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SUSTAINABLE CULTURAL HERITAGE TOURISM: Fostering ASEAN-Korea Partnership

ASEAN-KOREA CENTRE

SEJONG UNIVERSITY

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# FOREWORD

The year 2017 produced milestones on several occasions. It not only marked the 50th anniversary of the Association of Southeast Asian Nations (ASEAN), but it was also the ASEAN-ROK Cultural Exchange Year as designated by the leaders of ASEAN Member States and Korea, as well as the United Nations' International Year of Sustainable Tourism for Development. As a record of this momentous year, which was made a success in part by the dedicated efforts of the ASEAN-Korea Centre, I am pleased to present this book, *Sustainable Cultural and Heritage Tourism: Fostering ASEAN-Korea Partnership.*

ASEAN is blessed with a wealth of unique and diverse cultural assets that not only hold Outstanding Universal Value (OUV) of cultural significance, but also have great potential for attracting tourists from around the world. During my three-year tenure at the helm of the ASEAN-Korea Centre (AKC), I had the privilege of visiting 12 of the 24 cultural heritage sites in the ASEAN region. I went to see the Angkor Wat and Preah Vihear temples in Cambodia, the cultural landscape of Bali Province and Borobudur Temple in Indonesia, Luang Prabang and Vat Phou in Lao PDR, Melaka and Georgetown in Malaysia, and Hoi An and the My Son Sanctuary in Viet Nam, just to name a few. The experience reminded me that cultural heritage is like the roots of a tree: it is the foundation of a nation's history, its identity, its legacy, and all the other things that quite literally make its people who they are. In this sense, the various cultural heritages of ASEAN Member States vividly illustrate how each country is rooted in its own uniqueness while living up to ASEAN's motto of Unity in Diversity, which is the true essence of the region.

However, there is growing concern over the increasing threats to ASEAN's cultural heritages due to the sometimes-inadequate management of cultural properties, natural disasters, climate change, unsustainable tourism, and rapid urbanization. Against this backdrop, ASEAN has identified sustainable and inclusive tourism as one of its strategic directions under the ASEAN Tourism Strategic Plan (ATSP) 2016-2025. ASEAN is prioritizing the protection and management of heritage sites by working with official bodies and organizations in support of these goals. Moreover, the adoption of the ASEAN Strategic Plan for Culture and Arts (ASPCA) 2016-2025 and discussions between ASEAN Ministers of Culture and Arts (AMCA) strongly advocate the development of heritage-management programs in ASEAN, placing cultural heritage at the heart of community-building efforts.

In support of such initiatives, this publication aims to provide a basic understanding of cultural heritage and the UNESCO World Heritage Convention, introduce the representative UNESCO Cultural Heritage Sites in ASEAN, recommend best practices for promoting sustainable cultural heritage tourism development and management, and summarize the efforts and contributions of the AKC to promote sustainable cultural heritage tourism in ASEAN. I hope this book helps foster a deeper understanding of ASEAN by discovering its Member States' roots, ultimately contributing to a lasting and genuine ASEAN-Korea partnership.

This publication would not have been possible without the support and expertise of our partner organizations. I would like to specifically thank this distinguished team of experts: Dr. Lee Seul Ki of Sejong University, our chief editor; Dr. Kiattipoom Kiatkawsin, also of Sejong University; Dr. Hossein Olya of Oxford Brookes University; Ms. Kim Se-young of the AKC; Ms. Rii Hae Un, former president of the International Council on Monuments and Sites of Korea; and Mr. Eddy Krismeidi Soemawilage, Senior Officer, and Ms. Tetty DS Ariyanto, ACHT Expert Consultant of the ASEAN Secretariat.

Kim Young-sun
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# CHAPTER I

# CULTURAL HERITAGE AND THE UNESCO WORLD HERITAGE CONVENTION

# 1 AN INTRODUCTION TO CULTURAL HERITAGE

## 1.1 Defining Cultural Heritage

We hear the word heritage attached to many things in our daily lives. You may hear people talking about someone's family heritage, or you may visit a heritage building of historical significance on a city tour. The scope of what heritage means in different contexts and to different people is vast. In the context of tourism, we come across many forms of heritage, but few resonate more strongly with tourists than the UNESCO World Heritage sites. The World Heritage program operated by the UNESCO is often considered the world standard when it comes to the protection, conservation, and management of heritage assets. UNESCO World Heritage status is thus a badge of honor that sparks interest among international visitors and sets heritage destinations apart as special places. Before discussing the World Heritage system, the benefits of inscription in it, and the inscription process itself, it is important that we first establish a fundamental understanding of what heritage is and the different ways in which it can be categorized.

