts refer to the negative and positive effects left behind by visitors when utilising a specific facility or service. It can also refer to the social contributing factor of corporate organisations towards improving or neglecting local communities.
- Social sustainability is the idea that future generations should have the same or greater access to social resources as the current generation (“inter-generational equity”); while there should also be equal access to social resources *within* the current generation (“intra-generational equity”). Wikipedia (2013, p.1)
- Stakeholder refers to the key individual or group that plays a role in the decision making process of a specific organisation’s planning and development.
- Visitor satisfaction refers to meeting the expected needs of visitors when they utilise a specific facility or service.
- Zoning “is a system of land use management, which includes designation of land for a particular development category or zone”. Provincial zoning scheme model by-law (2004, p.10)

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## **Abbreviations and acronyms**

GVRD: Greater Vancouver Regional District

LDC: Less Developed Countries

NACOBTA: Namibia Community Based Tourism Association

TM: Table Mountain

TMACC: Table Mountain Aerial Cableway Company

TMNP: Table Mountain National Park

UCSD: United Nations Commission on Sustainable Development

UN: United Nations

UNEP: United Nations Environment Programme

UNWTO: United Nations World Tourism Organisation

WCED: World Commission on Environment and Development

WWF: World Wildlife Fund

WTTC: World Travel and Tourism Council

## **Chapter 1: Introduction to the Study**

### **1.1 Introduction**

Tourism businesses often reap the economic benefits of natural and cultural resources normally belonging to local communities. However, in most instances, these benefits do not filter down to the locals who live in the areas surrounding these attractions and no collective responsibility to involve communities is agreed on. This study will examine the Table Mountain Aerial Cableway Company (TMACC) to assess the social sustainability of its attraction to tourists and examine whether its role allows for assisting with poverty reduction in the area.

The concept of social sustainability is a phrase often overlooked due to its close association with environmental sustainability. However, the researcher can draw from the phrases two key words, 'social', which implies people and 'sustainability' which alludes to the well-being of a certain area or object from one generation to the next. Hence, social sustainability is only truly realised once local communities have successfully benefited from tourism initiatives. It is vital that businesses specialising in tourism, impact local communities in a holistic and not singular way, not merely through once-off incentives, but through long-term access to social resources that can educate and inspire community members. Long-term access to social resources is a true measure of a successful tourism organisation.

Subsequently, sustainable tourism incorporates an amalgamation of social, economic and environmental factors in its business practice. It is a useful tool in the preservation of cultural and natural environments. Through the integration of tourism in local planning, many disadvantaged communities can benefit, thus increasing quality of life for these people. The World Travel and Tourism Council (2011, p. 3) reports that: "travel and tourism investment within South Africa should rise by four point two percent per annum to reach *ZAR66.1bn* (or seven point two percent) of total investment by 2021. It is also forecast to support 1, 709, 000 jobs by the same estimated period (10.7% of total employment), an

increase of 2.5% pa.” Therefore, businesses in the tourism industry can help improve the standard of living in many local communities by providing employment and first-hand training opportunities. In doing so, they will ensure a successful industry with pertinent local partnerships.

Tourism has become a key phenomenon within the TMAcc, with approximately 800 000 tourists making use of this attraction annually. In August 2013 the attraction has announced that it reached a record high of 855 000 visitors in its past financial year. However, a gap exists between local communities and that of the TMAcc. Among the challenges are the inflated prices of goods and services, lack of local partnerships and transparency, marginal shared economic benefits, poor waste disposal, overcrowding and pollution. Colantonio (2007, p.7) emphasises that “social sustainability refers to the personal and societal assets, rules and processes that empower individuals and communities to participate in the long term and fair achievement of adequate and economically achievable standards of life based on self-expressed needs and aspirations within the physical boundaries of places and the planet as a whole.” Without visible converse and accountability to local communities, equitable sharing cannot exist.

According to the Business Dictionary (2010, p.1), situational analysis focuses on the “collection and evaluation of past and present economical, political, social and technological data”. This approach seems particularly well-suited to identify internal and external forces that may have a direct influence on the social environment that is the TMAcc. Accordingly, this research will identify potential social indicators to monitor and measure the sustainable use of amenities by tourists visiting the TMAcc. Research will be conducted using available tourist information and relevant literature. Subsequently, an assessment will be done to determine resource usage and the potential needs of the TMAcc in order to improve sustainability.

On the whole, tourism mostly signifies enhancing the economic benefits; with little official consideration given to social sustainability. Colantonia (2009, p. 6) defines social sustainability as the study of "...how individuals, communities and societies live with each other and set out to achieve the objectives of development models, which they have chosen for themselves taking also into account the physical boundaries of their places and planet earth as a whole...". Tourism, if not delivered wisely, can have negative implications for both the social and natural environment and in particular, the protected area in which the TMAACC operates.

Ballance and King (1999, p, i) states that "a significant portion of the country is now covered by rapidly growing urban conglomerations as the population shifted from a predominantly rural to an increasingly urban way of life". As more people move into the city, as in the case of Cape Town, the need for relaxation in natural environments has also increased. The immediate needs of local people should be met first, then those of domestic, neighbouring and international tourist markets. This results in the need for development to accommodate both local and foreign needs. Careful attention therefore needs to be given to the effects that supplementary tourist demand and further development could have on the already restrictive environment of the TMAACC.

Moreover, it has been shown that South Africa's population is growing at an estimated rate of 2% annually. There is an increasing demand for natural resources, such as food, water and shelter, and even though tourism might be an ideal solution for the growth of the economy, it can also impact negatively on the condition of the environment. According to the Western Cape Tourism Barometer (2009, p.12) "visitation to Table Mountain through the Aerial Cableway experienced an overall growth of 22.1% (approximately 24 000 visitors) for Quarter 2 (April to June) 2009 when compared to Quarter 2 (April to June) 2008". With large numbers of visitors, the TMAACC has to face numerous challenges associated with the increasing number of visitors.

It is clear that a more innovative approach is needed, whereby potential and existing tourism needs are addressed in a practical way in order to prevent a future crisis or potential exploitation of this unique world heritage site.

## **1.2 Background to the study**

Many local communities have adopted tourism as a means of income. However, the concern revolves around the infringement of ecological principles. Whilst demand for tourist attractions is essential to the local economy, destination managers need to be conscientious of conserving areas such as the TMACC for future use. The awareness of conservation must become a norm among employees and visitors with resources constantly regulated and sustainable tourism practices conducted on a regular basis.

Ballance and King (1999, p.13) emphasised that ‘the demand for resources is unevenly spread across the country because of settlement patterns that have been driven by historical distribution of resources, population factors, employments and past policies’. The problems that this has caused inland include the depletion of forests for firewood and fuel. Today, as the need for urban development increases, national parks are under more strain to accommodate a greater influx of tourists.

As mentioned, increasing numbers of tourists are flocking to the TMACC to visit its natural attractions and make use of the cableway. Regardless of the economic benefit of receiving these tourists as a source of revenue, various challenges face the social environment. Mitchell and Reid (2001, p.114) argues that “tourism in the developing world has frequently been a double-edged sword; while it may provide a venue for communities and people to augment their income or livelihood, the majority of benefits tend to flow out of them. Additionally, real power and decision-making regularly resides outside of community control and influence.”

The issue of social sustainability needs to be scrutinised in order to assess the benefits for local communities as contributed by TMACC itself. Social gaps are identified within this study and recommendations are made. Other avenues related to the matter, such as environmental and economic concerns, are also raised but in a way that they do not override the principles of sustainability and hence the crux of this study.

Consequently, the TMACC has placed a lot of emphasis on environmental responsibility. However, the lack of shared benefits with underprivileged local communities is glaring. That is not to say that the TMACC has not contributed to the community. In fact, the TMACC (2007) donated a lathe in 2007 to a technical high school in Athlone. There are also projects run by the TMACC currently that sponsor tickets to the Cape Town community and promote the 'Class in the Clouds' project whereby, schools can participate in an educational outing to the top of the mountain and only pay R39 per learner.

Businesses are aware of a new trend associated with social responsibility, which attracts the attention of the media and other potential investors. Lynch (2011, p.13) states "research shows that consumers will select and be more loyal to fair trade products, if the quality and price are equal to non-fair trade products". Fair trade (2011, p.1) states that fair trade within the tourism industry can be defined as follows: "...tourism businesses in South Africa that adhere to fair wages and working conditions; fair operations, purchasing and distribution of benefits; ethical practice; respect for human rights culture and the environment". Furthermore, the company explains (2011, p.1) that "fair trade is about ensuring that the people whose land, natural resources, labour, knowledge and culture are used for tourism activities actually benefit from tourism". Should more emphasis be placed on the principles of fair trade at the TMACC, the social and natural environment will be less exploited and the rewards for tourism will be much greater. Thus, this study will investigate the input of the general public on matters

of sustainability at TMAcc and assess their level of awareness and involvement on issues pertaining to social sustainability.

Although a lot of literature has been written internationally about the increasing numbers of tourists visiting destinations and the revenue accumulated by the industry, very little has been said within the South African context and in particular, the TMNP to enquire about the actual impact tourists are having on the natural and social environment. Saunders (2002, p.45) cited the WTTC as finding that “in South Africa, travel and tourism is a R108, 5-billion industry in terms of total demand. It is expected that this figure will grow by 4, 8% per annum between 2002 and 2012”. The continual growth of the industry suggests a definite need to rethink ideas of sustainability. Hence, the purpose of this study is to determine the social sustainability of the TMAcc in order to identify key aspects that may require better management in the future, ensuring a sustainable future for the company.

### **1.3 Aim and objectives of the study**

#### **1.3.1 Aim:**

The study aims to determine the social sustainability of the TMAcc.

#### **1.3.2 Objectives:**

The specific objectives of this study are to:

- Identify social indicators in order to measure the social sustainability of the TMAcc
- Assess whether equal opportunities were provided by the TMAcc to local communities to become involved in its initiatives, i.e. employment, voluntary programmes, etc.

- Assess the public's perception of the TMAACC role in social sustainability
- To provide recommendations for future social sustainability initiatives of the TMAACC

#### **1.4 Research design and methodology**

This study employed both qualitative and quantitative research methods. Qualitative research assisted in the description and elaboration of the key aspects of the questionnaires given to the general public, whereas quantitative methods brought numerical significance and verification to the study.

Research methods for the collection of data included questionnaires, usage of documentary data, observation and direct interviews (face-to-face interviews). This study used non-probability design and accidental sampling; therefore the researcher could randomly select an individual from the study population to provide for a more comprehensive response. Data collection allowed for the information in the questionnaires to be analysed and processed. Thus, it provided for a thorough conclusion to be formed regarding the study. The research design and methodology are discussed in further detail throughout Chapter 4.

#### **1.5 Definition of concepts**

- Carrying capacity refers to the actual number of visitors an area can accommodate, commonly in a nature reserve/national park, without being degraded.
- Community refers to the households surrounding the area where the TMNP has been established.
- Corporate governance refers to the manner in which the business runs its partnership with non-shareholders in the community.



- Poverty alleviation refers to the reduction of poverty in very poor communities.
- Social capital refers to “the connections among individuals, social networks and the norms of reciprocity and trustworthiness that arise from them” (Putnam 2000 in Keddy 2001, p.133).
- Social impacts refer to the negative and positive effects left behind by visitors when utilising a specific facility or service. It can also refer to the social contributing factor of corporate organisations towards improving or neglecting local communities.
- Social sustainability refers to “how individuals, communities and societies live with each other and set out to achieve the objectives of development models, which they have chosen for themselves taking into account the physical boundaries of their places and planet earth as a whole” Colantonio (2009, p.6).
- Stakeholder refers to the key individual or group that plays a role in the decision making process of a specific organisation’s planning and development.
- Visitor satisfaction refers to meeting the expected needs of visitors when they utilise a specific facility or service.
- Zoning “is a system of land use management, which includes designation of land for a particular development category or zone. Within each zone there are provisions which set out the purposes for which land with such zoning may be used, and the manner in which it may be developed. Land can only be developed as permitted in terms of its zoning” (Western Cape Provincial Government 2004, p.10).

## **1.6 Chapter framework**

The study will be structured according to the following chapters:

### **Chapter 1: Introduction to the Study**

This chapter provides an overview of the importance of the study, the background as well as of the aims and objectives of the research.

### **Chapter 2: Literature Review**

This chapter provides an in depth literature review of the concept of social sustainability and tourism, as well as of a theoretical framework related to the study.

### **Chapter 3: TMAACC in the Context of the Table Mountain National Park**

Chapter 3 focuses on the current state of tourism and the infrastructure of the TMAACC. Socio-environmental sustainable tourism indicators and social sustainable strategies are assessed.

### **Chapter 4: Research Design and Methodology**

This chapter discusses the research design, sample size, sample technique, and data collection of the study as well as the literature on sites.

### **Chapter 5: Analysis and Interpretation of results**

Chapter 5 provides a background to the respondents, details of the survey analysis and the results of host perceptions.

## **Chapter 6: Synthesis, Recommendations and Conclusion**

Conclusions of the study are drawn and future recommendations for implementation are discussed.

### **1.7 Summary of the chapter**

This chapter importantly introduced the investigation into the social sustainability of the TMACC and the aim and objectives of this research project. The chapter provides a brief foreword on the purpose of the study, i.e. the social sustainability of the TMACC. A background to the study clarifies the intention of the research and accentuates the challenges the attraction is faced with. The research design and methodology are briefly explained and definition of concepts clarified. The chapter summaries are also provided as a guideline for the dissertation's lead. The following chapter provides an overview of the literature review.

## **Chapter 2: Literature Review**

### **2.1 Introduction**

The information that follows sheds light on the important studies that have been conducted on the topic of social sustainability. This research aims to situate social sustainability in the context of its existing environment (the TMACC) through careful analysis. The study addresses the challenges of social sustainability of the TMACC and its consideration of this concept. The chapter presents relevant social sustainability practices within the tourism industry and the progress it has made in this field over the last couple of years. A focus will also be given to the specific outcomes of social sustainability.

Social sustainability has undergone major changes and most businesses incorporate it as a strategic tool to convey the sustainability of their entities. The minimum standards according to the Bureau of Standards for responsible tourism in South Africa SABS (2011, p.3), states that “it is clear that South Africa has selected responsible tourism as a pathway to achieve the goals of sustainable development, i.e. environmental integrity, social justice and economic prosperity.” Businesses are thus currently operating in an era where responsibility is no longer a foreign concept, but instead a key attraction for investment opportunities, fiscal growth and long-term sustainability.

Pullman, Maloni and Carter (2009, p.41) cites Elkington (1994) as finding that “social sustainability shifts the focus to the communities both internal (i.e., human resources) and external to an organization. According to social sustainability principles, the organization should provide equitable opportunities, encourage diversity, promote connectedness within and outside the community, ensure quality of life and provide democratic processes along with open and accountable governance structures”. It can be concluded that business strategies in the 21<sup>st</sup> century should go beyond that of the traditional profit- making approach in order

to reach the needs and general interests of those closest to it, namely the local communities. The advancement of impoverished local communities through the impact of business partnerships ultimately determines the overall success of the business in question.

## **2.2 History of social sustainability**

Social sustainability is well-known as one of the cornerstones of sustainability. Through extensive examination of literature in recent years, a gap still exists in defining the concept and its underlying principles. In the World Commission on Environment and Development (WCED) report, (1987, p.14) 'The Brundtland report' (Our Common Future) asserted that "what is needed now is a new era of economic growth, growth that is forceful and at the same time socially and environmentally sustainable". According to the WCED (1987, p.11) this statement was applied to the purpose of "achieving sustainable development by the year 2000 and beyond".

According to Dempsey, Bramley, Power and Brown (2011, p.290) "in the UK, a focus on sustainability, neighbourhood renewal and an 'urban renaissance' has been attributed in part to the government's response to the increase in social inequality since the late 1970s and the sustained movement of people (marked by disproportionately large numbers of better-off households) out of cities to the suburbs throughout the 20th century". Furthermore the authors state in the article "since the 1980s, the urban policy focus has been on community empowerment, local action and governance and the involvement of multiple agencies in widespread urban regeneration..." A major shift therefore took place between the 1970's and 1980's which led to social sustainability currently being on the verge of restoration.

Vallance, Perkins and Dixon (2011, p. 342) states "though the concept of sustainable development originally included a clear social mandate, for two

decades this human dimension has been neglected amidst abbreviated references to sustainability that have focused on bio-physical environmental issues, or been subsumed within a discourse that conflated 'development' and 'economic growth' ". The result is that environmental and economic sustainability operate equally on the same principles as social sustainability and the goals thereof overlap, rather than each being uniquely defined. Furthermore the authors (Vallance, Perkins and Dixon: 2011, p. 342) identified that "the widespread failure of this approach to generate meaningful change has led to renewed interest in the concept of 'social sustainability' and aspects thereof".

In a study, Cuthill (2010, p.365) reveals that "a discourse analysis of peer reviewed journal publications was conducted to explore current understanding of social sustainability. The discourse analysis, using 23 key search phrases, identified over 3600 peer reviewed articles from six data bases. These were refined down to 162 key articles, published from 2002 to 2007, that specifically related to defining the concept. Analysis revealed that different disciplines discussed the terms sustainability, social sustainability, sustainable development and sustainable communities in a similar fashion—primarily from an environmental perspective with an underlying economic emphasis".

The above mentioned article reveals that social sustainability is confused with sustainability, particularly economic and environmental sustainability. Although the principles remain the same to achieve long-term viability, the issues related differ significantly. This is because social sustainability focuses on factors such as community well-being, social justice, social infrastructure, quality of life and diversity and it should therefore be recognized and promoted as a model on its own. Cuthill (2010, p.364) also suggests that the 'operations' that do follow through on specific social sustainability goals have led to issues such as being "spatially isolated, poorly funded, time limited and not necessarily well supported by decision makers". Therefore, it can be said that social sustainability should become a key factor in governance and policy making in order to eliminate the

constraints associated with achieving its objectives. It should also be clearly defined in order to provide funding for the correct purposes, to enable the process to be monitored effectively and to reward operations that take the initiative to run social responsibility projects. This in itself shall contribute to long-term social sustainability.

### **2.3 The role of social sustainability**

The Greater Vancouver Regional District (GVRD) (2004, p.2) implemented three components of social sustainability in the City of Vancouver, namely: “i) basic needs can continue to be met, such as employment that enables people to be productive and to utilize their skills and abilities, ii) individual or human capacity is maintained and enhanced, affordable, appropriate formal and informal life-long learning, iii) social capacity is maintained and enhanced, such as opportunities for involvement in public processes and their results, and in government.” When uniting these three components a common focal point is found in providing human beings with equal opportunities to participate in their natural and cultural environment.

