

**A STRATEGIC ORGANIZATIONAL BEHAVIOUR FRAMEWORK
TO SUSTAIN THE EFFECTIVE MANAGEMENT
OF WORLD HERITAGE SITES**

Madia M Levin

Submitted in partial fulfilment of the requirements for the degree

PhD with specialization in Organizational Behaviour

in the

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

at the

UNIVERSITY OF PRETORIA



**UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA**

Study Leader: Prof Y du Plessis
Co- Study Leader: Prof E Heath

29 August 2008

DECLARATION

I declare that "**A Strategic Organizational Behaviour Framework to Sustain the Effective Management of World Heritage Sites**", which I hereby submit for the degree PhD in Organizational Behaviour at the University of Pretoria, is my own work and that the relevant references are shown in the reference list. This study has not previously been submitted by me for a degree at this or any other tertiary institution.

I further declare that this thesis has been language edited by Mrs J Meyer (MA Linguistics, University of Stellenbosch).



Madia Levin

29 August 2008

Date

ACKNOWLEDGEMENTS

In the spirit of Organizational Behaviour, I believe that the “*whole is greater than the sum of its parts*”. I found this doctorate to be a very rewarding journey and also often a lonely and arduous mission. This study would never have been completed without the help of various individuals, supporting and encouraging, and even sometimes coaxing and prodding me on.

I wish to acknowledge:

- My study leader, Prof Yvonne du Plessis, for her positive spirit, enthusiasm and guidance.
- My co-study leader, Prof Ernie Heath, for his enthusiastic and thoughtful contribution.
- My husband Pierre Levin, for encouraging and supporting me. Thank you for always looking after our family; you are an anchor in my life.
- My parents, and in particular my mother Joey de Jager, for instilling in me a love of art and heritage, for listening and sharing ideas, and for being the eternal maternal motivator.
- Mr Ntsizi November for his valuable contribution with regard to heritage in South Africa and this study in particular.
- Dr Marna Cilliers-Hartslief for planting the seeds for this research and her continued support for and interest in the study.
- The respondents, for their valuable time and input during the empirical phase of this study. It is clear to me that the people directly involved in these sites are very passionate about the sustained existence thereof and believe in the preservation of it for generations to come. I hope that this study will play a part in highlighting how precious our heritage is and that it must be protected and cherished.

ABSTRACT

World Heritage sites are irreplaceable tourist destinations. These protected areas face many challenges and issues, which impact on their Organizational Behaviour (OB) and sustainability. World Heritage status holds considerable promise for economic and social growth, sustainability and development. To this effect UNESCO'S World Heritage Convention ensures that heritage sites around the world are recognized and protected and encourages participatory management. However, many organizational factors may negatively influence sustainability, for example the management or decisions-making style and fragmentation or miscommunication between stakeholders.

World Heritage Sites are organizational groupings of stakeholders working together to achieve goals. OB views organizations as open systems with interrelated parts, interacting with the environment and influenced by organizational design, dynamics and stakeholder relationships. The primary objective of this study was to investigate the strategic level of OB of selected World Heritage sites in South Africa, namely the iSimangaliso Wetland Park and the Cradle of Humankind, in order to develop a Strategic Organizational Behaviour Framework to facilitate effective management and sustainability. An exploratory qualitative research approach provided rich descriptive data. The empirical phase involved non-probability sampling and data collection focusing on in-depth interviews with key stakeholders.

The findings indicate that the manner in which World Heritage sites are managed influence the organizational culture, communication and the stakeholder relationships. There is a perceived discrepancy between 'ideal' OB and the actual experiences of the stakeholders. Issues of strategic concern were the organizational design and structure, in both cases found to exclude key stakeholders; the management style and behaviour, found to be mainly dictatorial and exclusive; and the organizational culture and communication, influenced by the particular management of the sites and experienced as closed and non-participatory. The

relationships between strategic stakeholders were found to be flawed, resulting in the sustainability of these sites being questioned.

The Strategic OB Framework developed here, is based on OB and Open Systems Theory principles and illustrates the interdependency and influence of the different strategic OB dimensions. Management must understand that positive organizational design, dynamics and relationships will lead to more effective management and sustainability. This Strategic OB Framework can inform management and contribute significantly to sustain the effective management and the continued success of World Heritage sites in South Africa.