According to UNESCO, "Heritage is our legacy from the past, what we live with today, and what we pass on to future generations. Our cultural and natural heritage are both irreplaceable sources of life and inspiration." According to this definition, heritage stems from the past, exists today, and influences the future. Etymologically, the word heritage itself is of French derivation and refers to "something that is passed down from previous generations." That something can be a piece of property or a personal item that is given to children by their parents. However, heritage can also be something shared among the many members of a community, things such as parks, temples, landscapes, arts, languages, buildings, traditions, and much more. A combination of heritage assets gives a unique identity to the people living in a particular community. Although heritage covers anything and everything that has been handed down to us from the past, it's true that today heritage is often used to refer only to things that are loved and valued—in other words, our legacies.

Considering the different beliefs and ways of life that proliferate in our world, these legacies naturally differ across communities. Ways of life and what things are valued depend on many factors such as location, climate, religion, history, and more. We should not forget that the natural

environment often dictates people's actions. Collective human actions and knowledge manifested over time are what we refer to as culture. Community identities are comprised of these groups' cultural heritages, but they also cannot be separated from the natural environment. On the other hand, we not only pass down tangible items such as buildings but also our knowledge to our children. As a result, heritage covers a vast scope of human artifacts, both concrete and ephemeral. Therefore, heritage assets have often been categorized into cultural and natural, and tangible and intangible groups.

### *1.1.1 Cultural and Natural Heritage*

The people of today receive legacies not just of what past people have created, but also of those things that have always been there: nature. A renowned historian and geographer, David Lowenthal, often insists that human creations are merely efforts to reshape elements of nature, and that applies from buildings to engineering works, to arts and crafts, to languages, and even to traditions. We cut down trees, an element of nature, to make timber; we then shape that timber into different structures, arts, and crafts. Buildings and monuments that people have built became an integral part of their lives. Newer generations, then, are born into what has already been built and live and grow in environments their parents and ancestors also lived in and cared for. The designs and functionalities of a society's buildings and monuments are usually affected by the common behaviors and norms of the people living within that society. Those common behaviors and norms that define societies and shape their physical and behavioral landscape are what we call culture.

The rise of nationalism and nation states was a trend that required human beings to imbibe and display a collective identity with others far beyond their local area. People associate themselves with one another, even over great distance, if they share common identities: this can include speaking the same language, being born within the same society, sharing a common religious belief, visiting the same parks, sharing common celebrations, and many other things. The vice versa is also true: people they differentiate themselves from those in other societies based on these same elements of culture. As a result, people began to associate themselves with heritage monuments and sites as a way to establish collective identity. This phenomenon has encouraged people to preserve the ancient buildings and artifacts of their cultures, not just to strengthen their own cultural legacies for the sake of their future generations but also to accentuate their uniqueness to people of different cultures. Communities are generally proud to display and welcome outsiders to visit and learn about their

cultural identities. The vast number of disparate cultures around the world is precisely what drives many people to travel and explore other countries.

On the other hand, humanity lives in and feeds off of its natural environment. Conservation of our natural heritage has not, therefore, always been a concern, even after much emphasis had been placed on the preservation of our cultural heritage. David Lowenthal credits a book called "Man and Nature," published in 1864 by author George Perkins Marsh, to be the first attempt to illuminate the need for environmental awareness. Marsh traveled all the way from his homeland of Vermont to some ancient sites of the Roman Empire and examined what civilizations have done to different locations. He found that the ecological well-being of mother nature has been drastically reduced as human civilizations developed. Subsequently, he warned that humanity needed to make drastic reforms to prevent the abundantly habitable earth's being reduced to a condition as infertile as that on the moon. Fast forwarding to today, we can say that Marsh's sentiment has largely succeed: it is now commonly accepted that cultural and natural heritage assets are indivisibly interconnected.

Accordingly, the UNESCO World Heritage Convention promotes the conservation and protection of both cultural and natural heritage assets, dividing them into the three site categories of cultural, natural, and mixed. Though all three categories are of equal importance, the scope of this book will focus only on cultural heritage.

The UNESCO World Heritage Convention defined cultural heritage sites broadly to cover not just standalone buildings but also groups of buildings. Specifically, five general sets of cultural heritage sites have been identified. They are:

- Historic urban centers
- Archaeological sites
- Industrial heritage sites
- Cultural landscapes
- Cultural heritage routes