In the light of tourism planning and development, the local community’s role should thus be taken into consideration. Communities have great potential themselves, especially when participating in decision making processes to enhance a tourist’s experience. Their knowledge about the tourism offering and heritage of a place could be a dynamic recipe for the overall tourist experience. A study conducted in Tasmania by Tovar and Lockwood (2008, p.375) found that: “...consistent with the findings from the majority of studies reported in the literature, residents in northwest Tasmania were aware of the economic benefits from tourism such as stimulation of the economy and the provision of jobs for residents. More than half of the respondents also agreed that tourism leads to increases in property values, which they consider to be a positive outcome”. It is evident that excluding communities from decision-making opportunities within the

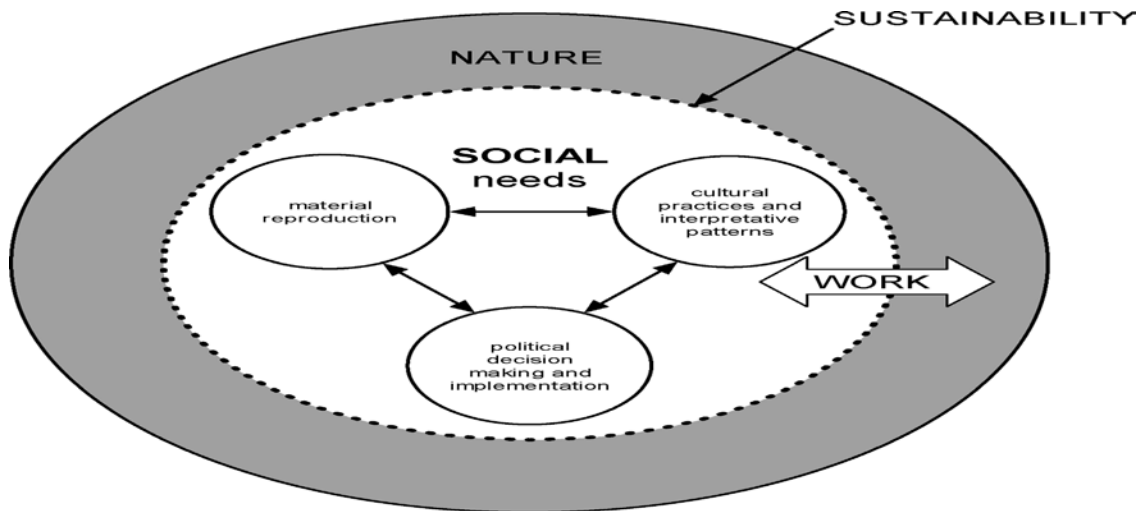
tourism industry can lead to intolerance of visitors, resentment towards tourism businesses, lack of foreign investment and a host of other negative social impacts.

## **2.4 Corporate governance**

Businesses globally are under immense pressure in their contributing role toward sustainability due to the increase in the number of tourists. Natural resources are threatened due to the increase in tourists in popular locales and corporate organisations are forced to align their business strategies with sustainable goals.

Littig and Grießler (2005, p.68) refers to the UCSD indicators (CSD, 1996) and cites Hodge and Hardi (1997) who argue that “the sustainability of social and ecological systems should be equally important within the sustainability concept. In general terms the idea of sustainability is the persistence of certain necessary and desired characteristics of people, their communities and organisations, and the surrounding ecosystem over a very long period of time (indefinitely). Achieving progress toward sustainability thus implies maintaining and preferably improving both human and ecosystem wellbeing, not one at the expense of the other. The idea expresses the interdependence between people and the surrounding world”. Thus, the “desired characteristics of people” should not overwhelm that of the ecological system, but instead enhance it to the extent of a harmonious relationship.





**Figure 2.1:** Schematic portrayal of sustainable development and the relationships between society and nature

**Source:** Littig and Grießler (2005, p.73)

Tourism is closely linked to nature-based attractions and these natural resources thus need to be preserved as tourists' main interests are predominantly focused on nature and the quality of the environment. Although political influence, whether in private organisations or government, could be a factor in the way these resources are managed, it is the responsibility of the public to ensure that their interests are heard when it comes to the protection of the environment and its resources.

Chang and Kuo (2008, p.377) cites Tuzzolino and Armandi (1981) as stating that "... a firm would not be able to care more about social and environmental affairs where there is no sustainable economic support being established in the first place, viewing from a need-hierarchy conceptual model". This suggests that many businesses view social sustainability as a potential economic incentive and not as a liberal grant.

A study conducted by the Chang and Kuo (2008, p. 374), shows the relationship between corporate sustainability development and financial performance in

various industries. The findings "...reveal the positive effects of sustainability on profitability within the same time periods and later periods, while the low performer group (in terms of sustainability) has a mixed result of negative and positive constructs, reflecting one paradox of sustainability performance in 2003 and 2004 having negative and positive effects on the profitability performance of 2004 within the same model". The study concludes that sustainability efforts do have an impact on the fiscal performances of companies and thus these should be taken into consideration when planning for social sustainable goals.

## **2.5 Social sustainability and tourism**

As more tourists flock to protected areas for their natural beauty and resources, an integrated planning approach needs to take place, which allows stakeholders to actively participate in contributing towards the conservation and protection of the environment and its people. Eagles, Bowman and Chang-Hung Tao (2001, p.10) points out that sustainable tourism in protected areas means that companies must:

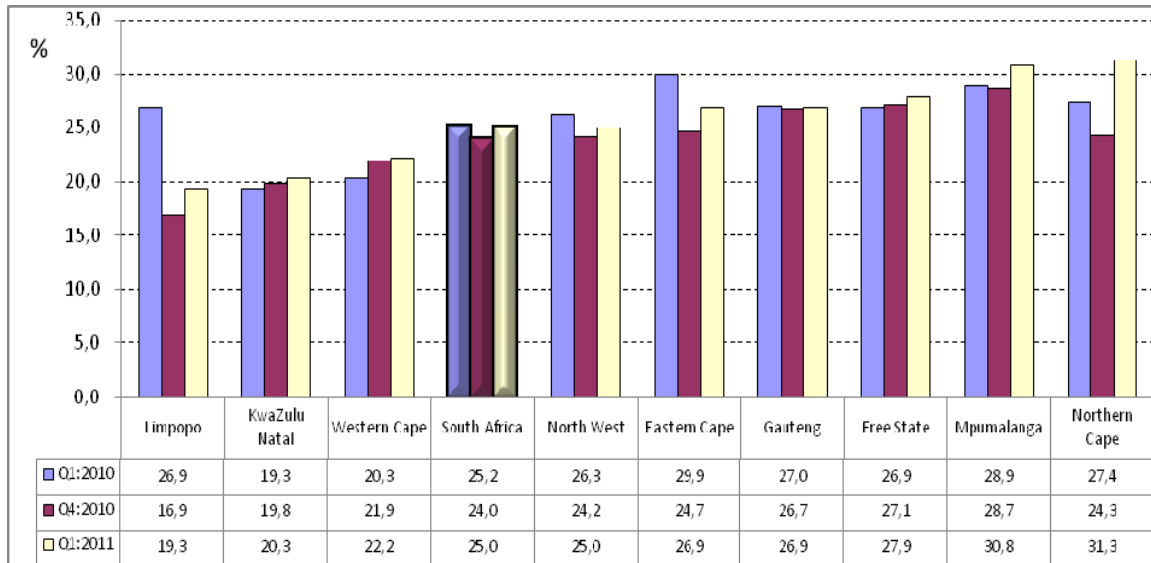
- "provide people with the ability to learn, experience and appreciate the natural and cultural heritage of the site,
- ensure that the natural and cultural heritage of the site is managed appropriately and effectively over the long term,
- manage tourism in parks for minimum negative social, cultural, economic and ecological impact,
- manage tourism in parks for maximum positive social, cultural, economic and ecological impact."

Tourism could be the key concept for enhancing the principles of social sustainability. However, careful consideration needs to be applied when

operating in a natural environment, such as the TMACC. According to Mowforth and Munt (2009, p.104) “it is one of the purposes of the tools of sustainability, such as carrying capacity calculations, environmental impact assessments and sustainability indicators, to minimise the effects of these divisions to a point at which they can be excused”. These assessments are crucial for the future conservation of natural resources within national parks. Without it, forests in national parks may be depleted, water resources contaminated and plant and animal species exploited and potentially endangered.

A White Paper on the Development and Promotion of Tourism in South Africa (1996, p.53) stipulates that one of the critical roles of the private sector includes “developing and promoting socially and environmentally responsible tourism”. TMACC’s role as a private entity needs to be held accountable to local government and evaluated for sustainable practices on a regular basis. Government policies should not only be a formal guideline for entities, but a follow-through process of checking up on sites where private entities function within national parks.

Statistics South Africa (2011, p.xii) states in its annual report that “...the provinces that experienced an increase in the unemployment rate were the Western Cape and Mpumalanga (up by 1,9 percentage points each)”. The graph below indicates this increase in the unemployment rate in the Western Cape from 2010 until 2011. These statistics are evidence that a shift needs to take place within tourism companies not only to focus on environmental sustainability, but on social sustainability as well.



**Figure 2.2:** Unemployment rate by province in South Africa

**Source:** Statistics South Africa (2011, p. xi)

Social sustainability demands the attention of relevant legislation to form the foundation for the operations of the tourism organisations. As government leads by example, businesses will follow and be required to comply.

## 2.6 Guidelines for conservation

The TMAACC operates within the TMNP, a key location for natural resource utilisation. However, since 1929 communities have been deprived of sharing in the economic benefits this particular section of the park reaps. The surrounding local communities' heritage provides significant economic benefits to a corporate organisation (TMAACC) and the City of Cape Town Municipality. However, few benefits filter through to the surrounding communities. Policies need to be set in place for the redistribution of these economic resources to the local community. In order for this to happen, stakeholders need to be called upon to involve communities. According to Rassool (2011, p.6), "the cableway is privately owned by the Table Mountain Aerial Cableway Company, which pays rental to the Table

Mountain National Park. The company was formed in 1926 and has changed hands only once, in 1993”.

The environment should be carefully considered, as depleted resources will hold no lasting form of natural and cultural heritage to the locals. Conservation in this case refers to the preservation of the TMAACC area for the local communities surrounding it. Yunis (2001, p.21) suggests “designing tourist routes within the area in order to manage the movement of tourists, establishing timing and sequencing programmes and implementing them with appropriate information and signposting, setting up norms concerning the use of vehicles within the area, establishing access and stop points in line with timing and sequencing, etc”. Furthermore, tourists need to become familiar with conservation laws in protected areas and understand the complications of their ecological footprint on the environment. In addition, Tricker (1997, pg.1) argues that “all corporate entities need to be governed as well as managed”. The TMAACC needs to continue to take action on preserving the environment for the locals, as it attempts to do, but also needs to provide methods by which accountability to the public can be established.

The TMAACC form part of the TMNP and has adjusted its infrastructure over the decades. More tar roads have been constructed in and around the area and cement pathways for visitors have been completed. The long-term effects of environmental degradation need to be taken into consideration before short-term planning is idealised. Animals such as baboons do not roam freely in the area as they once did, evidently showing what negative impacts development had. Therefore when human interference in this natural habitat occurs, the impacts are perpetual. The more development that takes place in this area, the more difficult it is to restore it to its original state.

Humans collectively mismanage the environment. Legislation needs to be integrated with the use of facilities in the area. It is critical to note that the TMAACC

area connects to the world-renowned TMNP, which is its key attraction for drawing tourists. Therefore, this primary natural resource is one of the main entry points to the park and plays an important role in setting high standards of conservation rules in order to ensure the monitoring of the park as a whole in terms of its sustainability. The livelihood and heritage of employers, employees and the local community are at stake if this area is not properly managed. The TMACC also needs to be balanced in its approach to managing the area, as a greater economic boost will not necessarily enhance a thriving natural environment. It is an interrelated structure, not just of economic well-being, but also that of social and environmental well-being.

## **2.7 The importance of monitoring**

Charters and Saxon (2007, p.14) affirm that “adopting good practices can help operators develop a positive reputation and recognition as a responsible operator among tourists who are increasingly showing a preference for sustainable products and suppliers who demonstrate good social and environmental practices. Good practices can also contribute to positive relationships with suppliers, staff and local communities, who are more likely to support operators that are conserving local environments, contributing to the well-being of local communities and ensuring that mountain ecosystems are conserved for future generations”.

Monitoring these practices in the long-run can become quite time consuming and fiscally challenging. However, many studies rate a company’s performance with its economic, social and environmental influence. Therefore it is vital for tourism businesses to start aligning themselves with responsible tourism concerns.

Weingaertner and Moberg (2011, p.4) presents various aspects on the “core principles” that are related to social sustainability that assist in the monitoring process. These aspects, as cited by various authors, <sup>1</sup> include:

- Accessibility (e.g. access to employment, open spaces, local services and resources)
- Social capital and networks
- Health and well-being
- Social cohesion and inclusion (between and among different groups of people)
- Safety and security (real and perceived)
- Fair distribution of income, employment
- Local democracy, participation and empowerment (community consultation)
- Cultural heritage (e.g. local heritage and listed buildings)
- Education and training
- Equal opportunities and equity
- Housing and community stability
- Connectivity and movement (e.g. pedestrian friendly, good transport links)
- Social justice (inter-generational and intra-generational)

A well-managed tourism company can specifically align its goals for responsible tourism taking the above factors into consideration in order to reap the economic benefits and productivity thereof.

Baehler (2007, p.34) argues that “a different strategy for combating envy, individualism, and isolation seeks to shift people’s preoccupations away from the kinds of activities that breed envy – such as accumulation of material goods or social status – and toward more collective, other regarding, and perhaps other-worldly concerns”.

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<sup>1</sup> Baines and Morgan, 2004; RESCUE, 2005; Littig and Griessler, 2005; Colantonio, 2007; Dempsey et al., 2009; Colantonio and Dixon, 2009; Cuthill, 2010; Dave, 2011.

Furthermore, Moscardo and Ormsby (2004, p.6) states that some of the crucial indicators of a monitoring system should be:

- measured regularly
- cost effective and relatively easy to measure
- comparable over time
- reliable, accurate and sensitive to changes, and
- easy for managers to understand and use.

Sustainable indicators are vital for future planning and protection of the natural environment. It is a sensible way of avoiding potential pitfalls not related to the concept of social sustainability. The TMAAC area is an important natural source of animals, plants and soils to citizens in and around Cape Town and should be monitored continuously as one of the country's most essential resources.

## **2.8 Summary of the chapter**

Previous studies conducted on the subject field of social sustainability proved that it is an emerging topic. Authors draw much of their foundational study from an environmental perspective. Studies also argue that humans cannot be separated from their social environment and the true test depends on how such communities thrive, despite constant change. It is argued that concepts such as growth and development should be embraced before the need for social justice can be understood.

The topic of social sustainability is scrutinised, to create a better understanding of the usefulness of this subject matter. A comparison is made between social sustainability and its most common companions, namely economic and environmental sustainability to clarify their different goals. Furthermore, the aspect of corporate governance is discussed to enlighten the reader of this strong trend in the tourism industry and its relationship to fiscal gain.



In conclusion, every society and community is different and therefore different principles and approaches to sustainability would need to apply to each. This chapter addressed the history, role and definitions of social sustainability, as well as relevant factors that are crucial in explaining the usefulness of the term within the context of the tourism industry. The following chapter investigates the current state of the TMACC and identifies potential issues that could be addressed to make the area more socially sustainable.

## **Chapter 3: TMACC in the Context of the Table Mountain National Park**

### **3.1 Introduction**

This chapter discusses the current state of tourism and the infrastructure of the TMACC. Socio-environmentally sustainable tourism indicators and social sustainable strategies will be reviewed. The following sustainability goals for the TMACC (2013, p.1) are summarised below:

1. “As custodians of a high-use area of Table Mountain, part of the Cape Floristic Region World Heritage Site and a National Park, we are committed to its protection within our area of responsibility.
2. We are committed to creating and maintaining a clean, safe and healthy environment for our employees and visitors.
3. We are committed to continual improvement in service provision and environmental performance.
4. We aim to eliminate pollution within our area of responsibility.
5. We are committed to complying with all relevant environmental legislation and regulations.
6. We support and promote the precautionary principle in all our activities and will endeavour to modify our service, in line with evolving scientific and technical knowledge, to prevent environmental degradation.
7. We will adhere to the environmental procedures as set out in the Environmental Management System and we will review our policy and environmental performance on an ongoing basis.
8. We are committed to biodiversity conservation in conjunction with Table Mountain National Park and other conservation authorities.

9. We are committed to raising environmental awareness of employees and visitors.

10. We are committed to the sustainable use of all resources and will minimise waste at source and recycle where possible.

11. We are committed to contributing financially to the preservation of Table Mountain.

12. We are committed to document, implement, maintain and make our environmental policy available to all interested parties.”

Leopold, Cain, Cottam, Gabrielson and Kimball (1963, p.33) state that: “management is defined as any activity directed toward achieving or maintaining a given condition in plant and or animal populations and or habitats in accordance with the conservation plan for the area”. This definition is in particular welcomed when studying the TMACC in the context of the TMNP. The need exists for natural resources to be well maintained to ensure future sustainability. However, consideration for local communities and culture go hand in hand with the development and planning process of attractions to ensure positive social behaviour outcomes.

Cuthill (2010, p.366) focuses on two pertinent principles for social development, namely:

1. “Environmental problems are first and foremost social problems. You manage the people who impact on the natural environment, you do not *per se* manage nature itself.
2. Economics is meant to serve people, rather than a view that people serve economic interests. This is especially relevant in relation to equitable distribution of resources.”

The purpose of this chapter is to demonstrate that community involvement and participation can lead to the success of the TMACC, if the business is to ensure that the needs of locals are met. Consequently, Land (2001, p.2685) cites Andrews 1989, p. 401; Noll and Zapf 1994, p. 5 as finding that “the social indicators movement was motivated by the principle that it is important to monitor changes over time in a broad range of social phenomena that extend beyond the traditional economic indicators and include indicators of quality of life.” Economic successes are only temporary successes in an organisations progress, but true felt solutions pertain to social equity and accessibility. Once businesses involve communities in the carrying out of environmental sustainability practices, the social content takes root as communities gain knowledge and understand the role their impact has on the environment.

Middleton and Clarke’s (2001, p.246) definition of an attraction is as follows: “a designated resource which is controlled and managed for the enjoyment, amusement, entertainment and education of the visiting public”. Tourism companies can enjoy fiscal performance through involving locals to participate in their businesses. It has been proven that consumers (visitors) are more aware of the products they buy and whether or not these products are produced by companies with sustainability goals in mind.

Ballance and King (1999, p.14) in the State of the Environment in South Africa Report argues that “social factors such as dense urbanisation and improving socio-economic conditions further pressurise resources through changes in attitudes among the population. Lifestyles become more consumptive and wasteful and a lack of contact with the natural environment distances people from understanding the importance of environmental resources and services”. In order for previously disadvantaged local communities to enjoy a better quality of life, they need to benefit from the development of tourism. Communities are often pressurised to accommodate visitors and to share their natural resources with outsiders, without carrying any sense of ownership themselves. Exclusion of

locals from decision making processes can lead to dire social impacts, such as intolerance towards visitors, cultural ignorance, crime, etc.

### **3.2 The current state of tourism at the Table Mountain Cableway Company**

The TMACC is a high density usage area, receiving approximately 700 000 to 800 000 visitors annually. International visitors account for an estimated 60% of arrivals. During the December holiday season local visitors tend to exceed international presence. December 2009 has seen more than 100 000 locals visiting the area. This increase in the number of both local and international visitors intensifies the demand on both the natural and social environment.