GLOSSARY OF TERMS AND ACRONYMS

CEO	Chief Executive Officer
Convention	<i>“The Convention concerning the Protection of the World Cultural and Natural Heritage was adopted by the General Conference of UNESCO at its seventeenth session in Paris on 16 November 1972. The Convention responds to the increasing threats to cultural heritage and natural heritage caused by poverty in many countries, neglect, and in some countries, by unconsidered economic growth and development and seeks to encourage State Parties to identify, protect, preserve and present cultural heritage and natural heritage for future generations in a spirit of international cooperation” (UNESCO, 1997).</i>
Criteria	<i>“The basis on which a property belonging to the cultural or natural heritage may be included in the World Heritage List and/or the List of World Heritage in Danger, by the World Heritage Committee” (UNESCO, 1997).</i>
Cultural heritage	<i>Cultural heritage includes “monuments such as architectural works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features, which are of outstanding universal value from the point of view of history, art or science; groups of buildings such as groups of separate or connected buildings which, because of their architecture, their homogeneity or their place in the landscape, are of outstanding universal value from the point of view of history, art or science; as well as sites such as works of man or the combined works of nature and man, and areas including archaeological sites which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological point of view” (UNESCO, 1997).</i>
DAC	Department of Arts and Culture
DACEL	Department of Agriculture, Conservation, Environment and Land Affairs.
DEAT	Department of Environmental Affairs and Tourism
DFA	Department of Foreign Affairs
DoE	Department of Education
GEF	Global Environmental Facility
GSLWP	Greater St Lucia Wetland Park

ICCROM	The International Centre for the Study of the Preservation and Restoration of Cultural Property is “ <i>an intergovernmental body which provides expert advice on how to conserve properties inscribed in the World Heritage List, as well as training in conservation techniques</i> ” (UNESCO, 1997).
ICOMOS	The International Council on Monuments and Sites is “ <i>an international, non-governmental organization that provides evaluations on cultural properties nominated for inscription in the World Heritage List</i> ” (UNESCO, 1997).
Inscription	Inscription refers to “ <i>the act of including or inscribing a property in the World Heritage List</i> ” (UNESCO, 1997).
IUCN	The International Union for the Conservation of Nature and Natural Resources also known as the World Conservation Union is “ <i>an international, non-governmental organization that seeks to ensure the conservation of the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable</i> ” (UNESCO, 1997).
LSDI	Lubombo Spatial Development Initiative
Natural heritage	Natural heritage refers to “ <i>natural features consisting of physical and biological formations or groups of such formations, which are of outstanding universal value from the aesthetic or scientific point of view; geological and physiographical formations and precisely delineated areas which constitute the habitat of threatened species of animals and plants of outstanding universal value from the point of view of science or conservation; and, natural sites or precisely delineated natural areas of outstanding universal value from the point of view of science, conservation or natural beauty</i> ” (UNESCO, 1997).
NGO	Non-governmental organization
OB	Organizational Behaviour
OBM	Organizational Behaviour Management
Organization	A group of people working in a network of relationships and systems to achieve a common purpose.
Organizational Behaviour	The behaviours of individuals and groups within an organization, and the interaction between the organization and its environment.
SAHRA	South African Heritage Resources Agency

SAWHCC	South African World Heritage Convention Committee
Systems theory	Emphasizes that “ <i>the whole is greater than the sum of its parts</i> ”, and that the parts are interrelated to each other and the whole.
Tourism	The activities and travels of people visiting and staying in places (natural or constructed) outside their usual environment for leisure, business or other purposes.
UNESCO	The purposes of the United Nations Educational, Scientific and Cultural Organization (UNESCO) as stated in the Constitution is “... <i>to contribute to peace and security by promoting collaboration among nations through education, science and culture in order to further universal respect for justice, for the rule of law and for the human rights and fundamental freedoms which are affirmed for the peoples of the world, without distinction of race, sex, language or religion, by the Charter of the United Nations</i> ” (UNESCO, 1997).
UNWTO	United Nations World Tourism Organization
World Heritage	Cultural or natural heritage that is “ <i>of outstanding interest and therefore needs to be preserved as part of the priceless and irreplaceable possessions, not only of each nation, but of mankind as a whole. The loss, through deterioration or disappearance, of any of these most prized possessions constitutes an impoverishment of the heritage of all the peoples in the world</i> ” (UNESCO, 1997).