### *1.1.2 Tangible and Intangible Heritage*

Among cultural heritage assets, there are further two distinctive types of assets that need to be distinguished, tangible and intangible. Tangible assets are those with a physical, locatable basis, such as buildings. These physical objects often obtain iconic status, delineating and identifying the communities that create and preserve them. Similar to tangible cultural heritage, intangible cultural heritage also provides communities with a

sense of identity. It is also inherited from the previous generation and should continue to be passed on to the next generation. However, these heritage assets are immaterial, and they can only be passed down by imitation and education. Such an intangible cultural heritage is also known as "living heritage" or "living culture." Knowledge and skills manifested over time hold no less value compared to tangible heritage. Many of the UNESCO's Member States have advocated the need to protect this previously overlooked aspect of cultural heritage, and during the General Conference of UNESCO in 2003, the Convention for the Safeguarding of Intangible Cultural Heritage was formed. That meeting defined intangible cultural heritage as "the practices, representations, expressions, knowledge and skills handed down from generation to generation." Furthermore, it specified five broad domains of intangible cultural heritage, which are as follows:

- Oral traditions and expressions, including language as a vehicle of the intangible cultural heritage
- Performing arts
- Social practices, rituals, and festive events
- Knowledge and practices concerning nature and the universe
- Traditional craftsmanship

Among tangible heritage, three types of tangible assets have been defined:

- Movable (paintings, sculptures, coins, manuscripts)
- Immovable (monuments, archaeological sites)
- Underwater (shipwrecks, underwater ruins and cities)

The UNESCO World Heritage Convention narrowed down its coverage further when it only included immovable assets in its scope. Underwater heritage assets can also be inscribed if they meet the World Heritage criteria. Movable assets, on the other hand, now fall under the scope of UNESCO's other program, the Memory of the World, established in 1992.

## 1.2 The Importance of Cultural Heritage

People may admire heritage buildings and monuments due to their historical significance and how remarkably such structures have survived the peril of time. Yet there is still a slight difference between history

and heritage. The history attached to an ancient site provokes curiosity in people, and, yes, history plays an important role when it comes to identifying the value of a heritage site. Still, heritage goes beyond history. History, in its simplest form, is a presentation of information about past people, places, and events, whereas heritage is the past and is simultaneously the present. Heritage is not just a history lesson but also defines who we are today. More importantly, it helps us shape the future. One could argue that cultural heritage links closely with quality of life and safety and security in society, so it can provide a platform in which people will thrive. Many of the things we appreciate today have primarily been affected by those who created or stewarded them in the past. Thus, it is our duty to maintain what we have inherited from the past, if not improve it. Hopefully, we can pass on something valuable to those who come after our time, leaving them with legacies that they can be proud of and that can enrich their lives.

The second feature of these assets that illustrates the need to conserve heritage, and conserve it well, is the fact that they are non-renewable: once they are gone, they are gone forever. There might be some exceptions to this principle in rare circumstances, but the undoubted majority of heritage assets can never be reproduced once destroyed or lost. One could argue it is possible to replicate a building if we have all its specifications and dimensions, but doing so would only spark another debate about authenticity and originality. Authenticity has always been at the forefront when it comes to presenting cultural heritage. Part of the charm of a centuries-old building, beyond its aesthetic or functional value, are the history and stories that attached to it. People tend to form an attachment to places and things they have personally touched and felt, not replicas of those things created later on. The demonstrated power of the Internet to boost the number of tourists visiting heritage sites around the world today is a great testimony in support of this argument. With a mere mouse click, people can see high definition images of all of humanity's most magnificent creations the world over, but still, they are driven to travel far afield to experience these sites firsthand. This phenomenon goes to show the extent to which the general public appreciates cultural heritage, and part of the reason for that appreciate is that there is usually only one such site in existence.

Traditionally, it has been difficult to explain firmly why cultural heritage is important and what among its ranks should be conserved. After all, what is considered valuable or irreplaceable will differ for each society. Over the last few decades, a new notion has emerged, suggesting that heritage's value does not only depend on its location and the people

associated with it; rather, in this view, heritage is universally significant regardless of its origins. An ancient temple is hence thought of as a legacy for the whole world, and the people managing it as merely its custodians. We should then view cultural heritage as a shared asset, regardless of its location and culture of origin. Together, all the people of the world can then help protect each other's cultural heritage. UNESCO stated this policy clearly in these words: "What makes the concept of World Heritage exceptional is its universal application. World Heritage sites belong to all the peoples of the world, irrespective of the territory on which they are located." This is the rationale behind the notion of "Outstanding Universal Value" or OUV, of which we often hear when discussing the World Heritage program.