During peak season, such as summer and school holidays, visitors are seen queuing for more than an hour to purchase tickets. Staff numbers vary and more seasonal workers are employed during high season to accommodate this increase in visitors.

### **3.3 The infrastructure of the Table Mountain Cableway Company**

The TMACC is a subdivision of the TMNP and is operated as independent to the park. Its main visitor facilities are the cable car, restaurant and hiking trails. The Dassie, Agama and the Klipspringer walks form part of the trails at the top cable station. The lengths of the trails are as follows:

- Dassie walk 500m,
- Agama walk 1km, and
- Klipspringer walk 1.5km.

When visitors arrive at the top cable station they would have to walk through the Dassie and Agama walks to reach the Klipspringer walk (see Appendix A). “Very

few people do the Klipspringer walk - mostly those who walk down the mountain via Platteklip Gorge. Most people only do the Dassie or Agama walks” and this point was conceded by M. Abraham. (M. Abraham, TMACC, personal communication, December 28, 2010).

The cable car operates between the lower and upper cable stations at an estimated timeframe of nine hours a day and consists of a revolving floor that allows visitors to grasp a 360 degree view of Cape Town and the mountain landscape. The top station is 1067 meters and the lower cable station 363 meters above sea level.

### **3.4 Socio – environmental sustainable tourism indicators**

A deeper approach needs to be taken in order to identify the social aspects that affect visitor experiences. Research has revealed that although tourism has an immensely positive economic effect, it also has lasting negative social and environmental impacts. Murray (2007, p.346) confirms this by stating that “there is an uneasy relationship between the jobs and money that tourism brings, and the negative consequences that it brings with it. For there is clearly a downside: environmentally, socially, and even economically”.

Some of the socio-environmentally sustainable tourism indicators discussed next include visitor satisfaction, carrying capacity, transportation and zoning. These indicators are important to measure the impact people have on the environment, thus providing a platform for policy development. Many of these negative consequences occur when local communities have to share their resources with tourists visiting the area. These indicators are evaluated and discussed below.

The objective of these indicators is to provide guidelines for the TMACC and local government in order to integrate social and environmental principles in its planning and development. A more detailed analysis from visitor feedback is later

discussed in Chapter Five and a careful interpretation of results from a survey articulated.

### **3.4.1 Visitor satisfaction**

Visitor satisfaction plays a crucial role in the social interaction between tourists and the attraction. If tourists' needs are not met, it could have dire consequences for the tourist attraction relying mainly on tourist spending as a main source of income.

Arabatzis and Grigoroudis (2010, p.164) states that 'it has been found that the "experiences of visitors and their level of satisfaction from their visit to a national natural park are affected by a) their former experiences from visiting other national parks or protected areas (as a measure of comparison), b) their prior knowledge and c) their capacity to learn about and come to understand the space with which these experiences are linked"'.

Each of the tourists visiting the area might be seeking to satisfy one of the abovementioned needs. Thus, the ideal goal would be to attract environmental, cultural and historically sensitive visitors to the area. Managers need to be aware of the needs of tourists visiting the TMACC in order to satisfy them and stay abreast of the competition. However, developmental boundaries need to be set in order to minimise the impact on the physical environment.

Colantonio (2009, p.5) cites Sachs (1999) as finding that "social sustainability is the social preconditions for sustainable development or the need to sustain specific structures and customs in communities and societies". This clearly indicates that tourism development needs to proceed hand in hand with social sustainability of any specific structure, especially those located in sensitive areas, such as the TMACC.

Bennett (1995, p.308) cites Cadotte and Turgeon (1988) which presents critical features for meeting the minimum standards of visitors as follows:

- quality of service
- cleanliness of the establishment
- employee knowledge of service and
- tranquillity of surroundings.

These key features create an overall perception of the establishment by the visitor and can encourage either the further use of the product or service or defiance of it. These are also factors that could easily be managed, without any significant effects on the social environment. However, visitor numbers again need to be monitored.

### **3.4.2 Carrying capacity**

The carrying capacity of an area is another crucial concept when considering social sustainability. Newsome, Moore and Dowling (2002, p.153) states that “carrying capacity is a fundamental concept in natural resource management. It is the maximum level of use an area can sustain as determined by natural factors such as food, shelter and water”. Fundamental principles of sustainability are often determined by installing boundaries in protected areas, through the measuring of the actual number of visitors an area can accommodate, without compromising future damage to the environment.

Coccosis and Mexa (2004, p.5) states that “tourism carrying capacity can be defined as the maximum number of people who can use a site without causing an unacceptable alteration to the physical environment (natural and man-made) and without an unacceptable decline in the quality of the experience gained by visitors”.



Furthermore, Swarbrooke (1999, p.261-262) discusses carrying capacity in more detail as follows:

- “Economic capacity is the number of tourists an area or site can absorb before the economic life of the local community begins to be adversely affected. This could mean traffic congestion slowing down business-related journeys.
- Socio-cultural capacity is the volume of visitors that can be accommodated before the host community society and/or culture begins to be irreversibly affected by the impact of the tourist. For example, this might involve affecting migration patterns or trivializing traditional events”.

One of the results of not implementing capacity limits in natural areas is that of overcrowding. Page and Connell (2009, p.408) states that “the traditional view is that low numbers of tourists, particularly independent travellers, result in a low impact, therefore a high tourist volume results in a high impact”. In addition, Page and Connell (2009, p.433) assert “overcrowding as a problem for two main reasons:

- It can be seen as an increased risk of environmental damage because of erosion, and
- it can restrict the appreciation of visitors of the destination”.

Overcrowding has the capability of making the attraction unpleasant for local communities, through negative impacts such as difficulty to access the area, litter, noise, service delays, traffic congestion and the overall visitor experience. It also brings along steeper prices as far as entry tickets, food and souvenir items are concerned. The consequences of overcrowding need to be taken into consideration in the planning and development of the TMACC.

### **3.4.3 Transport used by visitors**

Transport is a vital link that joins tourists and local communities to their destinations and, in this case to the TMAcc. Geurs, Boon and Van Wee (2009, p.71) define the social impact of transport as follows: “changes in transport sources that (might) positively or negatively influence the preferences, well-being, behaviour or perception of individuals, groups, social categories and society in general (in the future). Here, transport sources are defined as a movement and/or (potential) presence of vehicles using infrastructure or merely the presence of infrastructure itself”.

There is an obligatory need to control the arrival of transport modes to the TMAcc, in order to ensure that the park remains sustainable. The impact of transportation could easily extend to ecological, economic and social issues as well. When factors such as increasing noise levels, pollution, road building, and traffic congestion are taken into account, society is at a definite risk.

The TMAcc does not keep record of the number of public transport modes arriving on the premises, although parking areas are provided. However, and as observed, different means of transport used by visitors to reach the TMAcc include motor vehicles, buses, minivans, taxis and bicycles. The primary source of transportation for visitors reaching the attraction is by car. A myriad of public transport awaits visitors at this destination and transports visitors to the Cape metropolitan area. Although fewer taxis could be provided, this mode of transport still awaits visitors for hours during the day outside of the attraction hoping to find some means of income from tourists.

Page and Connell (2009, p.172) cites Dickinson et al. (2004) as finding that the impacts that motor vehicles have on the environment, are as follows:

- “congestion at key sites (honey pots),
- pollution in small towns and villages where congestion routinely occurs,
- visual and amenity pollution from unsightly car parking provision in areas of high scenic value and
- loss of sensitive and rural land to provide car parking and associated infrastructure,
- damage to the existing environment through illegal parking on grass verges and in laybys which have minimal provision to accommodate peak usage and
- an unsustainable impact on communities unable to accommodate the sudden influx of car users in small-scale environments, which cannot easily be managed, controlled or restricted”.

Many of the above consequences occur at the TMAACC, especially during peak season periods. Employees are mainly visible at the lower cable station’s entrance and not further down the road, where cars park on illegal spaces and sometimes on delicate ground. Car guards assist in providing safety for vehicles, but many allow car owners to park at their own risk on illegal parking spots.

It was found that an excessive number of vehicles searching for parking, starting up their engines, as well as passing the lower cableway station, caused a definite impact on air, visual and noise pollution. Some visitors listened to their car radios and the sound was found to be above acceptable noise levels, whilst driving past the Lower Cableway station.

According to the TMAACC (2007) during 2002 “after the rehabilitation of vegetation and plants, fencing erected during the construction period has been removed in 1997, however, it was found that visitors wandered off the pathways despite requests not to do so. In an effort to reduce the trampling of vegetation, a decision was made to re-fence the pathways”. The social impact of visitors has directly been linked to the functioning of the natural environment and its people. Transport is not dealt with at the TMAACC, as the social impact of transportation is difficult to measure and solve. Much needs to be done to see change in the organisation’s perceptions towards this pressing issue.

#### **3.4.4 Zoning**

According to the Western Cape Provincial Government (2004, p.10) “zoning is a system of land use management, which includes designation of land for a particular development category or zone. Within each zone there are provisions which set out the purposes for which land with such zoning may be used, and the manner in which it may be developed. Land can only be developed as permitted in terms of its zoning”.

Records according to the TMNP (TMAACC, 2007) revealed that in January 2006, the TMAACC implemented a low-emission zone at the lower cable station’s bus parking area, in order to ensure a clean, safe and healthy environment for the public and its employees. This initiative works in conjunction with the City of Cape Town and the TMNP. Therefore buses and taxi drivers are requested to switch off their engines on arrival to lower gas emission from their engines.

Signage clearly indicates the above mentioned rule. However, during observations within the constructs of this research project, bus drivers were seen to ignore this rule and staff did not regularly monitor the buses either. Several of these prolonged gas emissions have an effect on the air quality of the environment, especially within protected areas. Noise pollution can be particularly

harmful to animals since they are not normally receptive to pollutants and excessive noise. These negative elements of air and noise pollution have a direct impact on their immediate habitat, which may lead to these animals migrating to other areas of the park or even outside for safety and tranquillity. Nonetheless, humans are also at stake as air pollutants can also influence their health.

Yunis (2001, p.21) in a speech on the 'Conditions for Sustainable Ecotourism Development and Management', reported that "tourists cannot normally be allowed in all parts of the protected area, or at least not all of them at the same time or in the same number". Natural resources need to be protected and limitations set, whilst providing quality experiences for tourists. Tourists need to be aware of the importance and relevance of zoning, in order to enhance responsible tourism.

TMACC is a popular tourist attraction that will not lose out on visitors who do not adhere to its sustainability rules since there is a high level of demand to see the area by tourists and locals alike. Visitors not abiding by the sustainability rules of the area should be prohibited, as more are able to replace them. Visitors should be expected to arrive at the foot of the mountain and walk up to the Lower Cable station, to make use of its facilities. This might eliminate groups that are not environmentally interested in being confined to rules. Exceptions could notably be made in the case of retired and disabled people who may struggle to walk the distance. In general, the institution or party who benefits the most should be the one held responsible for ensuring the condition of the environment remains unaltered. In this case, tourists are the party who enjoy the benefits of the attraction and the TMACC would reap the economic advantages. Both tourists and the TMACC should be held accountable for their impact on this section of the national park.

### **3.5 Social sustainability strategies**

Tourism development is a common phenomenon with intricate social issues, many of which are not addressed, but assumed to be solved through the economic benefits brought about by the tourism industry. Therefore, socially sustainable strategies are discussed as a means to provide solutions for specific teething issues related to the industry.

#### **3.5.1 Education and training of employees and visitors**

Education of employees (and the social well-being of local communities) could help engage individuals on a deeper level in terms of their commitment to the environment. These skills may open up a doorway that later could assist employees in implementing strategies within their own communities in order to alleviate poverty through the implementation of sustainable projects.

The TMAACC (2007) has developed a project called 'Class in the Clouds' which has been in operation since 2001. The 'Class in the Clouds' targets disadvantaged communities and schools, specifically those focussing on subjects related to Environmental Science, Geography and Travel and Tourism. Since its inception, more than 150 000 school-goers have taken part in the 'Class in the Clouds' programme. They are among some 19-million visitors who have taken a ride in the cable car to the top of Table Mountain over the past 80 years (the first cable car travelled to the summit on October 4, 1929). For R39 per pupil, any South African school can join the TMAACC's educational programme operating annually from March the 1<sup>st</sup> to October 31<sup>st</sup>. Additionally; grade-specific worksheets for teachers' use are available both online and through the postal system. A teacher's assistant, who is familiar with Table Mountain and everything it has to offer, will also be available on the day of the outing. Unfortunately, the 'Class in the Clouds' programme does not run on weekends or public holidays and is only run for South African schools during term-time and

during school holidays. Various organisations from local communities have also been sponsored tickets to visit the TMAcc. See Appendix B for further information.

Visitors from local communities also play an important role in delivering their input on how sustainable development could transform the TMAcc. Drawing community leaders closer could help them to feel a part of the cultural and natural heritage the area has to offer. Locals could be offered employment during seasonal peak times that would in return uplift their community's economic situation. This strategy would promote education and training in the TMAcc. Appreciation for the environment is but one of the many benefits that would be reaped from such an endeavour. Many communities hear about 'sustainable development' and 'tourism', but do not know how to apply the concept, therefore by including communities in discussions and upliftment, knowledge of sustainability will become practical experience when applied.

Mowforth and Munt (2009, p.106) cite Krippendorf (1987, p. 143) as finding that "by supplying the host population with comprehensive information about tourists and tourism, many misunderstandings could be eliminated, feelings of aggression prevented, more sympathetic attitudes developed and a better basis for hospitality and contact with tourists created. Such information should aim at introducing the host population to the tourists' background: their country, their daily life (working and housing conditions, etc.), their reasons for travelling and their behaviour patterns."

An investment in local communities through education and training (not just through a fiscal annual injection), but by teaching lifelong skills is crucial to transform the perspective of future generations on sustainability issues. Therefore, the issue at hand is more an ethical dilemma than that of an economic one.

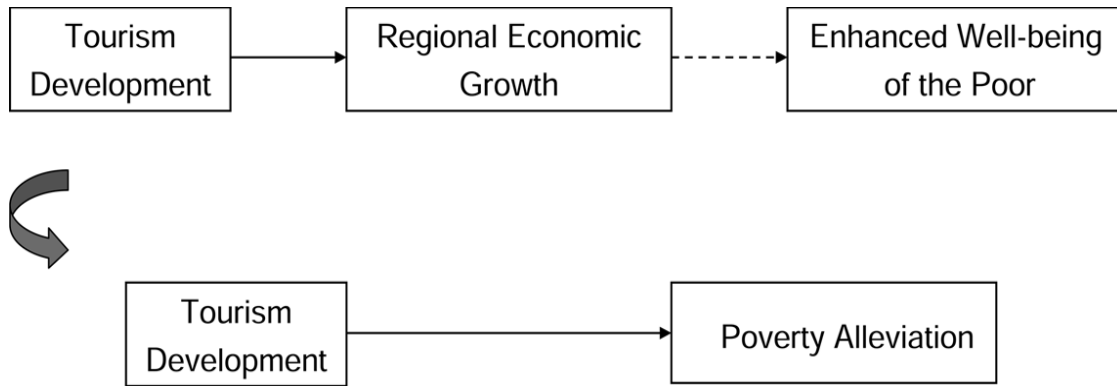
### **3.5.2 Poverty alleviation**

Poverty alleviation has the implication that the host population can have access to and equal share in the natural resources of the area not by offering economic attributes only, but by ensuring that communities share in the strengthening of their natural resources. This in itself reduces mental poverty and educates communities to thrive in the midst of constant change and manage natural resources.

It should be the aim of TMAACC to create employment opportunities for locals. Creating a platform for ideas for poverty relief projects to assist locals in surrounding areas could be a solution. Ideas from local communities and the TMAACC should be assessed to determine whether goals are in line with sustainability principles. This removes the focus from selfish gain to common or shared goals. Local government could also play a role in providing incentives to the TMAACC for initiatives taken on projects benefitting the community.

Zhao and Ritchie (2007, p.120) cite Christie (2002) on “policymakers usually pay considerable attention to the expansion of the tourism sector, but much less to the real issue – to what extent tourism development in practice contributes to poverty alleviation. As a result, the impact of tourism on poverty alleviation has been indirect and thus non-phenomenal”. Zhao and Ritchie (2007) then explain that the economic benefits of tourism were seen as an automatic means of alleviating poverty through regional growth, and that a new strategy, such as in Figure 3.1 should be adapted, in order to ensure a more effective approach.





**Figure 3.1:** A change in the philosophy regarding tourism and poverty alleviation

**Source:** Zhao and Ritchie (2007, p.120)

The strategy above emphasises that the role of tourism development has changed from regional economic growth (assuming that tourism’s economic benefits will reach the poor) to a new strategy that focuses on poverty alleviation as a sustainable tool for planning and implementation.

### 3.5.3 Employment

Locals unfortunately are not always the first to benefit from tourism initiatives. Some of the negative effects of tourism are those of seasonal employment, with no added fringe benefits. The TMACC employs approximately “250 employees during their season time (which starts at the beginning of December and lasts until after the Easter weekend) and approximately 120 employees during off season periods (winter months)” (M. Abraham, TMACC, personal communication, November 30, 2010).

A comparison was therefore drawn between TMACC and NACOBTA (Namibia Community Based Tourism Association) (2011) which is a non profit organisation situated in Namibia seeking to assist local communities in their tourism ventures. The organisation’s role is “to broker partnerships between local communities and private sector investors. Communities as custodians of natural resources on

behalf of the government bring land and other natural resources, while the investor brings capital and expertise. These partnerships allow communities to earn a guaranteed income and to get employment from the lodges without having to be exposed to business risks. In 2005, communities with joint venture agreements earned N\$7 643 943 in direct income, wages and salaries as well as other indirect benefits and employment was provided to 365 people (307 fulltime and 58 part time).”

These initiatives from NACOBTA could be used as a case-study example for the TMAAC, providing a common pool for tourism related employment opportunities to impoverished locals with the aim of empowering them to sustain themselves and their environment. Businesses are able to provide their expertise, whilst at the same time, partnering with local communities in building their future.

Lindberg, Andersson and Dellaert (2001, p.1012) cite Clarke and Ng (1993) as finding that “residents cannot be made worse off in net welfare terms by an increase in tourism”. Instead they need to partake in their natural heritage. Not by forcing operating companies, such as the TMAAC, to cease making a profit, but by ensuring that tourism benefits the local economy.

#### **3.5.4 Social capital**

Keddy (2001, p.133) cites Putnam (2000) stating that social capital “refers to the connections among individuals, social networks and the norms of reciprocity and trustworthiness that arise from them. These connections or relationships function as ‘social glue’ and play a critical role in the ability of people to cooperate with one another for the benefit of all”. These statements invoke tourism businesses that have a direct opportunity to start social networks with similar businesses for the common good of society.

Businesses can assist locals with skills development, resources and even employment opportunities. The issue is not how much is contributed, but instead

the efforts behind implementation (a potentially much-needed solution that may better the quality of life of one or two people and even an entire community).