TABLE OF CONTENTS

1	INTRODUCTION	1
1.1	BACKGROUND	2
1.1.1	World Heritage	5
1.1.2	Organizational Behaviour	10
1.2	THE RESEARCH PROBLEM	12
1.2.1	The Thesis Statement	13
1.2.2	Research Questions	13
1.2.3	Demarcation of the Study	14
1.2.4	Assumptions	15
1.3	THE RESEARCH PURPOSE AND OBJECTIVES	16
1.4	THE NEED FOR A STRATEGIC ORGANIZATIONAL BEHAVIOUR FRAMEWORK FOR SOUTH AFRICAN WORLD HERITAGE SITES	16
1.5	CONCLUSION	17
2	REVIEW OF WORLD HERITAGE	19
2.1	INTRODUCTION	20
2.2	THE WORLD HERITAGE CONVENTION	21
2.2.1	Benefits of Ratification of the World Heritage Convention	25
2.2.2	Inscription of World Heritage Sites	26
2.2.3	Monitoring and Reporting	30
2.2.4	Relevant Institutional Parties	31
2.3	WORLD HERITAGE IN SOUTH AFRICA	34
2.3.1	The iSimangaliso Wetland Park	35
2.3.1.1	Issues Affecting the Management and Functioning of iSimangaliso	39
2.3.2	The Cradle of Humankind - Fossil Hominid Sites of Sterkfontein, Swartkrans, Kromdraai and Environs	45
2.3.2.1	Issues Affecting the Management and Functioning of the Cradle	47
2.4	FACTORS INFLUENCING WORLD HERITAGE SITES	48
2.4.1	Challenges facing World Heritage sites	48
2.4.1.1	Tourism	49
2.4.1.2	Environmental Issues	53
2.4.1.3	Policy and Legislation	54
2.4.1.4	Management and Organization	56

2.4.1.5	Sustainability	58
2.4.1.6	Stakeholder Relationships	59
2.5	CONCLUSION	61
3	INTERNATIONAL BEST PRACTICES REVIEW	62
3.1	INTRODUCTION	63
3.2	CRITICAL ISSUES IN THE INVESTIGATION OF BEST PRACTICES	66
3.2.1	Implications of World Heritage Listing	66
3.2.2	Tourism at World Heritage Sites	67
3.2.3	Lack of International Best Practices	67
3.3	BEST PRACTICES MANAGEMENT	68
3.3.1	A Review of Current Experience and Key Best Practices	70
3.3.1.1	Raising Awareness	74
3.3.1.2	Increasing Protection	76
3.3.1.3	Enhancing Funding	83
3.3.1.4	Improving Management	84
3.3.1.5	Harnessing Tourism	98
3.3.2	Additional Best Practices	103
3.3.2.1	Scientific and Technical Studies and Research	103
3.3.2.2	Training and Education	105
3.3.2.3	Participation of Local Communities	106
3.3.2.4	Adequate Staff Capacity	107
3.3.2.5	The Use of Information Technology	109
3.3.2.6	Identification of World Heritage Values	109
3.3.2.7	Cognisance of Threats and Risks	111
3.3.2.8	Cooperation for World Heritage	112
3.4	CONCLUSION	113
4	REVIEW OF ORGANIZATIONAL BEHAVIOUR	114
4.1	INTRODUCTION	115
4.1.1	Organizational Behaviour Defined	116
4.1.2	Overview of the Field of Organizational Behaviour	118
4.1.3	Organizational Behaviour as Independent Field of Study	119
4.1.4	Organizational Behaviour Objectives	121