# 2 UNESCO WORLD HERITAGE

## 2.1 The World Heritage Convention

The United Nations Educational, Scientific and Cultural Organization (UNESCO) is a specialized branch of the United Nations (UN) that aims to contribute to peace and security by promoting international collaboration through, as its name suggests, education, scientific, and cultural reforms. One of the programs UNESCO operates is aimed at encouraging "the identification, protection and preservation of cultural and natural heritage around the world considered to be of outstanding value to humanity." This effort is commonly known as UNESCO's World Heritage program. Its mission is to:

- Encourage countries to sign the World Heritage Convention and to ensure the protection of their natural and cultural heritage;
- Encourage States Parties to the Convention to nominate sites within their national territory for inclusion on the World Heritage List;
- Encourage States Parties to establish management plans and set up reporting systems on the state of conservation of their World Heritage sites;

- Help States Parties safeguard World Heritage properties by providing technical assistance and professional training;
- Provide emergency assistance for World Heritage sites in immediate danger;
- Support State Parties' public awareness-building activities for World Heritage conservation;
- Encourage participation of the local population in the preservation of their cultural and natural heritage;
- Encourage international cooperation in the conservation of our world's cultural and natural heritage.

To help achieve its missions, the World Heritage Centre devises guidelines, maintains the World Heritage List, and sometimes offers financial aid and expertise to its members. Formed in 1972 during the General Conference of UNESCO, the World Heritage Convention's most significant achievement since has been its ability to "link together in a single document the concepts of nature conservation and the preservation of cultural properties. The Convention recognizes the way in which people interact with nature, and the fundamental need to preserve the balance between the two." This was considered a major milestone at the time, one made possible only after experts from across the globe got together and shared their knowledge and expertise. People were encouraged to learn from one another. Conservation and preservation techniques vary; thus, sharing knowledge and establishing standard guidelines to synergize good practices among members was essential. Ultimately, it is not just a sharing of knowledge but a unified effort to advance techniques and know-how much further. Within UNESCO's World Heritage program, every member state can have access to the latest and most efficacious developments in heritage protection.

The purpose of the convention is to ensure the "identification, protection, conservation, presentation, and transmission to future generations of the cultural and natural heritage of outstanding universal value." Similar to the UN, UNESCO has no legally binding power to enforce its policies. However, its soft-power is still influential, and the States Parties generally adhere to its policies. As part of their obligation to protect and manage their World Heritage sites wisely, some State Parties have established laws and regulations at the national level. National mandates often carry legal force, albeit only within that nation's own jurisdiction. All ten of the ASEAN Member States have agreed to adhere to the World Heritage Convention and let their legal policies be guided by it.

## 2.2 The World Heritage Committee

The World Heritage Committee was set up to implement and operate the World Heritage program's guidelines and to seek to carry out its missions. The committee includes representatives from 21 States Parties at one time. The committee meets every year, during which final decisions regarding inscriptions, funds, and assistantships, among other topics, are taken. The committee's principal activity is to coordinate the process of designating heritage sites through a system known as an inscription. The inscription is an evaluation of resources by experts against a set of known criteria. Once a nominated site is designated, it is implied that the State Party making the nomination accepts responsibility for the effective management of the site and commits to adopting the "Operational Guidelines for the Implementation of the World Heritage Convention." This protocol calls on the nominator to report on the condition of the site to UNESCO every six years, a process known as periodic reporting. The committee also has access to financial funding and the assistance of experts, both of which can be allocated to sites in need. Still, sites must be inscribed on the World Heritage List in order to have access to UNESCO's World Heritage resources.

Even though the committee makes the final decisions, they still rely on experts from other organizations to provide knowledge and expertise. These outside groups are the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM), the International Council on Monuments and Sites (ICOMOS), and the International Union for Conservation of Nature (IUCN). ICCROM's role is to aid the committee in terms of technical assistance, research, training, and public-awareness programs. ICOMOS is the world's leading organization when it comes to the conservation and protection of cultural heritage places. Its officials utilize an extensive network of world-leading experts in architecture, history, archaeology, art history, geography, anthropology, engineering, and town planning to promote the application of theory, methodology, and scientific techniques to the conservation of architectural and archaeological heritage. As their expertise suggests, ICOMOS is the engine behind the decisions on cultural heritage within UNESCO's World Heritage program. ICOMOS played a significant role in establishing the World Heritage program as a whole and now makes recommendations to the committee after assessing sites for a possible inscription. On the natural heritage side, IUCN is an international organization that focuses on nature conservation and the sustainable use of natural resources. Likewise, IUCN is the driving force behind UNESCO's World Heritage program when it comes to natural heritage

sites. All three organizations are considered as the Advisory Bodies to the World Heritage Committee.

### 2.3 The World Heritage List (WHL)

Once the committee inscribes a nominated site, the site will be listed on UNESCO's World Heritage List (WHL). That list, as of February 2018, includes 1,073 sites in 167 countries, of which 832 are cultural sites, 206 natural sites, and 35 mixed sites. There is a total of 38 World Heritage Sites (WHS) listed among all ASEAN Member States, 24 of which are cultural sites, 13 natural sites, and only one a mixed site. Interestingly, almost half (some 47%) of the inscribed sites worldwide are located in Europe and North America. Asia and the Pacific account for 24% with 253 sites. This somewhat uneven distribution of sites has sparked concern from time to time.