Uzawa (2010, p.150) discusses the topic of a 'stationary state' and argues that "the stationary state, as envisioned by Mill (1899), is the state of the economy in which all macroeconomic variables, such as gross domestic product, national income, consumption, investments, wages, and real rates of interest, remain stationary, whereas, within the society, individuals are actively engaged in economic, social, and cultural activities, new scientific discoveries are incessantly made, and new products are continuously introduced, but the natural environment is being preserved at the sustainable state." Whilst production continues uninterrupted by communities and more economic initiatives are envisioned and materialised, the state of the environment remains unharmed. This continued cycle of the 'stationary state' envisages a model of effective workmanship from communities, who do not merely function from 'hand outs' obtained by projects, but who vigorously participate in the reproduction of a successful local economy. A prominent concern in South Africa is the tourism private sector's overuse of natural resources to meet its demands, sometimes ignoring the principles of sustainability.

### **3.5.5 Social impacts**

Jamal and Kim (2005, p.57) cites Franklin (2003) as follows "still struggling to operationalise old paradigms of economic and social impacts, researchers are unable to keep up with the growth of the tourism industry in a vastly changed cultural-technological world". Traits associated with social impacts are those of an unpredictable, ever changing phase. Interviews conducted with respondents revealed the negative impacts of tourism at the TMAcc that affected tourists' experience of the destination. These impacts included overcrowding, vandalism, high prices, pollution and environmental damage.

Haralambopoulos and Pizam (1996, p.504) cites Pizam and Milman (1984) which discusses six categories of social impacts and provides examples of each of these components. These impacts include demographic (size of population, age, pyramid changes), occupational (change of occupation, distribution of occupations), cultural (changes in tradition, religion, language), transformation of norms (values, morals, sex roles), modification of consumption patterns (infrastructure, commodities), and impact on the environment (pollution, traffic congestion). Social impacts are thus diverse and take on different norms depending on the background of the local community.

Wood (2002, p. 10) in Shunnaq, Schwab and Reid (2008, p.3) noted that a well-designed tourism programme that reduces negative social impacts should incorporate the following elements:

- Sustaining the well-being of local people
- Interpretation/learning experience
- Conservation of non-renewable resources, and
- Focus on local participation, ownership and business opportunities particularly for rural populations.

Entities situated in natural attractions, such as the TMAAC, need to strive to integrate these above mentioned elements in their planning process, and to implement well-balanced sustainability principles despite change and adversity. Besides the few once off social charitable sponsorships from the TMAAC, the economic benefits from tourism are not reaching the local rural communities as needed. Tourism development can ultimately be seen through the improvement in the standard of living of locals.

### **3.6 Summary of the chapter**

This chapter was established to understand the role of the TMACC and its relationship to the TMNP. Socio-environmentally sustainable tourism indicators are reviewed in order to provide an objective standpoint on the economic benefits of the tourism industry. However, special social considerations need to be taken into account which is discussed.

This chapter found that local communities are to become more involved in the sustainable development practices within tourism businesses in order to better measure the overall social performance of these businesses. The following chapter will provide an overview of the research methodology and will discuss the information-gathering techniques applied during this study.

## **Chapter 4: Research Design and Methodology**

### **4.1 Introduction**

This chapter discusses the research design and methodology that were used to gather data for the purposes of determining the social sustainability of the TMAAC. The researcher decided to use the non-probability sampling method to not discriminate between participants and to create the prospect for the study to reflect its actual study population. In this study, a combination of quantitative and qualitative data was used. These methods assisted in providing a widespread analysis on the research matter.

Questionnaires were handed out to tourists visiting the area in question. These were a combination of open-ended and closed questions. Categories of the target population included students, retired individuals, tour bus drivers, tour operators and tour guides.

### **4.2 Research design**

Both qualitative and quantitative methods were used in this study. The qualitative technique provides an overall in-depth perspective on the quality of data provided, whilst quantitative techniques allow for statistics to validate responses. Mouton (2001, p.108) respectively explains that “numeric data (statistics, numbers and quantitative measurements) are usually well structured and easy to capture but not rich in meaning as textual data” whereas Mouton (2001, p.161) elucidates that the qualitative data approach “involves the use of predominantly qualitative research methods to describe and evaluate the performance of programmes in their natural settings, focussing on the process of implementation rather than on (quantifiable) outcomes”.

A combination of research techniques and tools is more likely to yield reliable data. In other words, several methods may be used in the collection of data and not just a single one. Since the focus of this study is on the social sustainability of the TMACC using sustainable indicators, qualitative and quantitative methods, the usage of documentary data, face-to-face interviews and questionnaires are used to cover a wide range of issues pertaining to the TMACC.

Four methods have been utilised for the collection of the data. These are questionnaires, usage of documentary data, observation and direct interviews (face-to-face interviews). Documentary data assisted in identifying the social indicators, in order to measure the social sustainability of the TMACC. Arksey and Knight (1999, p.32) state that “interviews allow answers to be clarified, which is not the case with self-completion questionnaires”. Therefore, all four methods utilised are reliable in terms of the outcomes of the research. The study used descriptive research for the purposes of explaining the research problem.

Questionnaires were handed out to respondents over two weeks during the month of September 2010. This was a school holiday period as well as the beginning of the Spring season in South Africa and the researcher could approach various visitors who would make use of the attraction to complete questionnaires. Questionnaires are used in cases where the study population maybe too large to observe directly.

### **4.3 Target population**

The population for the investigation included 201 participants, both first time and regular visitors to the TMACC. The target population consisted of tourists from local communities (within the Western Cape), domestic (those from other provinces, excluding the Western Cape), African and international spheres. The majority of respondents came from local communities. The target population

constituted from students younger than twenty-one years old to retirees over sixty years of age.

Recruitment of the target population has taken place with the permission of the TMAAC, with prior notice by the researcher of the intention of the research and approval of the questionnaire.

#### **4.4 Sample Size**

The sample size of the study population consisted of 201 respondents (tourists visiting the TMAAC) who were issued questionnaires (See Appendix C). This size was pre-determined in line with non-probability sampling, so that each respondent would have a reasonable chance in being selected into the sample group. Since most of the selected respondents came from a variety of backgrounds such as students, retired individuals, tour bus drivers, tour operators and tour guides amongst others, this would provide a wide spectrum of knowledge to the study field through the usage of the non-probability sampling technique. The majority of respondents 25, 4% were from local communities in the Western Cape. Seventeen percent of respondents visit the TMAAC area on an annual basis and 7% on a monthly basis; therefore respondents could draw from previous experiences when completing questionnaires.

#### **4.5 Sampling technique used**

Sampling involves the process of selecting a fraction of the study population in order to collect and assess the data required for the research. Sampling can either be random/probability or non-random/non-probability designed. Kumar (2005, p.169) states with random/probability design "it is imperative that each element in the population has an equal and independent chance of selection in the sample". Non-random/non probability design according to Kumar (2005, p.177) "are used when the number of elements in a population is either unknown



or cannot be individually identified". This study used non-probability design and accidental sampling, whereby the researcher could select any individual from the study population providing for more expediency.

A total of 240 questionnaires were distributed, of which 201 were thoroughly completed. The completed ones were used in the data analysis to provide accurate feedback on visitor representation. 39 questionnaires were discarded.

Each couple or family received only one questionnaire. A maximum of two questionnaires were handed out to respondents in groups of more than five to complete in order to avoid bias responses.

#### **4.6 Description of the instrument**

The instrument was developed and handed out to the participants by the researcher. The questionnaire included a brief introduction of the researcher and the purpose of the study. It was structured with closed-ended and open ended questions, which gathered demographic, environmental, facility and social information. The intention was to report a holistic viewpoint from participants.

The survey was handed out to visitors both at the lower and upper cableway station. The timeframe for completion of the questionnaire was short (between 5 and 10 minutes) in order to not take up too much time from the visitor/s.

#### **4.7 The research instrument**

##### **4.7.1 Details of data collection**

The research questions served as themes during the analysis in order to provide specific outcomes on the indicators analysed. The United Nations Environment Programme (UNEP) and World Tourism Organisation (WTO) (2005, p.73) state

that selection of indicators “can be built into the process of consultation and participation. This can be most valuable in helping the stakeholders involved to focus their minds on tangible sustainability issues and priorities”.

The records of the data make known the social behaviour of tourists, their perspectives of the TMACC area and environment, their environmental awareness and visitor satisfaction levels. The researcher approached visitors whilst they were waiting in queues, sightseeing or taking a break.

The ideal area to identify respondents was at the top cableway station, as visitors could by then have gained an overview of their experience to the cableway area and were more relaxed and not in a rush. At the lower Cableway station, visitors were either waiting for transportation to come and pick them up or were rushing to leave the area. However, both lower and upper cable station areas were used for data collection to ensure non-bias responses.

Each questionnaire took approximately 7 minutes to complete and data collection took two weeks, including weekends, to complete.

#### **4.7.2 Problems experienced during data collection**

It was found occasionally that families with younger children were pressed for time and distracted by their immediate familial obligation. Couples and single people were more willing to complete questionnaires.

Some respondents found it annoying to complete questionnaires, whilst visiting the attraction. This could be due to the respondents visiting for holiday purposes, with the intention of getting away from work-related matters.

Lastly, weather conditions definitely determined the arrival numbers of tourists as the cable car rides are mainly dependent on this key factor. On days when

precipitation occurred, tourist arrivals were lower until the weather cleared up again.

#### **4.8 Analysis of data**

The first phase of the research was completed by using both qualitative and quantitative approaches in the format of a questionnaire. According to Mouton (2001, p.161) qualitative assessment “involves the use of predominantly qualitative research methods to describe and evaluate the performance of programmes in their natural settings”. Babbie (2013, p.25) explains that quantitative data “offer the advantages that numbers have over words as measures of some quality”.

The content of the questionnaires was then manually analysed, interpreted and placed in tables. This led to the second phase by which the researcher could assess the data from both approaches and compile the information in a structured analysis.

The data was analysed using descriptive research. Kumar (2005, p.10) describes descriptive research as “attempts to describe systematically a situation, problem, phenomenon, service or program, or provides information, about, say the living conditions of a community, or describes attitudes towards an issue”.

#### **4.9 Literature on sites**

The literature reviewed on the site was literature made available by the TMAACC management, which includes their environmental policy, practices and publicity material. The NEXUS database or National Research Foundation’s information, as well as digital databases were used to assess previous literature done in this area of research.

The questions that were used in the research questionnaire (see Appendix C) in order to identify social indicators at the TMAcc were as follows:

- 1. How important is it to you that the Cableway takes care of its environment?

<input type="checkbox"/> Very important	<input type="checkbox"/> Important	<input type="checkbox"/> Moderately Important	<input type="checkbox"/> Of Little importance	<input type="checkbox"/> Unimportant
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- 2. Are you prepared to pay a fee at any entrance of the Cableway, to ensure that the environment can be protected? Please tick with a ✓

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
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- 3. “Are you prepared to pay extra for items you buy if they are kind to the environment?”

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
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- 4. “Your main form of transportation used when visiting the Cableway”

<input type="checkbox"/> Car	<input type="checkbox"/> Bus / Coach	<input type="checkbox"/> Rail	<input type="checkbox"/> Other
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- 5. Are you

<input type="checkbox"/> Employed	<input type="checkbox"/> Unemployed	<input type="checkbox"/> Retired	<input type="checkbox"/> Student	Other
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- 10. Education level:

<input type="checkbox"/> Below matric / grade 12	<input type="checkbox"/> Matric certificate / grade 12 Certificate	<input type="checkbox"/> Technicon Diploma	<input type="checkbox"/> University Degree	<input type="checkbox"/> Postgraduate Degree	<input type="checkbox"/> Other
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The questions above quoted from the questionnaire (Appendix C) were developed from different literature reviews and questions asked during social and environmental assessments. The indicators selected were derived from a social-economic and environmental sustainability background in literature, focusing

mainly on the social aspects. Indicators selected were employment, transport, education, stakeholders involved and facilities and services in order to determine the level of social development. These indicators were developed in line with the TMACC's sustainability goals as well as its social environment. The data for the indicators were collected from the questionnaires.

The questions above were used to formulate and provide information on specific outcomes.

- Question 1: How important is it to you that the Cableway takes care of its environment?
- The above question gave the researcher an indication as to the perspective of respondents on environmental issues, in terms of sustainability, which could provide a link between how the user (communities) takes care of its environment and therefore sustains itself in the long run. Information from this question could also shed light as to whether communities would be self-sufficient in ensuring the well-being of the TMACC for a sustainable future. Communities utilising its resources from an environmental point of view could generate an income, which could lead to long-term funding.
- Question 2: Are you prepared to pay a fee at any entrance of the Cableway, to ensure that the environment can be protected? Please tick with a ✓
- This question provided the researcher with useful information on whether the consumer (tourist/s) is willing to invest extra funds in ensuring that the environment is taken care of. The researcher could draw on the perspective of respondents as to their interest in the well-being of the environment and equitable sharing.

- Question 3: “Are you prepared to pay extra for items you buy if they are kind to the environment?”
- This question supplied information on the tourist/s perception of environmental issues, such as recycling and waste reduction. The researcher has used the structure of the question to emphasize how human behaviour could be adapted to ensure environmental and social sustainability.
- Question 4: “Your main form of transportation used when visiting the Cableway”
- The researcher used this question to determine the social equity of local communities through transportation as a means to gain access to the attraction, along with domestic, African and international tourist counterparts. Environmental purity could also be realised through summarising the amount of vehicles transported to the natural heritage site and its potential long-term impact on this natural resource.
- Question 5: Are you

<input type="checkbox"/> Employed	<input type="checkbox"/> Unemployed	<input type="checkbox"/> Retired	<input type="checkbox"/> Student	<input type="checkbox"/> Other
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- The selected category in Question 5 could identify the needs in local communities through determining their economic activity and contribution to the local economy, as well as their level of comprehension about the subject field discussed.
- Question 10: Education level:

<input type="checkbox"/> Below matric / grade 12	<input type="checkbox"/> Matric certificate / grade 12 Certificate	<input type="checkbox"/> Technicon diploma	<input type="checkbox"/> University Degree	<input type="checkbox"/> Postgraduate Degree	<input type="checkbox"/> Other
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- The researcher could gain information on the level of education of the respondents and link this to the role it plays in achieving social sustainability. Respondents knowledge about environmental and social issues could determine whether a need existed for education and training among visitors. The results of this question are further discussed in Chapter 5.

The rest of the questions compiled in the questionnaire are discussed in detail in Chapter 5. Interviews were conducted on an informal basis with management and staff, to gain background information on the sites and the company's sustainability goals, whereas questionnaires were conducted on the basis of formal discussions as participants had to self-complete them with the supervision of the researcher where needed. During data collection, the researcher applied a direct observation method, whereby participants could be viewed from an objective point of view and the researcher could draw up points of references and notes. This method is also called non-participant observation and it involves as stated by (Bless and Higson-Smith: 2000, p.103) "the recording of events as observed by an outsider".

Shortcomings during the data collection phase involved attitudinal barriers from disinterested participants and incomplete questionnaires, which the researcher could not use to analyse data accurately due to the lack of information. These questionnaires were discarded.

#### **4.10 Summary of the chapter**

This chapter summarised the research design and methodology used during the study, and presented the reader with answers as to which methods were applied and for what specific reasons. It noted the importance of both qualitative and quantitative research in the study. The chapter also discusses the data analysis,

description of the instrument, sampling technique and the target population of the research study. The mixed method approach is introduced, explained and motivated. The researcher has also elaborated on the problems experienced during the collection of data, whereby the study population's behaviour was analysed. A brief summary was provided on the literature done on sites. Lastly, findings of results from identifying the social indicators are examined to ensure that social sustainability was correctly assessed at the TMAACC. The next chapter will include the interpretation of the research results, the analysis and conclusion from the study.



## **Chapter 5: Analysis and Interpretation of Results**

### **5.1 Introduction**

The results of this study examine the findings of research conducted amongst visitors to the TMAcc in order to establish their attitudes and perceptions regarding the factors which influence social sustainability. Furthermore, visitors' satisfaction levels were measured in order to enhance the level of service experienced at the TMAcc.

Interviews were conducted with staff members and management from the TMAcc, to provide insight into the subject, specifically as it pertains to the TMAcc. The aim of the interviews was to initiate expansive questions about the area and its sustainability and then to follow up on these questions. Questionnaires were handed out to tourists visiting the area in question. These were a combination of open-ended and closed questions.

### **5.2 Background of respondents**

Table 5.1 reflects the number of respondents participating during the study. 25.4 percent of respondents came from the Western Cape. This percentage was followed by domestic visitors (those who came from other provinces in South Africa, namely Gauteng, Eastern Cape, North West, Kwa-Zulu Natal, Limpopo, Free State, Mpumalanga and Northern Cape) comprising 39.9 percent in total. International visitors comprised 33.4 percent. In addition, it was found that most respondents, totaling 15 percent, fell into the age range of 21 to 30 years.

**Table 5.1:** A list of respondents completing the research questionnaires

Province/ Country:	Actual Number:	Percentage:
Western Cape	51	25.4
Gauteng	29	14.4
Eastern Cape	14	7
North West	10	5
Kwa-Zulu Natal	10	5
Limpopo	6	3
Free State	6	3
Mpumalanga	3	1.5
Northern Cape	2	1
Democratic Republic of Congo	2	1
Botswana	1	0.5
United Kingdom	32	15.9
Germany	6	3
Australia	6	3
United States of America	6	3
Holland	4	2
Sweden	3	1.5
Canada	3	1.5
Israel	3	1.5
Belgium	1	0.5
Hong Kong	1	0.5
New Zealand	1	0.5
Russia	1	0.5

Young adults in the age category of 21 to 30 were also more willing to co-operate and were in general easier to approach when the researcher was handing out questionnaires. The researcher found that a small number of respondents were struggling with jargon and terms mentioned within the questionnaire such as

‘degradation occurrences’ and ‘stakeholders’. These came mainly from scholars under the age of 21 and these respondents often did not hold a matriculation certificate.

The table below provides an indication of the respondents who completed the questionnaires. Furthermore, it indicates the key differences between visitors during the study. Factors such as age, education and employment could provide useful links in determining the needs for future socially sustainable development to the TMAcc. The information obtained about transportation as a social indicator is scrutinised and discussed further in this chapter.