4.1.5	Organizational Behaviour Points of View	122
4.2	A SYSTEMS APPROACH TO ORGANIZATIONAL BEHAVIOUR	124
4.2.1	Organizations as Open Systems	126
4.2.2	Elements of an Open System Organization	127
4.3	STRATEGIC ORGANIZATIONAL BEHAVIOUR	129
4.3.1	Organizational Design and Structure	130
4.3.2	Organizational Dynamics	135
4.3.2.1	Leadership and Management	136
4.3.2.2	Culture	140
4.3.2.3	Communication	146
4.3.3	Strategic Stakeholder Relationships	148
4.4	CRITICISM OF ORGANIZATIONAL BEHAVIOUR RESEARCH	153
4.4	CONCLUSION	155
5	RATIONALE FOR RESEARCH APPROACH	156
5.1	INTRODUCTION	157
5.1.1	Research Approach	159
5.1.2	Research Objectives and Stages of Research to be Deployed	161
5.1.3	Research Descriptors	163
5.2	QUALITATIVE RESEARCH	164
5.2.1	Ensuring Rigour	166
5.2.2	Advantages and Disadvantages of Qualitative Research	168
5.3	SAMPLING DESIGN	169
5.3.1	Non-Probability Sampling	170
5.3.2	Target Population and Sample	171
5.4	DESIGNING THE RESEARCH METHOD PROTOCOL	172
5.4.1	Data Collection	173
5.4.1.1	In-depth Interviews	176
5.4.1.2	Documentation and Archival Records	178
5.4.1.3	Audit Trail	179
5.4.2	Data Analysis	180
5.4.3	Develop Conclusions and Recommendations	183
5.5	ETHICAL CONSIDERATIONS	184
5.6	CONCLUSION	185

6	RESEARCH METHODOLOGY	186
6.1	INTRODUCTION	187
6.2	RESEARCH METHODOLOGY	188
6.2.1	Research Population	191
6.2.2	The Interview Process	193
6.2.2.1	Pre-interview Preparations	194
6.2.2.2	Conducting the Interviews	196
6.2.2.3	Post-interview Actions	197
6.2.3	Interpreting the Data	198
6.2.4	The Quality of the Data	200
6.3	GRAPHICAL REPRESENTATION OF THE FINDINGS	201
6.4	CONCLUSION	203
7	PRESENTATION AND DISCUSSION OF RESEARCH FINDINGS	204
7.1	INTRODUCTION	205
7.2	REPORTING AND INTERPRETATION OF RESULTS	206
7.3	TOWARDS A STRATEGIC FRAMEWORK OF ORGANIZATIONAL BEHAVIOUR	208
7.3.1	Designing the Framework	208
7.3.2	An Open System's Approach	209
7.4	THEMATIC DISCUSSION OF RESULTS	210
7.4.1	Understanding the Design and Structure of the Heritage Sites	211
7.4.1.1	UNESCO, World Heritage Status, the Convention, Policies and Legislation	212
7.4.1.2	The Structure of World Heritage Sites	218
7.4.1.3	Parties and Partners	225
7.4.1.4	Tourism Destination and Sustainability	231
7.4.2	Understanding the Organizational Dynamics of the Heritage Sites	238
7.4.2.1	The Management of the World Heritage Sites	238
7.4.2.2	The Organizational Culture of the World Heritage Sites	250
7.4.2.3	Communication at the World Heritage Sites	253
7.4.2.4	The Strategic Stakeholder Relationships of the World Heritage Sites	257
7.5	THE PROPOSED STRATEGIC ORGANIZATIONAL BEHAVIOUR FRAMEWORK	266
7.5.1	World Heritage Organizations as Open Systems	268

7.5.2	The Strategic Organizational Behaviour Framework	270
7.6	CONCLUSION	277
8	CONCLUSION AND RECOMMENDATIONS	278
8.1	INTRODUCTION	279
8.2	FINDINGS AS RELATED TO THE OBJECTIVES	280
8.2.1	The Organizational Level Elements Necessary for the Sustained Strategic Organizational Behaviour of a World Heritage Site	281
8.2.1.1	The Structure and Design of the World Heritage Sites are not Inclusive Of all the Role-Players	281
8.2.1.2	The Culture of the World Heritage Sites is Influenced by the Management, which in turn Contributes to its Success as a Business	282
8.2.1.3	Open Communication Contributes to Building of Relationships whereas a Lack of Communication leads to Mistrust and Antagonism	283
8.2.2	The Impact Of Organizational Behaviour on Sustained Destination Management	284
8.2.2.1	World Heritage Status Holds Significant Opportunity and Challenges in Terms of Tourism	284
8.2.3	The Strategic Approach Taken to the Development and Sustainability of a World Heritage Site	286
8.2.3.1	UNESCO Provides the Philosophy but does not have Governing Powers	287
8.2.3.2	The Concept of World Heritage is still not Widely Understood	287
8.2.3.3	The World Heritage Legislation Provides for Structure and Power of the Sites	288
8.2.4	Best Practices for Optimal Sustained Management of South African World Heritage Sites	290
8.2.4.1	Lack of Consistency exists with regard to Monitoring and Evaluating World Heritage Sites	290
8.2.4.2	General Best Practices are not Applied Uniformly	291
8.2.4.3	The Participation of Local Communities	294
8.2.4.4	Cooperation for World Heritage	294
8.2.4.5	The Management of World Heritage Sites is Experienced as Dictatorial rather than Participatory	295
8.2.5	The Roles and Contributions of the World Heritage Sites' Strategic Stakeholders	295
8.2.5.1	Many Different Parties are Involved in and Responsible for World Heritage in South Africa	295