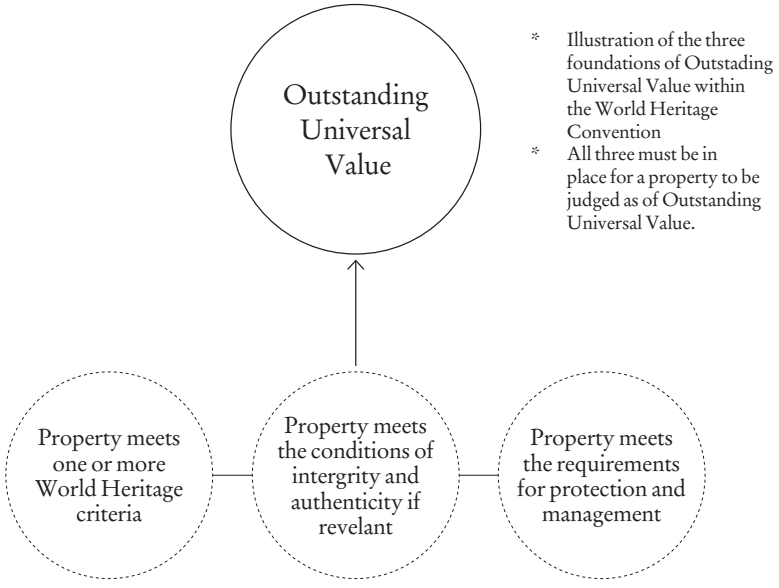
Perhaps in response, the committee has a strategy in place to keep a balanced number of cultural and natural heritage sites. In hopes of increasing the credibility of the WHL in general, the committee may now favor a site that meets the criteria of an underrepresented group. They also aim to slow down inscriptions from countries with an already high number of listed sites. For example, starting from 2 February 2018, the number of nominations the committee will deign to review decreased from 45 to 35. As a result of the collective efforts of its members, the UNESCO World Heritage List has established itself as the go-to compendium for the world's best natural and cultural treasures. Successfully having sites listed can provide thorough degrees of satisfaction to anyone involved. Please visit UNESCO's World Heritage website for the latest news and information regarding the list of inscribed sites and other relevant guidelines at whc.unesco.org.

## 3 CRITERIA FOR THE INSCRIPTION OF WORLD HERITAGE

As we have seen, World Heritage Sites may be nominated as cultural, natural, or mixed sites by States Parties. The World Heritage Committee

cannot itself select heritage sites to be considered for inscription. This rule emphasizes the need for those involved in the conservation of cultural heritage in each country or at the regional level to be able to identify sites that meet at least one of the ten relevant criteria. In practice, many of the sites States Parties nominate to be inscribed are already well-known in those countries if not also internationally.

The first requirement for WHL inscription is for the nominator to identify whether the site in question can be considered a "heritage" site, as explained previously. A heritage site should have historical significance, still be relatable to people today, and be a place we would wish our children also to be able to experience. Then, it is necessary to determine if the site is a cultural site, natural site, or a mixture of both. The next question is that of intangible or tangible, which even though it may sound like a simple decision to make can, in some cases, be confusing. The physical and the abstract form are sometimes hard to distinguish. It is also essential to determine the precise area of the site. Lastly, a heritage site that can be inscribed as part of World Heritage must illustrate that it has "Outstanding Universal Value." This implies that the site must be regarded as valuable across cultures and boundaries, that its importance surpasses mere local or regional value. According to the established




* Illustration of the three foundations of Outstading Universal Value within the World Heritage Convention
* All three must be in place for a property to be judged as of Outstanding Universal Value.

[Source] Preparing World Heritage Nominations (2nd Edition), 2011

guidelines, a nominated site must meet all three of these foundations: (1) meet one or more World Heritage criteria, (2) conditions of integrity and authenticity are present, and (3) have appropriate plans for protection and management.