**Table 5.2:** Comparison on the socio-economic indicators of the four types of visitors (these are presented as actual figures and not percentages)

	International visitors		African visitors		Domestic visitors		Local visitors	
Main form of transportation used	Car	42	Car	2	Car	52	Car	36
	Bus / Coach	20	Bus / Coach	1	Bus / Coach	25	Bus / Coach	11
	Other	5	Other	0	Other	3	Other	4
Employment	Employed	46	Employed	3	Employed	58	Employed	39
	Unemployed	1	Unemployed	0	Unemployed	2	Unemployed	1
	Retired	12	Retired	0	Retired	2	Retired	2
	Student	5	Student	0	Student	13	Student	3

	Other	3	Other	0	Other	5	Other	6
<b>Age category</b>	<21	3	<21	0	<21	8	<21	4
	21-30	16	21-30	0	21-30	19	21-30	15
	31-40	12	31-40	3	31-40	20	31-40	11
	41-50	11	41-50	0	41-50	21	41-50	13
	51-60	11	51-60	0	51-60	9	51-60	5
	60+	14	60+	0	60+	3	60+	3
<b>Educational level</b>	Below matric	2	Below matric	0	Below matric	5	Below matric	6
	Matriculation	11	Matriculation	0	Matriculation	19	Matriculation	14
	Technicon diploma	6	Technicon diploma	1	Technicon diploma	16	Technicon diploma	14
	University degree	28	University degree	1	University degree	27	University degree	11
	Postgraduate degree	13	Postgraduate degree	1	Postgraduate degree	10	Postgraduate degree	6

	Other	7	Other	0	Other	3	Other	0
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### 5.2.1 Transportation

Cars were found to be the most common method of transport amongst visitors, since public transport; especially the railway; does not extend to this area. 66 percent of those who visited the TMAAC had used cars as a primary means of transport. 28 percent had used buses and 6 percent had used 'other' means of transport, including taxis and motorbikes. This lack of public transport may create a demand for further infrastructure development to the mountain and also perhaps encourage the further development of roads in order to accommodate an increased numbers of visitors. However, this could be counterproductive and may in fact cause more air pollution, traffic congestion and modification to the site, which may lead to further negative consequences experienced by local communities.

The consequences of all these means of transport can lead to high levels of carbon monoxide, which could cause dire effects on people and the environment. Alternative initiatives that could be supported by the TMAAC and the City Council are cycling or walking up the mountain instead.

It could be assumed that car ownership denotes a higher level of income group (and perhaps a higher level of education as well). Therefore these visitors could be more easily educated about the delicate natural and social environment and could be requested to make use of public transport or other lower carbon monoxide alternatives.

## **5.2.2 Employment**

The employment sample of the study population could reflect their level of economic activity in terms of how much they are able to contribute to attractions as well as their demand for tourist attractions. Attractions, such as the TMACC could pre-determine the amount of visitors they are expected to receive based on global economic conditions.

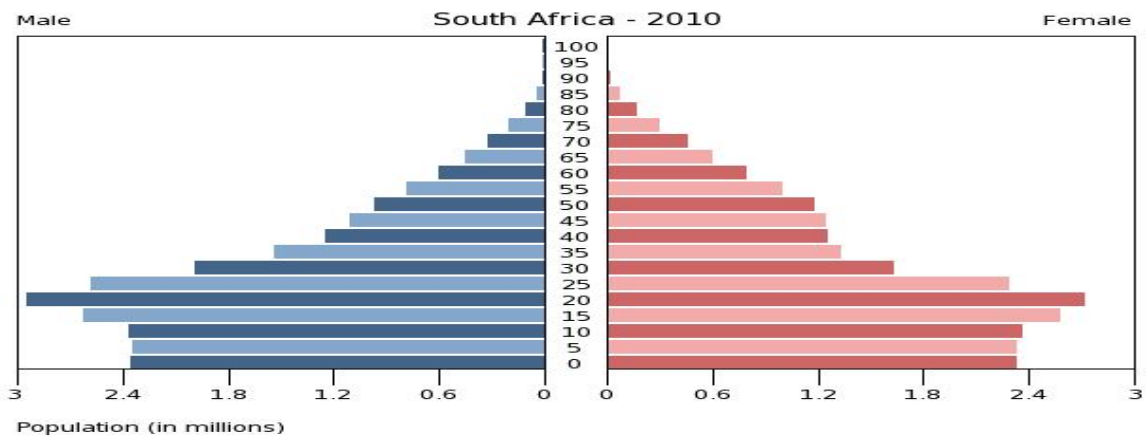
73 percent of those who had visited the TMACC were employed. These are people who are more likely to spend their disposable income on places of interests, especially during school holidays. Five percent of these visitors were students and seven percent were retired. Students from colleges, technicians and universities frequently visit recognised attractions because of their interests and level of education, whilst the retired study population has more time on their hands and perhaps has some extra income to make use of travel opportunities. As much as these statistics echo a positive economic flow, the social impact of visitors could have a severe effect on the environment.

## **5.2.3 Age**

Age plays an important role in determining the population segment that is physically and perhaps economically able to travel. Keyser (2002, p.77) addresses this argument and says that “the age composition of a society is an important determinant in the travel propensity of the population”. Through the assessment of the age statistics, an overall picture could be formed of the type of visitor the TMACC can expect. This can assist the TMACC in determining the percentage of visitors that need positive social and economic change, i.e. job creation, skills development, etc.

The age category of 21-30 years old emerged as the highest segment, consisting of 25 percent of visitors. Most of these visitors came from the domestic visitor

category. According to the US Census Bureau (United States Department of Commerce, 2010) the pyramid below in Figure 5.1, the age category of 20 to 25 years is the largest age composition currently in South Africa. A small percentage of these, namely ages (21 to 25) falls in the same category as the research study population. Therefore it can be assumed that most travellers currently and in the years to come could be expected from this group.

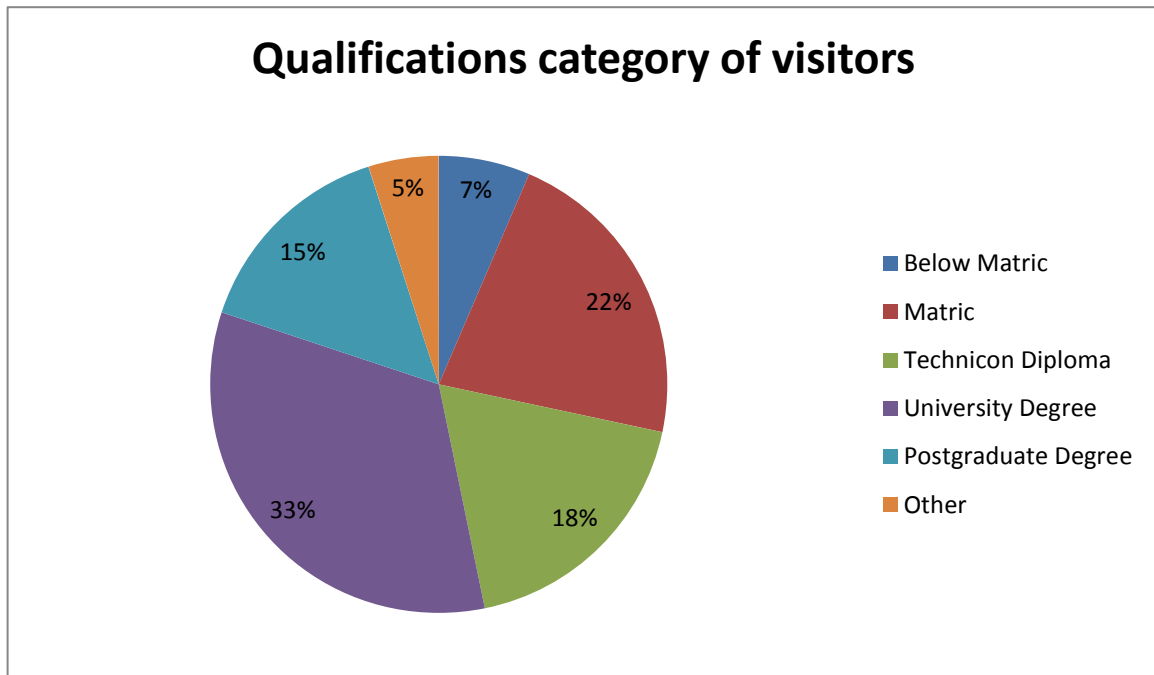


**Figure 5.1:** Population pyramid of South Africa in 2010

**Source:** United States Department of Commerce, *US Census Bureau* (2010)

### 5.2.4 Educational level

Seven percent of respondents were below matriculation level. Therefore it can be assumed that approximately 6 percent of the age group above 21 were uneducated or did not have a matriculation certificate. 22 percent of visitors had a matriculation certificate and 18 percent had a technicon diploma. Visitors with a university degree made up 33 percent of the respondents and had an overall higher percentage than visitors with either matriculation certificates or technicon diplomas. A further 15 percent of respondents had a postgraduate degree.



**Figure 5.2:** Qualification categories for visitors

Eagles (2003, p.2) highlights some of the trends in national parks that can have an influence on tourism management in the next couple of years. He states that: “As educational levels rise, demand for appreciative and learning opportunities associated with parks and protected areas will increase. Higher education leads to higher service quality demands as well as higher educational service demands. Parks are challenged to provide services and programs that build on the education trend. However, since higher education levels lead to higher income levels, these people are able to pay for the services that they demand”.

In the future the number of educated visitors might continually rise in the TMNP and such parks should be held more socially and environmentally accountable for their contribution towards the environment and society by these visitors.



### **5.2.5 Visit frequency and return visitors**

The aim of this category was to assess the number and frequency of visitors to the TMAACC area in order to reduce the impact on its natural resources. According to the questionnaire analysis report, 17 percent of visitors to the TMAACC visit the area on an annual basis and 7 percent on a monthly basis. The 7 percent mainly consisted of tour guides and operators who accompany tourists during their visits. Local visitors were dominantly present from all the categories. The majority of visitors (68 percent) had visited the TMAACC only once.

The significance of land in the TMAACC area can be determined by the number of visitors that actively use it. The total estimated number of visitors to the area, 800 000 per annum, divided by the estimated population of the Western Cape (5 223 900) equals 6.53 per person. This estimated figure could be due to the attraction's location, being in Cape Town itself, therefore the number of Western Cape visitors may not be based in close proximity to the attraction. Other assumptions that can be drawn include the affordability of cable car rides. It might be that a lot of locals cannot afford the prices of these rides and the products offered by the attraction.

**Table 5.3:** Visitor frequency levels at the TMAcc

	International visitors		African country visitors		Domestic visitors		Local visitors	
<b>Visitor frequency</b>	Visit a new attraction	21	Visit a new attraction	0.5	Visit a new attraction	16	Visit a new attraction	3
	Educational purposes	0.5	Educational purposes	0	Educational purposes	7	Educational purposes	6
	Earlier experience	3	Earlier experience	0	Earlier experience	11	Earlier experience	5
	Advertising/Promotion	0	Advertising/Promotion	0.5	Advertising/Promotion	0	Advertising/Promotion	2
	Recommended	6	Recommended	0	Recommended	3	Recommended	0
	Other	2	Other	0.5	Other	2	Other	9

**5.2.6 Main reason for visit**

Forty two percent of respondents visited the TMAcc for the first time. It was found that 13 percent of visitors came for educational purposes. This percentage could also vary throughout the year as the research study was conducted during the South African September school holiday period. Nineteen percent of respondents had previously visited the area during this time. Most of these visitors brought their relatives or friends on a repeat visit or came to experience

the advanced cable car rides. Only two percent of respondents came due to an advertisement or promotion running. During the month of September 2010 there was a Family Special running - 2 children travel free of charge with every adult return ticket purchased over weekends, public holidays and the school holidays. In addition to this, The Table Mountain Cableway participated in Cape Town Tourism's *My Cape Town Weekend* campaign during the month of September. This campaign provided a platform to promote all Cableway specials to the local market (see Appendix D).

Family, friends and acquaintances recommended nine percent of participants to the attraction. These recommendations varied significantly.

**Table 5.4:** Main reasons for visiting the TMACC

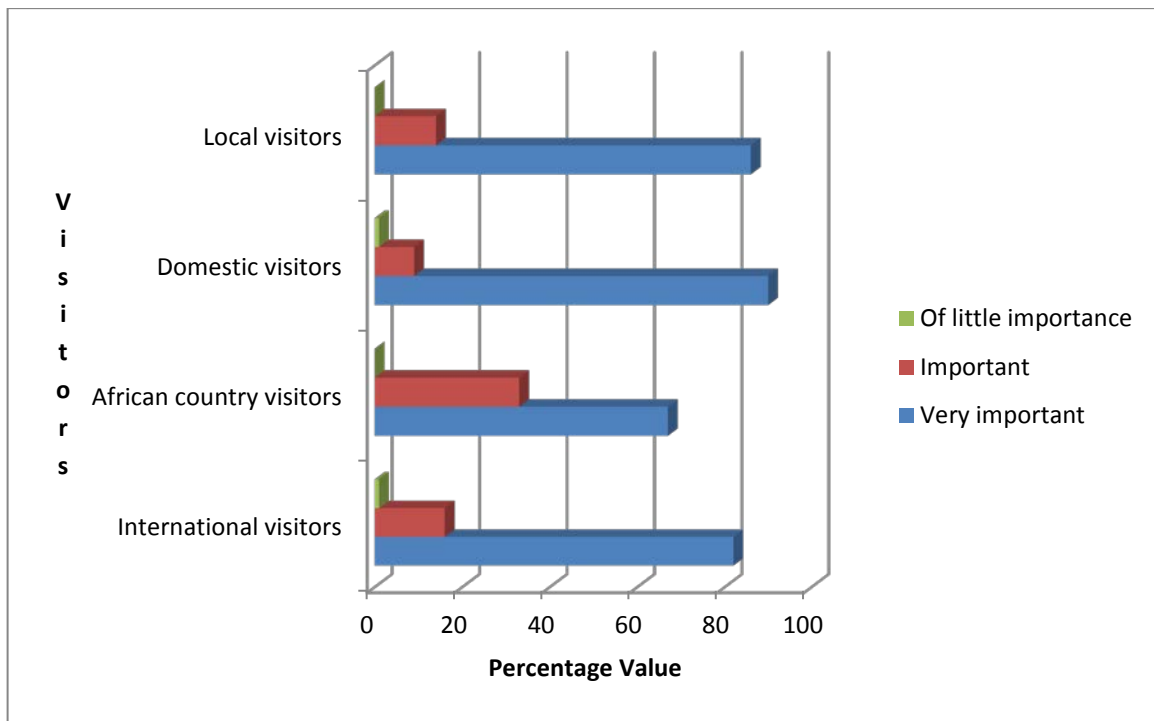
<b>Main reason for visit</b>	Visit a new attraction	43	Visit a new attraction	1	Visit a new attraction	33	Visit a new attraction	7
	Educational purposes	1	Educational purposes	0	Educational purposes	14	Educational purposes	12
	Earlier experience	7	Earlier experience	0	Earlier experience	22	Earlier experience	10
	Advertising / Promotion	0	Advertising / Promotion	1	Advertising / Promotion	0	Advertising / Promotion	4
	Recommended	12	Recommended	0	Recommended	6	Recommended	0
	Other	4	Other	1	Other	5	Other	18

### 5.3 Details of survey analysis

#### 5.3.1

**How important is it to you that the Cableway takes care of its environment?**

Eighty two percent of respondents agreed that it is important that the TMACC takes care of its environment. Eleven percent regarded it as important and 2 percent of international and domestic visitors suggested that it is of little importance. The results displayed an overall high level of responsible tourism awareness.

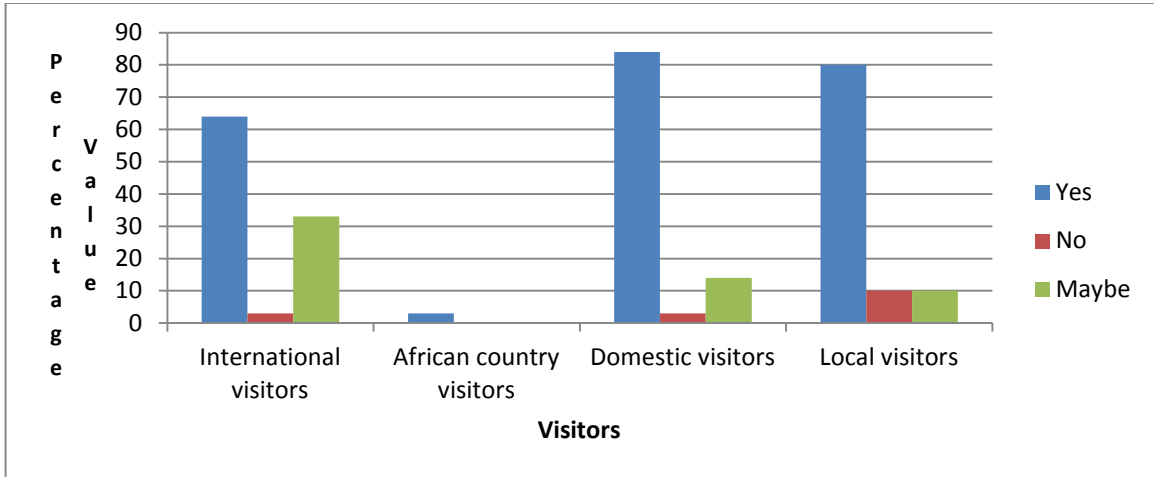


**Figure 5.3:** The importance of the Cableway environment by its visitors (Percentage value shown in above graph)

5.3.2

**Are you prepared to pay a fee at any entrance of the Cableway, to ensure that the environment can be protected?**

The majority of visitors, 76, 6 percent indicated that they were willing to pay an entrance fee to conserve the environment. Many of those who answered with 'maybe' (19 percent) suggested that it would depend on the price range of the fee. Lastly, 4, 4 percent of respondents indicated that they were not willing to pay for an entrance fee to the area and for cable car rides.



**Figure 5.4:** 'Fee' responses from visitors for the protection of the environment at the TMACC

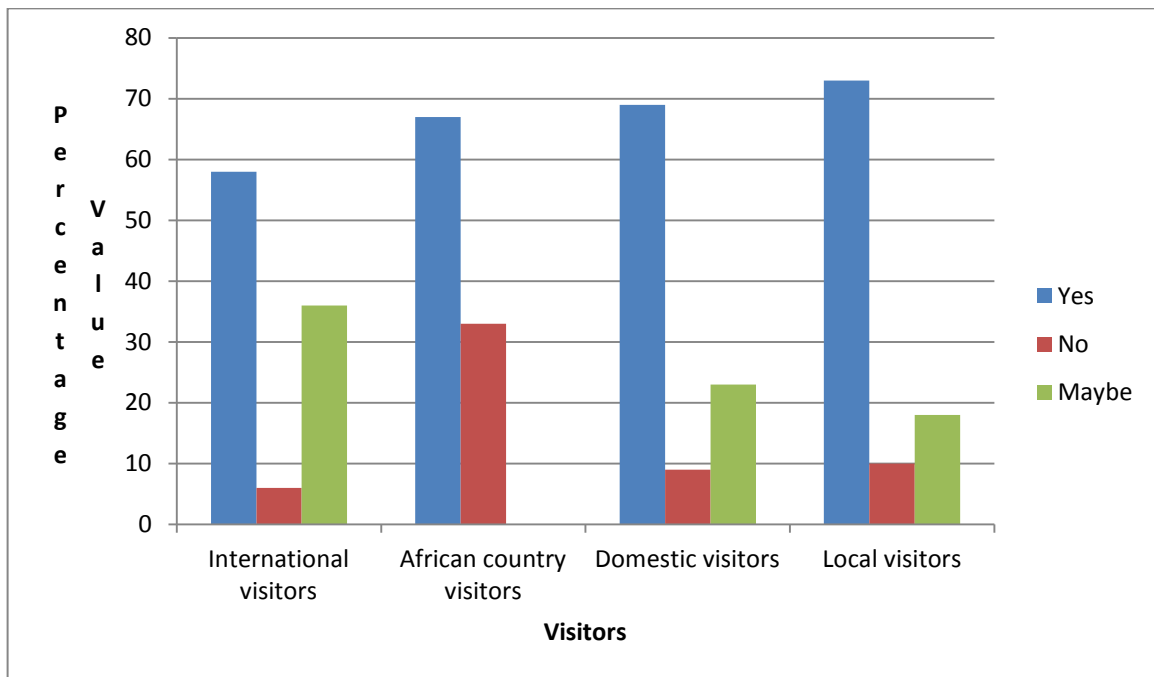
(Percentage value shown in above graph)

5.3.3

**Are you prepared to pay extra for items you buy if they are kind to the environment?**

Environmentally-friendly products available at the TMACC are compostable plates and containers. 66 percent of all the respondents agreed to pay an extra fee for environmentally-friendly products. As might be expected, 14, 5 percent of respondents answered 'no'. Many visitors only come to visit the attraction either as a once-off, as part of an educational outing or in family groupings. Hence

these visitors view Table Mountain as a natural attraction with nominal fees or even 'free' access, so added costs could in fact turn them away even though these products are better for the environment. In addition, there might still be respondents who could afford these products, but are simply not willing to spend the amount of money on items such as these. However, 25, 8 percent of respondents indicated a 'maybe' as a possibility for purchasing such products.