8.2.5.2	Strategic Stakeholder Relationships Impact the Long-Term sustainability of the World Heritage Sites	296
8.2.6	The Strategic Organizational Behaviour Framework for South African World Heritage Sites	297
8.3	THE RELIABILITY OF THE STUDY	298
8.4	THE LIMITATIONS OF THE STUDY	300
8.5	THE CONTRIBUTION OF THE STUDY	301
8.6	RECOMMENDATIONS FOR FUTURE RESEARCH	302
8.7	CONCLUSION	304
9	LIST OF REFERENCES	305
	APPENDIX A - Interview Schedule	321
	APPENDIX B - Informed Consent Form	325

LIST OF FIGURES

Figure 1-1: Context of Study	5
Figure 1-2: Map of South African World Heritage Sites	6
Figure 2-1: Schematic Representation of the World Heritage Literature Review	20
Figure 2-2: Schematic Representation of the Relationship between the Governing Bodies	23
Figure 2-3: Process for the Identification and Evaluation of SA World Heritage Sites	29
Figure 2-4: Schematic Representation of the Institutional Parties involved with World Heritage	32
Figure 2-5: St Lucia Estuary Mouth	36
Figure 2-6: Mrs Ples	46
Figure 3-1: Schematic Representation of the International Best Practices Literature Review	63
Figure 3-2: World Heritage Sites by Region	70
Figure 3-3: Key World Heritage Best Practices	74
Figure 3-4: Best Practices concerning the Process of Planning	89
Figure 3-5: Elements of an Effective Management System	95
Figure 3-6: The Framework for Assessing Management Effectiveness of Protected Areas	96
Figure 3-7: Methodology to Develop and Implement Monitoring and Evaluation Systems	98
Figure 4-1: Schematic Representation of the Organizational Behaviour Literature Review	116
Figure 4-2: World Heritage Sites as Open Systems Organizations	126
Figure 4-3: Organizational Dynamics	136
Figure 4-4: Stakeholder Analysis	149
Figure 5-1: Schematic Representation of the Mitroff Model	157
Figure 5-2: Generic Qualitative Research Activities	160
Figure 5-3: Schematic Representation of the Research Design	162
Figure 5-4: Sampling	170
Figure 5-5: The Interview Cycle	177
Figure 6-1: The Applied Mitroff Model	187
Figure 6-2: The Process of Finding Meaning in Data	198
Figure 6-3: IDEF0 Context Diagram	202
Figure 6-4: IDEF0 Decomposition Diagram	202

Figure 7-1: Graphic Representation of Identified Themes	207
Figure 7-2: The Open System Level	268
Figure 7-3: The Strategic Organizational Behaviour Framework	272
Figure 7-4: Organizational Design	272
Figure 7-5: Organizational Dynamics	274
Figure 7-6: Strategic Stakeholder Relationships	276
Figure 8-1: The Relationship between Phases of the Study	297

LIST OF TABLES

Table 1-1: Research Questions	13
Table 1-2: Research Objectives	16
Table 2-1: Selection Criteria	28
Table 2-2: Advantages and Disadvantages of Tourism in Protected Areas	51
Table 3-1: Key Implications of World Heritage Listing	66
Table 3-2: Characteristics of Best Practices	69
Table 3-3: Additional World Heritage Best Practices	103
Table 4-1: Basic Managerial Functions	123
Table 4-2: Handy's Typology of Organizational Culture	144
Table 5-1: Research Design Descriptors	163
Table 5-2: Types of Evidence	175
Table 6-1: Interview Questions and Related Objectives	190
Table 6-2: Interview Candidates	191
Table 8-1: The World Heritage Tourism Program Activities	288

“If I believe I cannot do something, it makes me incapable of doing it. But when I believe I can, then I acquire the ability to do it even if I didn't have it in the beginning”.

- Gandhi (n.d.)