In order to satisfy the first foundation, appraisers can assess the site against the convention's inscription criteria. There are ten such criteria, the first six of which are targeted for cultural heritage sites and the final four of which apply to natural sites. The nominated site, then, must meet at least one of the following ten criteria:

| | |
|---|---|
| (i) | Represent a masterpiece of human creative genius |
| (ii) | Exhibit an important interchange of human values |
| (iii) | Bear a unique or at least exceptional testimony to a cultural tradition |
| (iv) | Be an outstanding example of a type of building, architectural or technological ensemble |
| (v) | Be an outstanding example of a traditional human settlement, land-use or sea-use |
| (vi) | Be directly or tangibly associated with events or living traditions, ideas, or beliefs |
| (vii) | Contain superlative natural phenomenon or areas of exceptional natural beauty |
| (viii) | Be outstanding examples representing major stages of earth's history |
| (ix) | Be outstanding examples representing significant on-going ecological and biological processes |
| (x) | Contain the most important and significant natural habitats |

[Source] Operational Guidelines for the Implementation of the World Heritage Convention, 2017

*Criterion (i)*

Represent a masterpiece of human creative genius – the keyword of this first criterion is "masterpiece," meaning the site or property must illustrate the peak of its creative style. In other words, a masterpiece does not refer to a site that is simply unique; it should show a stylistic approach that has evolved and matured to a point that the site in question can be considered a landmark within the field of artistic, technical, or technological skills that created it. For example, in evaluating a Buddhist temple, the artistic and technical skills required to build the temple must be evaluated to be the "best" representation of those skills discernable among comparable temples. This criterion can also be satisfied by a technical achievement, such as a site's possessing the tallest pagoda of its kind.

*Criterion (ii)*

Exhibit an important interchange of human values, over a span of time

or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design – the key phrase of the second criterion is "interchange of human values." In this context, interchange refers to how ideas and knowledge are imported from one region to another and have a subsequently enormous impact on the recipient region's culture. Societies always exchange ideas and values to some degree; however, to fulfill this criterion, the effect of the exchange must be of tremendous consequence. A typical example is how a religion from one society can influence another society in a crucial way such as in its architecture, rituals, and aspects of daily life. Simply importing an ancient relic from one place to another would not satisfy this criterion; the critical question is that of effect.

*Criterion (iii)*

Bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared – "exceptional testimony" is the prime concept of this criteria. Generally, traditions form over an extended period of time, and they define the lives of people within their sway. Though traditions are intangible in nature, we still often find traditions reflected in buildings, city layouts, and urban-activity patterns. Examples of this criterion are the many cities in the ASEAN region that experienced European influences during a colonial era. We still find such towns to boast a vibrant mixture of ASEAN and European traditions. The testimony here is the evidence of a cultural tradition that may have disappeared: today, the Europeans may have left ASEAN (at least in the colonial sense), but in some places, the evidence of their cultural tradition remains.

*Criterion (iv)*

Be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrate (a) significant stage(s) in human history – similar to Criterion (i), this stricture demands the property demonstrate outstanding value to humanity. However, this criterion emphasizes the 'time period' of the site instead of its 'style.' The state in human history which the property represents should be defined in terms of cultural history and not merely with an artificial time-period label such as "the 18th century." For example, during a period of war, a society may have built structures that served the needs of those living during that era. This criterion looks for a significant example of such 'types' of sites that strongly represent a unique era's culture.

*Criterion (v)*

Be an outstanding example of a traditional human settlement, land-use, or sea-use, which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change – this criterion refers to sites that illustrate the interaction between humans and the environment. The key word here is "land-use." However, this term does not mean that all usage of land (or sea) by humans can be considered under this criterion. The usage of land, in this case, must be over an extended period, long enough to form "traditions" linking humans and their environment. We can take as an example of societies living on the water. Such groups of people may have started their settlements on or beside water. Since then, their culture, traditions, and physical properties have evolved due to the nature of their lifestyle and the watery environment. It is also possible that this type of settlement could be ruled to be of outstanding universal value if it represents the only surviving example of its particular kind of settlement.

*Criterion (vi)*

Be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance – to help in understanding this criterion, we have to acknowledge that there are almost always intangible associations of some sort with the other criteria, such as how historical events, wars and conflicts, ideas and innovations influence tangible properties' designs and functions. However, this criterion refers to intangible impacts of events, living traditions, ideas, or beliefs that may not have had any tangible impact on tangible property. Still, the association must be clearly and directly demonstrated. This type of asset can be something along the line of a sacred mountain or landscape, such as a birthplace of religion. A religious site such as a church or a temple would be considered a tangible property that has been influenced by the intangible heritage of the religion itself—however, that does not fall within the definition of this criterion. In contrast, a qualifying property under this criterion might be a site of worship that can be directly linked to a belief but that does not have a physical property reflecting that belief. The World Heritage does not inscribe the belief itself, but the property. Again, the property must also be of Outstanding Universal Value. Therefore, the Operational Guidelines explicitly insist that this criterion should be used in conjunction with other criteria and should never be used alone.