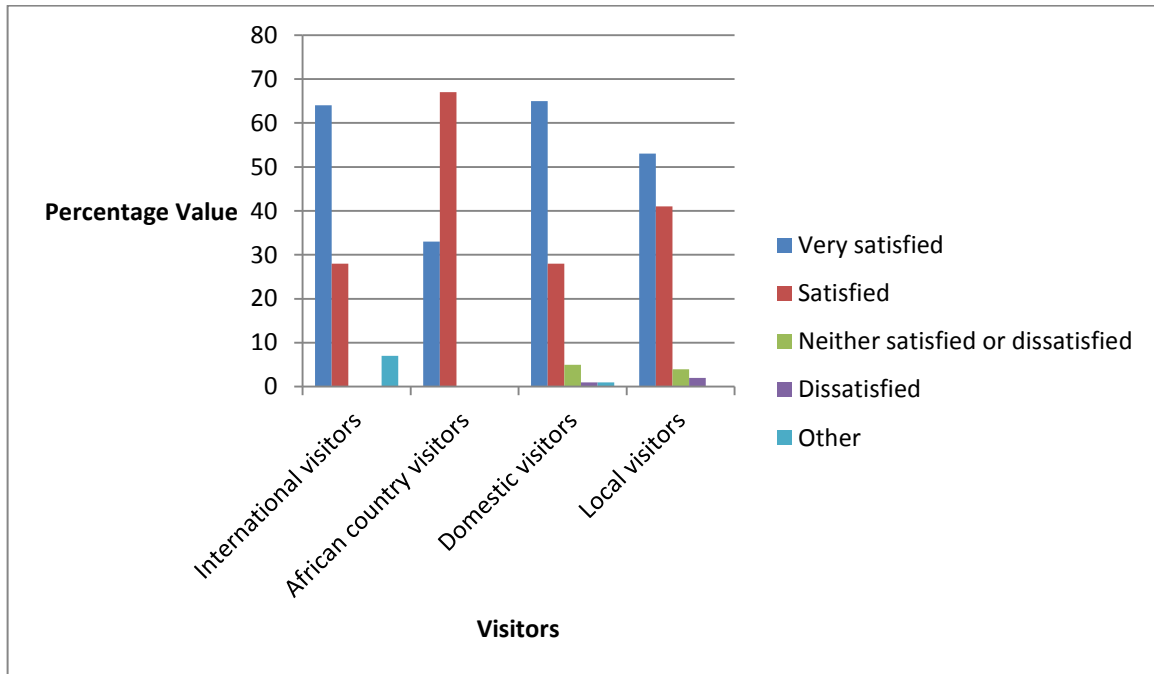


**Figure 5.5:** Costs of environmentally friendly products  
(Percentage value shown in above graph)

### 5.3.4 **How satisfied are you after your visit to the Cableway area?**

This indicator reflects tourist satisfactions levels. Tourists provide revenue for the business, which is why it is important to keep them satisfied. Satisfied tourists will return and even recommend the attraction to others. Those that visited the TMACC area have mostly been very satisfied with their experience. Only one percent of domestic visitors and one percent of local visitors answered that they were dissatisfied. This was due to unknown reasons. Five percent of domestic

and four percent of local visitors responded that they were neither satisfied nor dissatisfied.



**Figure 5.6:** Visitor satisfaction levels

Percentage value shown in above graph

### 5.3.5

**Are there any environmental degradation occurrences that you have noticed while visiting the Cableway area? Briefly explain.**

A number of visitors (46 percent) had cumulatively agreed that they have not noticed any environmental degradation occurrences during their visit. Whilst in some instances, 29 percent of visitors had observed noticeable occurrences. The following statements were obtained from the latter:

*Domestic visitors' comments:*

- "Litter along the pathways"
- "Litter"

- “Dead tree trunks,” but the visitor commented that he was aware of “alien species being removed” in the area
- “Plants getting destroyed along the pathways”
- “People walking up the mountain smoking”
- “Pathways make it feel very unnatural”
- “Air Pollution”
- “Rubbish in cigarette bins”
- “Smoking in ticket line affecting other visitors” and
- “Erosion”.

*Other African visitors’ comments:*

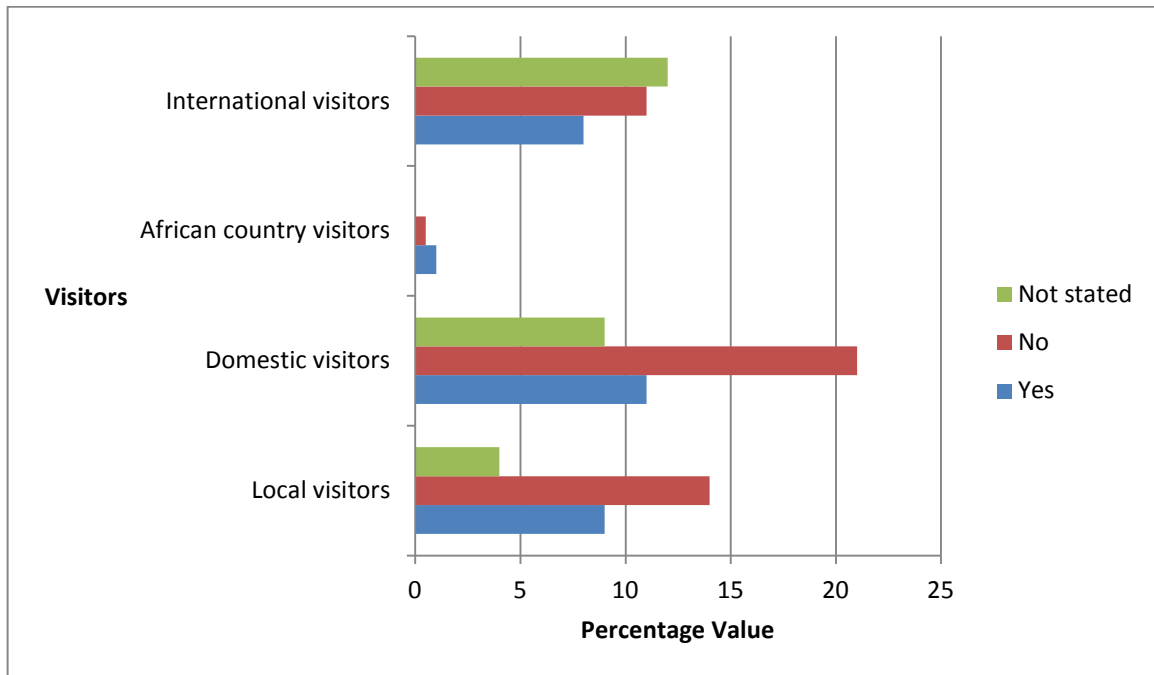
- “Littering”.

*International visitors’ comments:*

- “Litter”
- “Cigarette butts”
- “Some people feeding animals”
- “Four years since last visit, notice pathways broadened, but seems to have minimal impact”
- “Little wildlife”
- “Concrete pathways on summit”



- “People walking off pathways, trampling plants” and
- “Cement paths aren’t so natural. Also, café is very bizarre...”



**Figure 5.7:** Visitors comments on environmental degradation  
(Percentage value shown in above graph)

12 percent of international visitors, 9 percent of domestic and 4 percent of local visitors did not state ‘yes’ or ‘no’ in response to this question. This could be due to factors such as feeling rushed, accidentally missing the question or simply wanting to insert a ‘no comment’ answer.

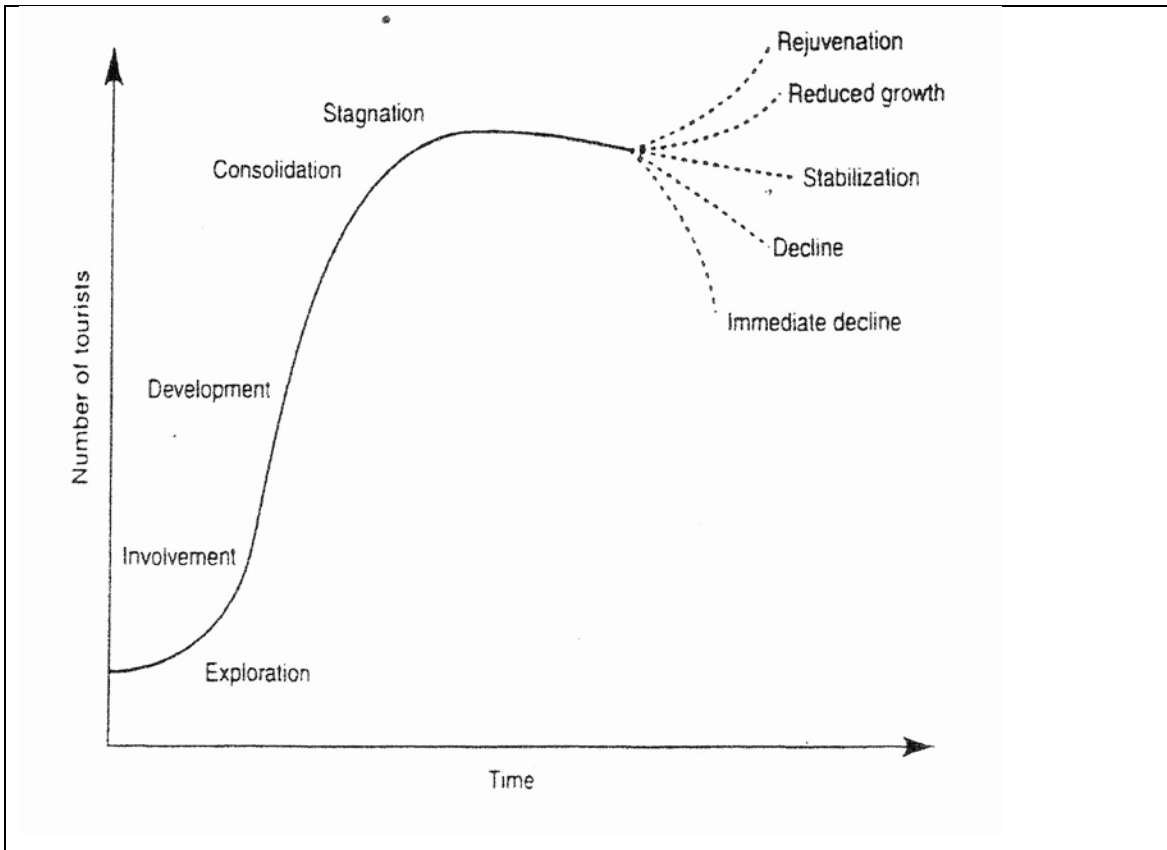
During March to October 2009 (refer to Appendix E for results), the TMACC ran a survey on visitor satisfaction ratings and environmental awareness. Among the questions asked were:

- “Were you made aware of our environmental issues?” and
- “Do you feel we are doing enough to address our environmental issues?”

In Appendix E an analysis of visitors' responses can be viewed throughout the year. It was found that on average, 78 percent of visitors during this period were satisfied with the awareness of environmental issues made by the TMACC. Moreover, about 83 percent on average felt that the TMACC had done enough to address environmental issues.

However, teething factors remain and environmental degradation occurrences are still visible to visitors. The question remains whether the perceptions of visitors outweigh the reality of the conditions of the environment. An objective view thus needs to be taken by the TMACC in order to address the real factors deteriorating the environment. Teething factors from the above responses should not be ignored in order to ensure a well-managed area.

Shaw and Williams (1994, p.68) cite Butler's life cycle model on resort development, Butler (1980) in *Current Issues of Tourism*. An immediate growth after development at a destination may occur after facilities and attractions have been upgraded. However, during the stagnation stage of Butler's model, resources may be depleted through excessive visitor numbers and sadly; the destination no longer has the appeal or attraction for tourists. This model is still pertinent to today's development of natural attractions. It foretells the potential position in which tourist attractions could find themselves, if not properly regulated. It is inevitable that local communities will have to rehabilitate the environment to its original state.



**Figure 5.8:** Butler's model of resort development

**Source:** Shaw and Williams (1994, p.68)

**5.3.6**

**Do you think visitors to the Cableway area have an effect on its environment? Yes / No. Explain.**

The following comments were made by visitors who answered 'Yes' to the question above. They were asked to further explain, with some providing more than one answer.

**Table 5.5:** Visitors observation on environmental impacts

Frequency	Local	Domestic	African country	International	Total
<b>Littering</b>					
Actual	9	17	0	16	42
Percentage	4.5	8.5	0	8	21
<b>Smoking</b>					
Actual	6	4	1	0	11
Percentage	3	2	0.5	0	5.5
<b>Pollution</b>					
Actual	8	6	0	4	18
Percentage	4	3	0	2	15
<b>Overcrowding</b>					
Actual	1	2	0	4	7
Percentage	0.5	1	0	2	3.5
<b>Damaging plants</b>					
Actual	3	4	0	6	13
Percentage	1.5	2	0	3	6.5
<b>Disturbing animals</b>					
Actual	2	2	0	3	7
Percentage	1	1	0	1.5	3.5

*Domestic visitors noticed the following negative impacts:*

- “Sewage”
- “They want to control everything”
- “Writing on rocks”
- “Carbon footprint, usage of water...”

*Other African visitors further commented that:*

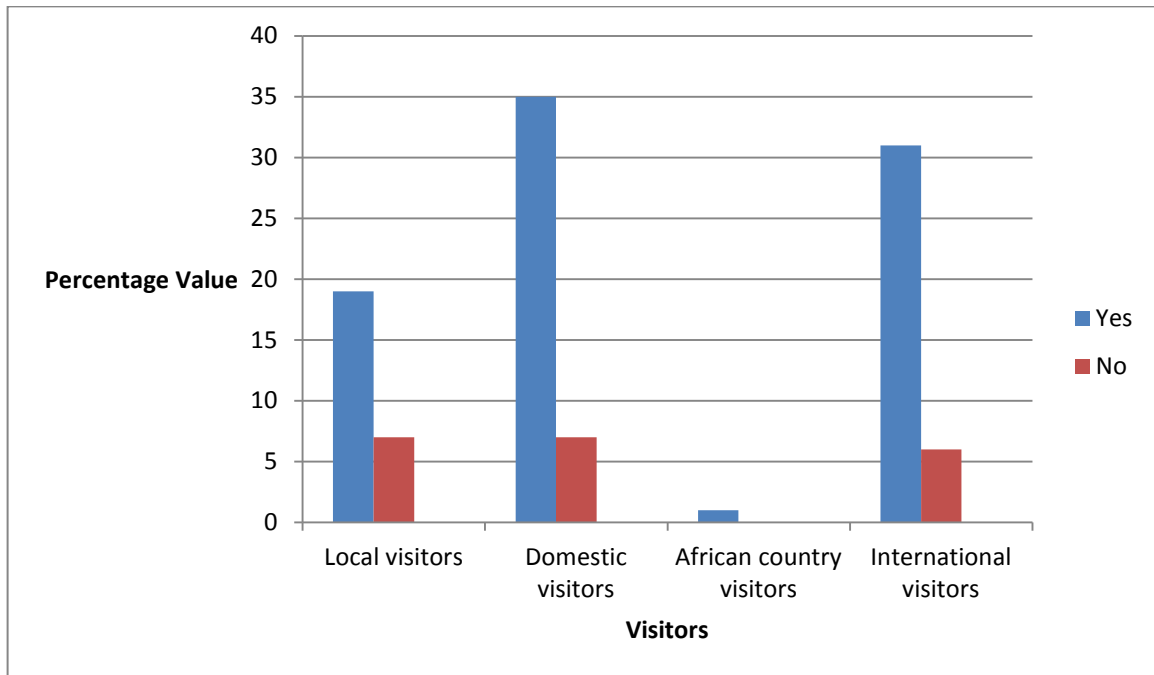
- “People don’t seem concerned about the environment.”

*International visitors said that:*

- “People always do have an effect, whether positive or negative”
- “People have an effect anywhere they go and a lack of awareness leads to many people leaving rubbish behind”
- “Not staying on paths”
- “Erosion, pathway erosion and”
- “Vandalism.”

The comments above display a general awareness regarding sustainability issues amongst the majority of visitors and a general tendency to be concerned about their environment. As soon as this concept of sustainability for protected areas moves from theory to practice in South African law, it will become accepted as a general rule by which every citizen and visitor must abide.

Twenty percent of visitors responded 'No' to this question (Do you think visitors to the Cableway area have an effect on its environment?). Based on this percentage, a small amount of visitors do not think that they could have an effect on the environment. It could be assumed that many respondents were not educated enough about sustainability issues or simply did not notice any impacts on the environment.



**Figure 5.9:** Does visitors to the TMAAC area have an effect on its environment?  
(Visitors perspectives)

(Percentage value shown in above graph)

Refer to Appendix C, Question 14 (Do you think visitors to the Cableway area have an effect on its environment? Yes / No. Explain.)

### 5.3.7

#### Who are the stakeholders that should take care to protect the Cableway's environment?

According to Eagles, Bowman and Chang-Hung Tao (2001, p.2) the management of tourism in parks and protected areas is influenced primarily by three major stakeholder groups: a) tourism operators and park managers, b) visitors and other users, and c) society.