*Authenticity*

Apart from the six criteria among which cultural heritage sites need to meet at least one, every cultural property must also meet the requirement regarding authenticity and integrity. The Operational Guidelines' paragraph 82 states that "properties may be understood to meet the conditions of authenticity if their cultural values (as recognized in the nomination criteria proposed) are truthfully and credibly expressed through a variety of attributes." In other words, authenticity measures how well the attributes of a site strengthen or weaken its Outstanding Universal Value. In the document "Preparing World Heritage Nominations (2011)," example questions to help assess the authenticity were given. Basic questions to assess authenticity included, "Has the property been reconstructed in any degree? If so, was this based on complete and detailed documentation? Was there any conjecture used in the reconstruction?" The document noted that "reconstruction can sometimes be part of the value," and went on to ask "What were the original characteristics of the property's cultural heritage and how have these changed through time?" Furthermore, there are eight attributes that define the overall level of authenticity:

(1) form and design (e.g., "Has the form or design been changed and, if so, to what extent?"),
(2) materials and substance (e.g., "Have the materials, fabric or substance been changed or replaced?"),
(3) use and function (e.g., "Does the use or function continue, or have they been changed, and why?"),
(4) traditions, techniques and management systems (e.g., "Who do the traditions, techniques or management systems relate to?"),
(5) location and setting (e.g., "Has the location or setting changed and, if so, why and to what extent?"),
(6) language, and other forms of intangible heritage (e.g., "Who are the people who use the language or are keepers/custodians/practitioners of the intangible heritage?"),
(7) spirit and feeling (e.g., "Does the spirit or feeling continue, or have they changed, and why?"), and
(8) other internal and external factors.

*Integrity*

In general, integrity measures the completeness of the attributes. Paragraph 88 of the Operational Guidelines emphasizes the need to

assess the "extent to which the property: includes all elements (attributes) necessary to express its Outstanding Universal Value; is of adequate size to ensure the complete representation of the features and processes which convey the property's significance; suffers from adverse effects of development and/or neglect." In other words, integrity assesses:

(1) wholeness: all the necessary attributes being within the property,
(2) intactness: all the necessary attributes being still present, none having been lost or significantly damaged or allowed to decay, and
(3) absence of threats: none of the attributes facing threats from development, deterioration, or neglect.

Appraising integrity of a property can be done by asking questions such as "Does the property include all the elements necessary to express its potential Outstanding Universal Value?," "What is the condition of the key features and attributes of the property, and are they well conserved/in good condition?" and "Does the property suffer from the adverse effects of development, neglect or any other degrading process?"

*Protection and Management Requirement*

The last pillar that makes up the Outstanding Universal Value of a potential World Heritage site is the requirement that it have a well-developed protection and management plan for the site. This protection and management plan aims to ensure that the site's authenticity and integrity conditions are well maintained, or even enhanced, over time. These proposals are submitted at the time of the inscription appraisal and then continue to be reviewed by and reported to the World Heritage committee periodically. In order to design an effective plan, the States Parties need to have a set of long-term legislative regulations to safeguard the property. This demand includes working with different levels of authoritative offices such as national, regional, and municipal. Any private, public, and non-government organizations can be involved in the management and protection plan.

# 4 THE WORLD HERITAGE NOMINATION PROCESS

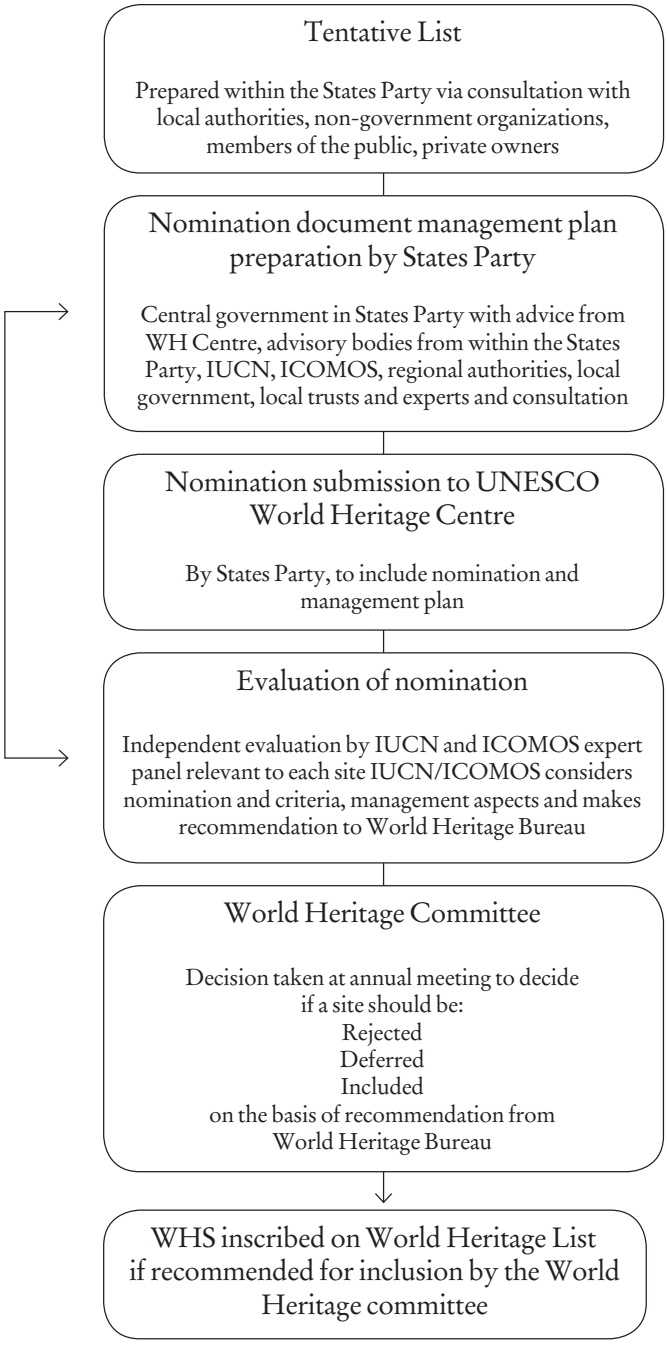
The process to have a cultural heritage site approved and inscribed on the World Heritage list can be divided into two steps: step 1, the Tentative List, and step 2, the Nomination Submission to the UNESCO World Heritage Centre. We can also refer to these steps as preparation and nomination, respectively.