In order to understand the purpose of stakeholders, the importance of sustainable tourism in national parks first needs to be understood:

Eagles, Bowman and Chang-Hung Tao (2001, p.10) states that the goals of sustainable tourism in protected areas are:

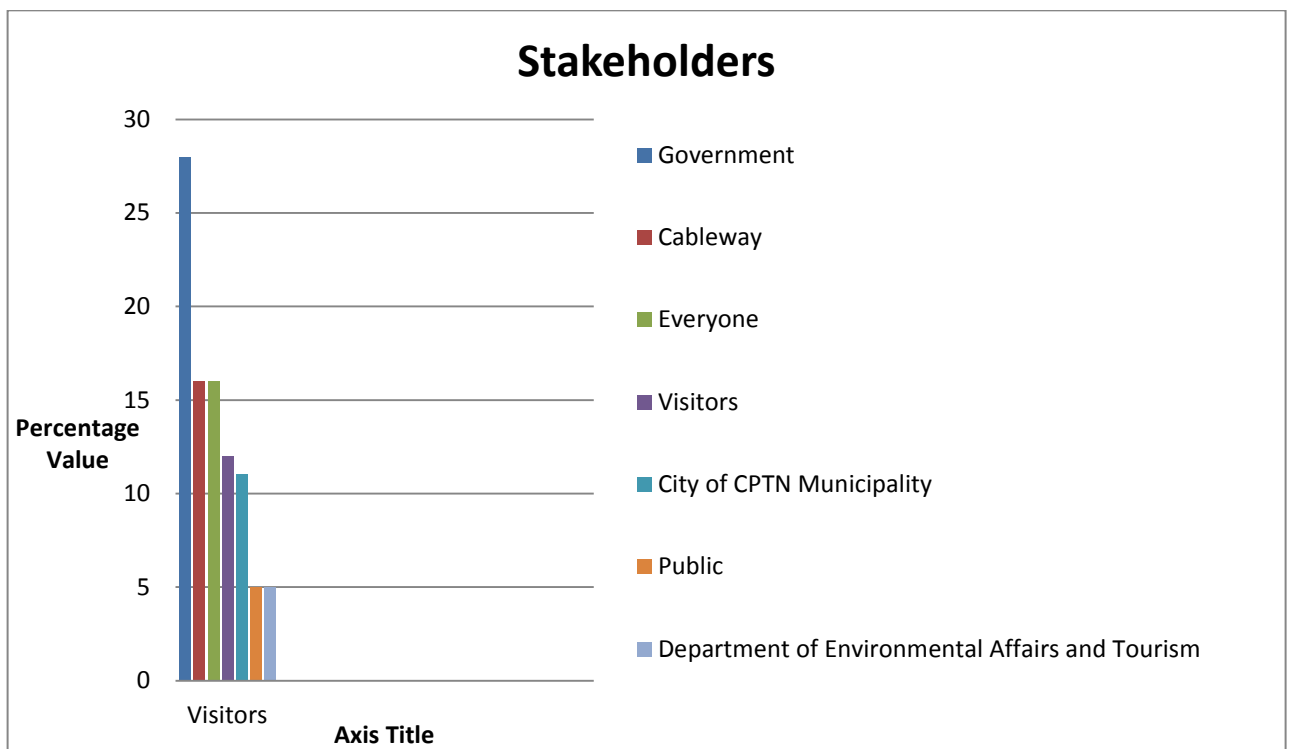
1. To provide people with the ability to learn, experience and appreciate the natural and cultural heritage of the site
2. To ensure that the natural and cultural heritage of the site is managed appropriately and effectively over the long term
3. To manage tourism in parks for minimum negative social, cultural, economic and ecological impact
4. To manage tourism in parks for maximum positive social, cultural, economic and ecological impact.

Predictably, respondents provided more than one answer to the question stated in 5.3.7. Most respondents suggested that government (in particular, the local and provincial government) was responsible as the main stakeholder. The National Department of Environmental Affairs and Tourism was placed in a separate category in order to compare the statistics with Government in general. Furthermore, South African visitors tended to be more aware of the different government departments and their functions. From these statistics, seventeen percent stated that government should be the responsible party and five percent

responded that the Department of Environmental Affairs and Tourism should be held responsible.

McKenzie (2004, p.12) confirms that one of the indicators of social sustainability is “the widespread political participation of citizens not only in electoral procedures but also in other areas of political activity, particularly at a local level”.

Local government needs to adopt a by-law which ensures that all stakeholders, such as local communities, government officials and tourism companies are represented in the decisions of cultural heritage sites and actively participate in ensuring an ecological, economic and social-friendly location.



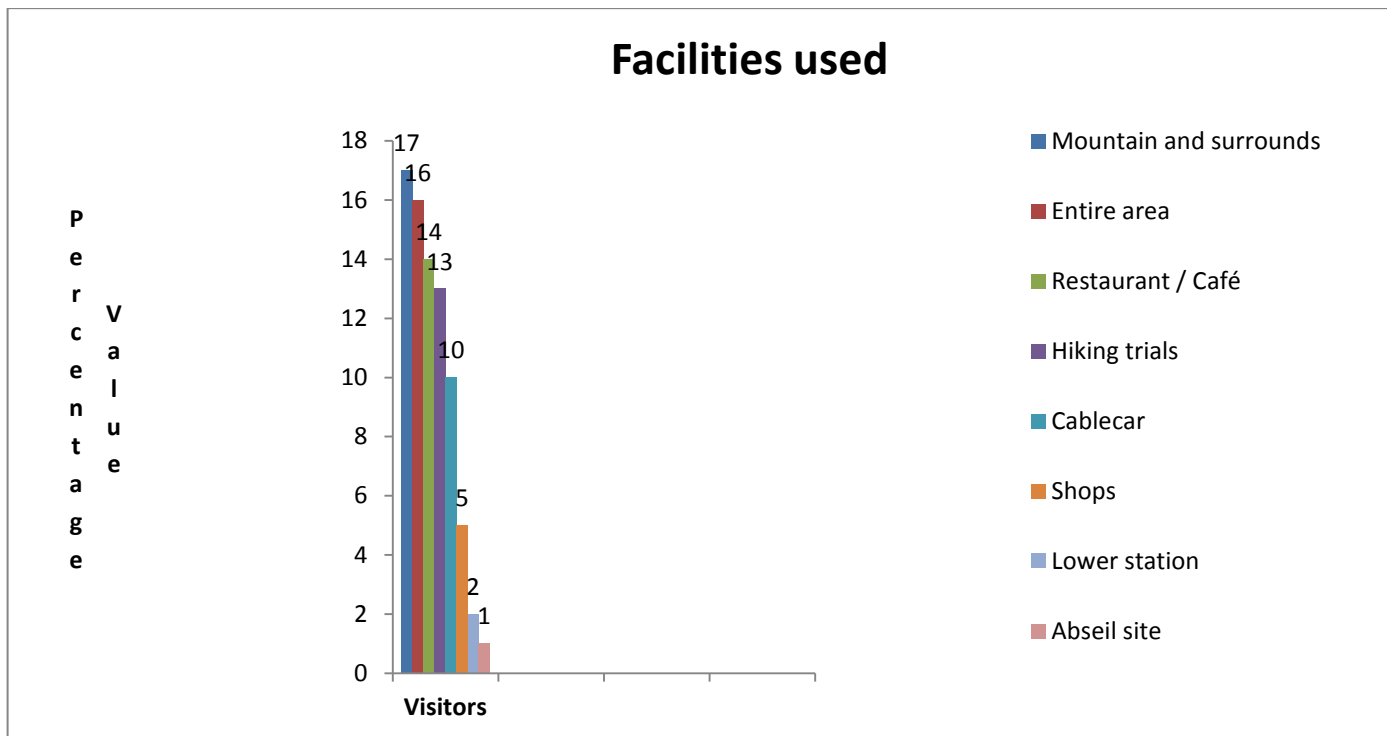
**Figure 5.10:** Stakeholders that should protect the TMACC’s environment  
Percentage value shown in above graph



**5.3.8 What section/s or facilities to the Cableway area do you mainly visit?**

More than one answer was given by some of the respondents and these were calculated in the graph below.

The primary motivation of visitors may be summarised through the areas they choose to visit at the TMACC. A small proportion of visitors may come for a quick visit and purchase some souvenirs for status purposes or prove that they have visited the destination.



**Figure 5.11: Facilities used at the TMACC**  
(Percentage value shown in above graph)

### 5.3.9

#### Are there any facilities or services that you would like to foresee at the Cableway area?

A large number of respondents, forty-seven percent, agreed that there were no added facilities or services that they would like to utilise at the TMAcc. Two percent requested shaded areas for visitors waiting in queues and another two percent requested more shops and stalls.

Other suggestions made by the remaining respondents included:

- "Airtime, banking and foreign exchange facilities at lower cable station"
- "ATM's"
- "Telescopes"
- "More cable cars"
- "More restaurants" and,
- "Cheaper shops".

Others commented requesting "fewer facilities, fewer services, fewer people..."

### 5.3.10

#### What recommendations do you have for the future?

Twenty four percent of visitors had no recommendations for the future. Three percent requested re-adjustment of prices, as products and souvenir shops were found to be very expensive.

A smaller percentage of respondents gave the following recommendations. Note that more than one visitor may have provided similar suggestions to others.

- "Guided tours for visitors"
- "More dirt bins"

- “Trash disposal facilities”
- “Promote online booking”
- “No more development” / “Don’t expand any further”
- “More care for the environment”
- “Limit merchandising / industrialisation”
- “Keep it natural”
- “Don’t open any more facilities or a hotel”.

#### 5.4 Local visitors’ perceptions:

The host population refers to the local communities surrounding the attraction. The group was selected from the Western Cape category of respondents and their perceptions are recorded in the table below.

**Table 5.6:** Summary of negative perceptions formed by the host population regarding tourists visiting the TMAAC area

Social impacts:	
Study population	Main findings
Locals	Meter cabs standing from early morning hours and drivers wash themselves in the open with bottled water
	Litter
	People do not stay on demarcated pathways
	Too many people
	People feeding animals
	Water runway close to bend
	People walking up damaging the plants

	People smoking in line, up the pathways and a lot of cigarette butts laying around
	Smoking
	Gases from cars and buses affecting the environment
	People disturbing animals
	Noise pollution
	People damaging plants
	<b>Recommendations</b>
	Ban smoking on Table Mountain
	More visible police / security officials / more safety
	Re-adjust prices, as shops are very expensive
	More dirt bins
	Limit number of visitors

These comments were obtained from locals residing in the Western Cape. Much of the respondents focused on environmental issues, because of the structural nature of the survey. These are also people familiar with the area and who have seen its development and changes throughout the years.

According to Canestrelli and Costa (1991, p.299) “it is possible for the tourists’ willingness to pay to remain stable or even to increase, in spite of increasing congestion levels and of a consequent deterioration in the quality of a visitor’s experience”. Although both local and international tourists might support the destination for future use, the weakening of its resources, i.e. plant and animal life, may lead to its exploitation in terms of its natural resource base. Such deterioration may in fact progress and the warning signs as indicated in the above comments have the potential to visibly increase as time progresses. The quality of the visitor experience might decline if something is not done, as the destination no longer provides its primary means of attraction in a sublime setting.

Lastly, if tourism should continue as a primary means of income for the TMAcc, both locals and the private company need to determine goals on sustainability, which would benefit both parties.

### **5.5 Findings of results from identifying the social indicators, in order to measure the social sustainability of the TMAcc**

- Visitor satisfaction - most visitors responded that they were satisfied with their overall experience after their visit to the attraction. However, 29 percent of visitors observed noticeable occurrences in environmental degradation to the attraction. The host population had similar concerns which included overcrowding, noise pollution and littering amongst other factors.
- Carrying Capacity - the area's carrying capability was observed and it was found that sufficient movement was allowed between visitors.
- Transport used by visitors - various means of transportation systems were utilised by visitors. However the main form of transport was a car, followed by buses, taxis and motorbikes. The number of taxis occupying the limited parking areas could be significantly reduced based on the demand of visitors utilising them. Negative effects from taxi drivers include the following: drivers were seen washing themselves outside their vehicles in the early hours of the morning and their parking spaces are eyesores and a concern for the surrounding social and physical environment. These areas should be monitored by the attraction.
- Zoning - it was found that buses were allocated parking spaces but, the low-emission rule implemented by the TMAcc to reduce gas emissions from buses was not controlled as it should be, as many buses were seen leaving their engines running while in this area.

## **5.6 Summary of the chapter**

The findings of the research results are explained in more detail during this chapter. The chapter is introduced with a breakdown on the background of the respondents, whereby further socio-economic factors are discussed such as transport, employment, age, educational level, visit frequency and return visitors and main reason for visit. The survey questions are then analysed and discussed. Visitor comments are taken into consideration and quoted throughout the discussion to ensure the reader comprehends the essence of the feedback. Lastly, the host population's perception of the attraction and its social, economic and environmental impacts are discussed as the attraction forms part of its natural and cultural heritage. The results reveal that local communities can distinguish between these different impacts and their relationship to social sustainability. The next chapter concludes this research study and provides useful and thorough recommendations for future purposes.

## **Chapter 6: Synthesis, Recommendations and Conclusion**

### **6.1 Introduction**

This chapter presents a synthesis, followed by recommendations on how the TMAcc can effectively improve their approach to social sustainability. It has been concluded that alongside social indicators, policy initiatives need to be implemented by the business, allowing it to specifically focus on achieving its social sustainability goals. The study section of this dissertation concludes the issue of the social sustainability at the TMAcc.

### **6.2 Synthesis**

The research objectives as explained in Chapter 1 were achieved.

Objective 1: Identify social indicators, in order to measure the social sustainability of the TMAcc

- This objective has been achieved. Key issues pertaining to the local community and to visitors have been established in order to draw up a list of social indicators. These were integrated into the research, serving as a measuring tool to evaluate the social sustainability of the TMAcc.

Objective 2: Assessing whether equal opportunities were provided by the TMAcc to local communities to become involved in its initiatives, i.e. employment, voluntary programmes, etc.

- This objective was achieved. Equal opportunities have been provided by the TMAcc to the public by means of the distribution of cable car tickets. However, a lack of sufficient opportunities was identified at the TMAcc. Companies with best practices

require both environmental and social sustainability initiatives to be implemented.

- Progress of the TMACC towards achieving their social sustainability goal has been slow. Marketing of socially sustainable achievements by the company has been visible in the media. However, much still needs to be done. Local communities are still on the periphery of the fiscally triumphant business. Foreign ownership and lack of local partnerships are major concerns.

Objective 3: Assessing the public's perception of the TMACC role in social sustainability

- This objective has been achieved. Local, domestic, African and International tourists provided valuable insight into the TMACC's function and suggested changes that were discussed.

Objective 4: To provide recommendations for future social sustainability of the TMACC

- This objective has been achieved. The completion of this objective allowed the researcher to contribute valuable suggestions for future socially sustainable changes at the TMACC.

Challenging issues that were brought to the surface during the research study included:

- Costly prices of Cable car rides that most locals could not afford. The majority of visitors, who came from the Western Cape, were mainly concerned about the affordability of ticket prices.
- The inefficiency of the trickle-down effect whereby private ownership benefits the top scale of the private company and not the local employees



on an equal scale, since many employees were found to be seasonal workers, with no guarantee of re-employment. Keyser (2002, p.388) confirms that “contemporary tourism planning embraces the ‘triple bottom line’ approach to sustainable development. This means that well-planned tourism development:

- ✓ Is economically viable and results in economic benefit to tourism businesses and host communities,
  - ✓ Conserves and protects environments and contributes financially to the continued conservation of tourism resources, and
  - ✓ Respects host communities and cultures, and involves local communities in the planning and operation of tourism in their local areas”.
- Although most respondents had visited the TMAcc on a once-off basis, the destination still remains popular with tourists returning to introduce the attraction to relatives or friends. New international arrivals, tourism operators and transport drivers contribute to the excess in numbers. Although the tourism demand for the business is important, it now needs to be monitored in such a way that it benefits both the natural and social environment.

### **6.3 Guidelines to the TMAcc and local government**

This section will provide guidelines to the TMAcc and local government on the integration of social and environmental planning.

#### **6.3.1 Visitor satisfaction**

Visitors to the TMAcc are one of its primary sources of revenue. Clients’ needs should be a priority for management and staff. Therefore, keeping them satisfied

is a key determinant on returned visits. As with many tourism companies, revenue plays a fundamental role in keeping operational costs covered.

Ways in which customer satisfaction can be improved at the TMAcc include:

- Staff must have good cultural and environmental knowledge, as to provide visitors with quality information on the surrounding areas and to show consideration for other cultures
- Good infrastructure. Management should ensure facilities and pathways are clean and safe for visitors to use and wheelchair-friendly
- Security plays a major role in keeping visitors' experience superior and reduces the risk of crime
- Using good equipment reduces long queues and enhances the economic value of the attraction
- Marketing tools used to encourage visitor loyalty may include:
  - ✓ Advertising (radio, television or magazines)
  - ✓ Publicity (articles, interviews or reports) by external entities
  - ✓ Promotions (competitions or special offers)

Management should continuously seek to improve visitor satisfaction levels. Regular customer service satisfaction evaluations should be done to measure the standard of service of the TMAcc.

### **6.3.2 Carrying Capacity**

In September 2010, the overcrowded bathrooms, long queues at ticket offices, traffic congestion, noises and fumes from vehicles were amongst the many factors that suggested that facilities were overused at the TMAcc by visitors. Hiking trails used by visitors were not congested. However, the primary area where the cable car and facilities are located at can become relatively congested

with 855 000 visitors reaching the attraction within the past 2012 financial year. In previous years the TMACC has only provided estimated numbers.

Recommendations for the future include:

- The TMACC has an online booking reservation system for visitors. This system should be optimised to ensure visitor numbers are limited.
- Models to assess the carrying capacity of certain locations in the park must be built
- Carrying capacity assessments should form part of the framework for planning and development at the TMACC.
- The Protected Areas Act 57 of 2003 (2003, p.12) states in its objectives that it wishes “to promote sustainable utilisation of protected areas for the benefit of people, in a manner that would preserve the ecological character of such areas”. Access to reliable statistics on visitor capacity is needed for public accountability from the TMACC.

### **6.3.3 Transportation**

Media Club South Africa (2013, p.1) suggests that “tourism’s contribution to South Africa's gross domestic product (GDP) rose from 2.7% to 7.9% in the 2009-2010 period. The average spend per tourist in South Africa was R9 900”. One of the key concerns for the National Department of Transport in South Africa is the lack of infrastructure to get tourists to their destinations. Members raised concerns about the condition of roads in South Africa and their lack of maintenance. It was especially a problem when roads leading to tourist destinations were in a bad shape. The Airports Company of SA (ACSA)’s high tariffs at airports was another concern as this had a negative impact on tourism. The DOT responded that new legislation dealing with ACSA and Air Traffic

Navigation Services (ATNS) was being drafted. Greater detail was asked about DOT's efforts in revitalising travel by sea and rail which would alleviate congestion on the roads. A Memorandum of Understanding between the DOT and the National Department of Tourism was considered a must if tourism and transport were going to work together".

During the spring season when the research study was conducted, parking at the TMACC was in havoc, as commuters were parking on sensitive areas and wherever possible to find a place for their vehicles. There are no limits set for traffic coming in and out from the TMACC and this is of great environmental and social concern. The consequences include traffic congestion, pollution and tensions between locals and foreigners. Such tensions and overcrowding distracts the tourists from enjoyment of the attraction, as its serenity is what lure tourists into visiting the attraction. It is recommended that the TMACC sets parking lots aside whereby the number of visitors can be monitored and not allowed further access should they be occupied and no spaces are available. This tie in with setting the environmental and social carrying capacity for the TMACC area in order to create acceptable levels of tourists who can enjoy the attraction without giving up their psychological comfort.

As previously stated in Butler's model of resort development (Figure 5.8) during the consolidation stage, tourists are making use of the destination to its fullest capacity and overcrowding is at the order of the day. However, when the attraction has been environmentally degraded it moves to the declination stage and by that time it will be too late to restore the area's biological condition.

The researcher recommends that bicycles be encouraged as a means of transport, pedestrians walk to the attraction and public transport should be the primary mode allowed within the area. Public buses and taxis within limited numbers and cars should be kept to a minimum. Management needs to avoid negative effects caused by overcrowding and strengthen its risk management in

the area, should any emergency occur within the crowds by limiting the number of tourists visiting the TMACC area. Only tourists who have booked online should be allowed to visit the TMACC. Local government should study the TMACC's traffic figures and establish a risk management policy to which the company can account for.

#### **6.3.4 Zoning**

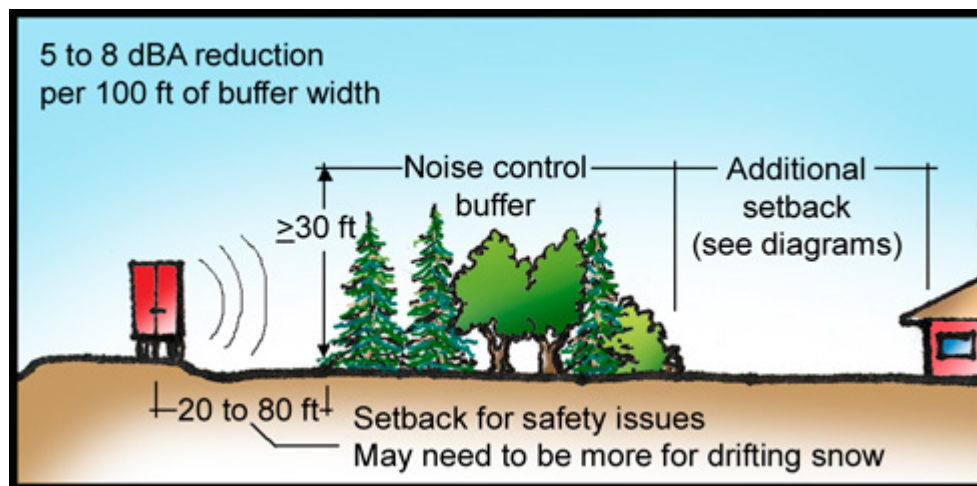
The context for improvement of zoning at the TMACC takes place in accordance with the National Environmental Management Act 57 of 2003, Section 41 (2) (g) which declares a management plan must contain at least "a zoning of the area indicating what activities may take place in different sections of the area, and the conservation objectives of those sections". The researcher suggests that the TMACC utilises a geographical map of the area, indicating particularly where sensitive areas are more prone to misuse as a result of human activity. Such areas should be cordoned as zoning areas where only a limited number of visitors are allowed access in a certain time frame.

According to the Western Provincial Government (2004, p.14) "the general purposes of this zoning scheme are:

- (a) to promote and implement the applicable national, provincial and municipal planning and development principles adopted from time to time;
- (b) to determine use rights, to manage urban growth, development and utilisation of land, as well as conservation of the natural and cultural environment, in order to:
  - achieve the co-ordinated and harmonious development of the municipal area in a way that will most effectively tend to promote public health, safety, good order, amenity, convenience and general welfare of the inhabitants of the municipal area;
  - promote integrated and sustainable development;
  - enhance the quality of the urban environment;
  - protect important natural and cultural resources;

- promote a mutually supportive mix of land uses managed in an orderly manner;
- promote the opportunity for affordable and appropriate housing in areas close to places of work;
- guide urban growth and contain urban sprawl,
- manage and control the physical appearance of the natural and built environment”.

The researcher recommends the TMAACC implements noise control buffers that reduce the noise from human activity in the conservation area. An example is given below in Figure 6.1. In such an instance most of the conservation area is cordoned off from noises, whilst tourist activities continue.



**Figure 6.1:** Buffers for noise control

**Source:** National Agroforestry Center

Zoning is aimed at meeting the social sustainability goals of the TMAACC. The TMAACC should combine conservation laws with that of tourism development when incorporating zoning areas. Areas where animal and plant life are sensitive or endangered should be better protected through zoning.

## 6.4 Recommendations

Recommendations have been suggested, for the TMAACC and for the area's future development. The aim of the research was to find a more efficient system of managing socially sustainable tourism in the TMAACC. The following recommendations can be made concerning the site where tourism has been commercialised as a source of income for the TMAACC:

- The company needs to ensure that culturally sensitive land is protected since the park serves as an important heritage for local communities.
- Have a structure in place for visitor carrying capacity. This could be achieved by working through a central reservation system, whereby all staff is informed of the limit on visitor numbers once it has been reached.
- The company's rights should be exercised according to conservation laws. This should proceed hand-in-hand with annual performance-based criteria, such as community development, involving community stakeholders, environmental sustainability, social capital and local government accountability.

Moreover, for future purposes, communities need to be involved in the planning and development of tourism practices at the TMAACC. Gaining the perspectives of locals and their input will enhance socio-economic benefits to the area. Tourism should not only provide wages for a few locals, but should filter through positive economic and social impacts on its surrounding communities. Impoverished local communities should not only benefit from what tourism companies in their area have left to spare, but it should be an active partnership between locals and business owners. Locals need to become key stakeholders in the operation processes of the TMAACC, sharing in its development, as it forms part of their natural and cultural heritage. This in itself will create meaningful social change for future sustainability.

The main goal of planning for the company should be to ensure public participation takes place by means of raising awareness of tourism initiatives and development. This may lead to an increase in poverty alleviation. For example, a concept called 'anti poverty tourism' has been initiated by the Millennium Development Goals (MDG). Their aim is to eradicate poverty in the world, where people sometimes survive on less than a dollar a day.

Educational initiatives have been instituted and tickets have been sponsored to various community groups by the TMACC. However much still needs to be done in creating a socially sustainable application approach that links to that of local communities, ensuring lasting socio-economic impacts.

Andrew Shepherd (1998, p.16) defines "modernization theory and its antitheses, dependency theory, and Marxist theories of underdevelopment were all attempts to develop laws, which would work almost irrespective of place and time. These theories correspond to the preference for universalistic solutions to varied problems: they resulted in state-run development schemes and services with (in theory, but often not in practice) equal treatment for different people." In other words, these so-called benefits offered by First World countries towards Third World countries, never really reached the people at the bottom living in 'real poverty'; instead it only benefited the minority of the rich and resulted in a top down approach. This leaves Third World countries with the majority of their population being poorer and with a higher balance of payment debt on imports than exports, not to mention the money and its interest it has borrowed from these wealthy countries.

A shift of focus from economic growth to a focus on egalitarianism of the population needs to take place. It is for too long that Third World countries are bound in the power of First World countries, which are calling the 'shots' because of their fiscal powers and the demands that come with it. Foreign ownership of local natural resources should be eliminated. Many writers from peripheral



countries came up with the concept of dependency theory. Dependency theorists firmly believed that there was a distinct difference between First World countries and Third World Countries and that First World countries were accountable for most of the reasons why these peripheral countries were not adequately and normally developed as well as not being highly industrialized as they are. Theorists also believed that this was a deliberate attempt. They argue that peripheral countries were constructed in a manner in order to benefit core countries, thus making it a dependency association.

## **6.5 Conclusion**

This study established social sustainability as a highly effective means of eradicating potential pitfalls of tourism development. It identified that communities should be allowed to become a key stakeholder in the decision making process of tourism organisations and their tourist attractions, specifically the TMAAC. This would allow locals to become actively involved in strategies, procedures and ideas, giving them a voice within the community. The benefits gained from this collaboration would include more support from communities with regard to tourism organisations and the potential realisation of further economic opportunities. This in itself will bring forth a mutual concern and respect by both parties that will importantly profit the environment and its people.

## **6.6 Summary of the chapter**

The socio-environmental indicators provide guidelines to the TMAAC and local government on future social sustainability application. A distinctive need exists for continuous social sustainability evaluation and accountability of tourism attractions in natural settings.

This final chapter has importantly concluded the findings of the study and provided suggestions for future study purposes on the role of social sustainability to the TMACC.

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## Appendix A: Map of walks

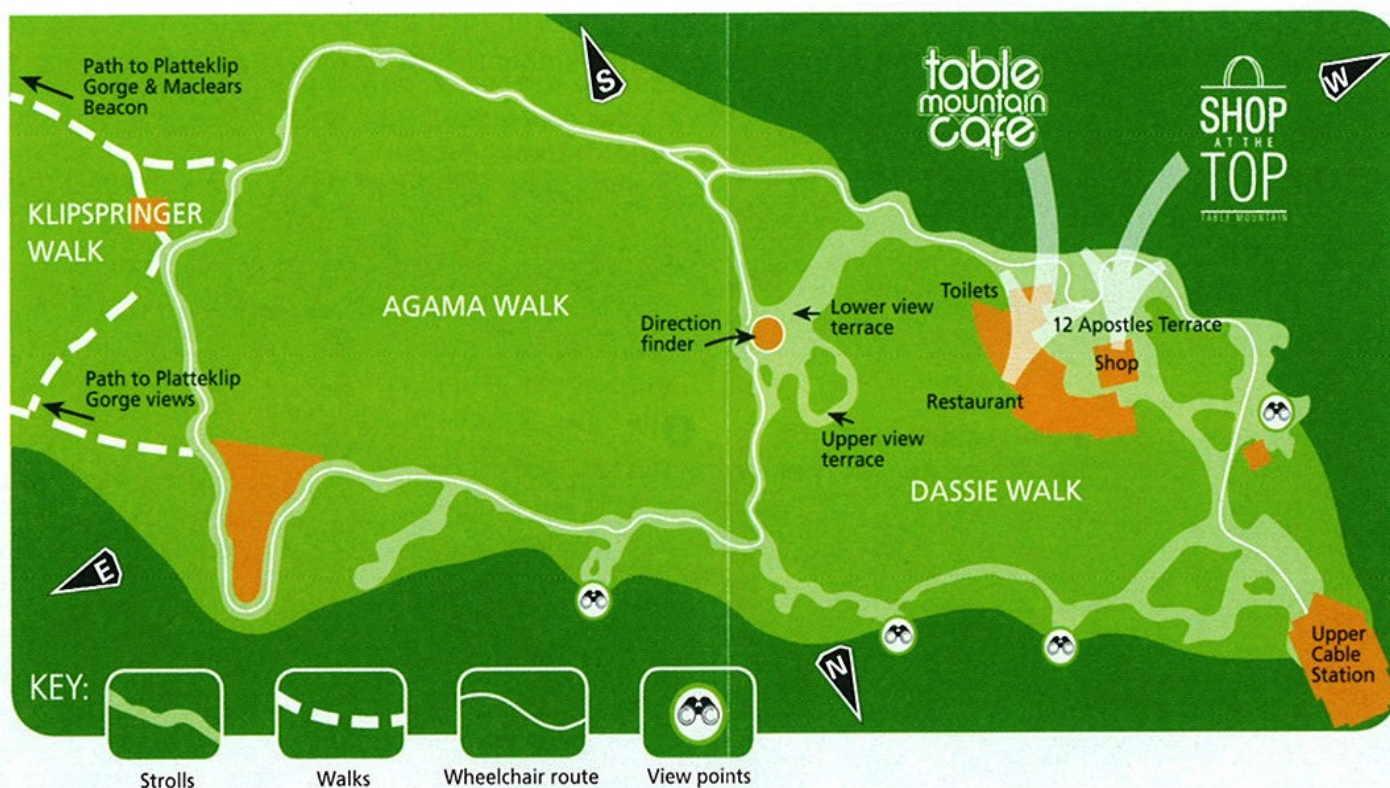
### A GUIDE TO THE WALKS

**GUIDED PLATEAU WALKS:** Guides pointing out areas of interest, will depart daily at 10h00 and 12h00 from the Upper Cable Station at the sign posted meeting point. These walks are free of charge.



### NEED HELP?

Ask any staff member for assistance.





## Appendix B: Corporate social responsibility

# 13 CORPORATE SOCIAL RESPONSIBILITY

Over the past year Table Mountain Aerial Cableway has supported the Cape Town community with generous contributions of tickets, either as a day out for the underprivileged or as items which may be raffled to raise funds for a good cause. The following organisations benefited from the programme:

Alta du Toit Nasorg	Heart Foundation	SAWAS House
Astra School	Homeless World Cup - Journalists	SHAWCO
Beth Uriel Home	Homeless World Cup - Players	Shiloh Christian Upliftment Centre
Big Brother Big Sister	Lentegeur Hospital	SPCA
Camphill School	NICRO	St Georges Home - orphanage
Cart Horse Protection	Pebbles Project Trust	St Luke's Hospice
Chris Burger Players Fund	Pioneer School	Strohab
Comcare	President Hotel	Sunfield Centre for Mentally
Community Chest	Quad Para Association	Handicapped
Deaf Community of Cape Town	Reach For A Dream	The Homestead
Educo Africa	Red Cross	Two Oceans 2007 Runners
Emasithandane Orphanage	SA Haemophilia Foundation	Village Athletes
FAMSA	SA Riding for the Disabled	Tygerberg Meals on Wheels
Fountain House	SA Tandem Association	UCT Rag
Getwell	SAID Foundation	Violets RFC
Goedegeedacht	SANZAF	Vista Nova School
		Zanethemba Orphanage

The Cableway donated a lathe to Spes Bona High School in Athlone. Spes Bona High is a technical school, and indicated that they needed a lathe. Cableway staff members delivered the lathe to the school on 8 August 2007.

### **Class in the Clouds**

The Class in the Clouds programme continues to draw almost 28 000 learners per annum. 80% of the participants in the Class in the Clouds programme are from previously disadvantaged communities. A number of schools have made this programme part of their annual educational excursion.

The teacher assistants employed by TMACC to assist school groups are from the Chrysalis Academy. The Academy provides development opportunities for youth on the Cape Flats, and aims to transform 'youth at risk' into strong, positive community leaders.

## Appendix C: Research questionnaire

### TABLE MOUNTAIN CABLEWAY 2010:

#### QUESTIONNAIRE:

Dear Respondent,

I am inviting you to participate in a research project that I am currently completing for the degree Masters in Environmental Management at the University of South Africa. The study is based on the title 'Social sustainability of the Table Mountain Cableway'. The purpose is to determine the social sustainability of the Table Mountain Cableway area using sustainable tourism indicators. Below you will find a short questionnaire that asks a variety of questions about visitor use, awareness and satisfaction at the Table Mountain Cableway. I am asking you to kindly look through the questionnaire and please complete it.

Yours Sincerely,

Valencia Deysel

**Please indicate with a  $\surd$  (mark) in the applicable boxes.**

1. How important is it to you that the Cableway takes care of its environment?

<input type="checkbox"/> Very important	<input type="checkbox"/> Important	<input type="checkbox"/> Moderately important	<input type="checkbox"/> Of little importance	<input type="checkbox"/> Unimportant
---	------------------------------------	---	---	--------------------------------------

2. Are you prepared to pay a fee at any entrance of the Cableway, to ensure that the environment can be protected? Please tick with a ✓

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
------------------------------	-----------------------------	--------------------------------

3. Are you prepared to pay extra for items you buy if they are kind to the environment?

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
------------------------------	-----------------------------	--------------------------------

4. Your main form of transportation used when visiting the Cableway:

<input type="checkbox"/> Car	<input type="checkbox"/> Bus / Coach	<input type="checkbox"/> Rail	<input type="checkbox"/> Other
------------------------------	--------------------------------------	-------------------------------	--------------------------------

5. Are you

<input type="checkbox"/> Employed	<input type="checkbox"/> Unemployed	<input type="checkbox"/> Retired	<input type="checkbox"/> Student	<input type="checkbox"/> Other
-----------------------------------	-------------------------------------	----------------------------------	----------------------------------	--------------------------------

6. Are you a *local / overseas (foreign) visitor* to the Cableway?

<input type="checkbox"/> Local visitor	<input type="checkbox"/> Domestic visitor	<input type="checkbox"/> African country visitor	<input type="checkbox"/> International visitor
--	---	--	--

7. Specify area / province / country.

---

8. How often do you visit the Cableway area?

<input type="checkbox"/> On a monthly basis	<input type="checkbox"/> On a quarterly basis	<input type="checkbox"/> Six monthly basis	<input type="checkbox"/> Annual basis	<input type="checkbox"/> Once off basis
---	---	--	---------------------------------------	---

9. Please select one of the following age categories:

<input type="checkbox"/> < 21 years	<input type="checkbox"/> 21 – 30 years	<input type="checkbox"/> 31 - 40	<input type="checkbox"/> 41 – 50	<input type="checkbox"/> 51 - 60	<input type="checkbox"/> 60 +
-------------------------------------	--	----------------------------------	----------------------------------	----------------------------------	-------------------------------

10. Education level:

<input type="checkbox"/> Below matric / grade 12	<input type="checkbox"/> Matric / grade 12 certificate	<input type="checkbox"/> Technicon diploma	<input type="checkbox"/> University degree	<input type="checkbox"/> Postgraduate degree	<input type="checkbox"/> Other
--	--	--	--	--	--------------------------------

11. Main reason for visiting the Cableway?

<input type="checkbox"/> Visit a new attraction	<input type="checkbox"/> Educational purpose	<input type="checkbox"/> Earlier experience	<input type="checkbox"/> Advertising / promotion	<input type="checkbox"/> Recommended	<input type="checkbox"/> Other
---	--	---	--	--------------------------------------	--------------------------------

12. How satisfied are you after your visit to the Cableway area?

<input type="checkbox"/> Very satisfied	<input type="checkbox"/> Satisfied	<input type="checkbox"/> Neither satisfied or dissatisfied	<input type="checkbox"/> Dissatisfied	<input type="checkbox"/> Very dissatisfied	<input type="checkbox"/> Other
---	------------------------------------	--	---------------------------------------	--	--------------------------------

13. Are there any environmental degradation occurrences that you have noticed while visiting the Cableway area? Briefly explain.

---

---

14. Do you think **visitors** to the Cableway area have an effect on its environment? Yes / No. Explain.

---

---

15. Who are the stakeholders that should take care to protect the Cableway's environment?

---

16. What section/s or facilities to the Cableway area do you mainly visit?

---

17. Are there any facilities or services that you would like to foresee at the Cableway area?

---

18. What recommendations do you have for the future?

---

---

*Thank for your time in completing this questionnaire😊*

**Appendix D: Table Mountain Cableway specials**

# DID YOU KNOW..?

Table Mountain Cableway offers specials for Capetonians throughout the year.

## BIRTHDAY SPECIAL

South African adults travel free of charge on their birthday.

## FAMILY SPECIAL

2 Kids travel free with every adult return ticket.

## SUNSET SPECIAL

Adults and children pay half price from 6pm.

## SENIOR CITIZENS

South African senior citizens, 60 years and older, pay the child rate if they produce their South African ID. Valid Fridays only.

## STUDENTS

Students pay a discounted rate if they produce a valid student card. Valid Fridays only.



Terms and conditions apply. Please check the website [www.tablemountain.net](http://www.tablemountain.net) or call our Information Line: 021 424 8181.

It's your mountain - see you at the top!



Appendix E: Table Mountain environmental questionnaire results