*Step 1 • The Tentative List*

The Tentative List (TL) has been defined as an "inventory of the cultural and natural properties of outstanding universal value within its territory, which it considers suitable for inclusion and it intends to nominate for inscription on the WHL in the follow years." The Tentative List is developed and maintained within the State Party. This list is localized in that it only contains sites within one State Party. Thus, each country should maintain its own Tentative List. The list serves as an excellent platform to prepare for the nomination process, as it allows decision makers to make a comparison between sites under consideration and eventually help prioritize in which order they should be nominated. Due to the yearly limit of just one cultural site per member, it is essential that a consensus within each State Party is established regarding site priority. Unfortunately, this is also the stage where internal politics play an important role. It is common to find that each community with a site on the Tentative List wishes its site to be nominated to the committee as soon as possible. Also, in the case of sites with trans-national boundaries, or sites that expand over the territory of more than one country, the responsibilities in conservation and management need to be well established among the states concerned. Next, only sites on the Tentative List can be nominated to the World Heritage Centre. At this stage, the site representative should try to consult with as many experts as possible. This process should involve local government, regional government, central government, non-governmental organizations, private businesses, and other stakeholders. Once the site to be nominated has been decided by the central government, the site enters the second step.

*Step 2 • Nomination Submission to the UNESCO World Heritage Centre*

This process involves the preparation of documents required by the World




[Source] Leask & Fyall, 2006

Heritage Committee. Please refer to the latest version of the Operational Guidelines for the precise requirements of the documents. In short, these documents cover critical analysis and reports on the Outstanding Universal Value of the property. That includes in-depth justification of one or more criteria, reports on the site's authenticity and integrity, and details of the protection and management plan. During the document-preparation stage, it is recommended to seek advice from ICOMOS for cultural heritage sites or IUCN for natural sites. ICOMOS has regional offices worldwide, and they generally offer advice and consultancy to all central governments regarding the World Heritage nomination process.

Once the required documentation has been well prepared, it is the duty of the central government to submit the nomination document to the World Heritage Centre. The committee then independently arranges the nominated sites to be evaluated and appraised by its advisory bodies. After their evaluation has been finalized, recommendations will be made to the committee as to where they will issue their decisions at the annual meeting. That decision can be one of three options: rejected, referred/deferred, or accepted. A rejected nomination may not be re-submitted for reevaluatioin, unless new discoveries or new information come to light—and even in that case, the site will need to be nominated anew again. Referral/deferral of a nomination means that additional information or revision of the document is required.

## 5 REPORTING AND MONITORING AFTER INSCRIPTION

Inscribing a site on the WHL is not the end of the story. Site managers and local authorities need to work continuously towards managing, monitoring, and preserving World Heritage properties. States parties have an obligation to prepare reports regularly about the state of conservation and the various protection measures put in place at their sites. These reports allow the committee to assess the conditions at the sites and, eventually, to decide on the necessity of adopting specific measures to resolve recurrent problems. One such measures could be the inscription of a property on the so-called List of World Heritage in Danger.

### 5.1 Periodic Reporting

Every six years, the State Party is required to submit a periodic report to the committee. The periodic reporting process provides an assessment of the application of the World Heritage Convention by the States Parties. It also provides updated information about the sites to record possible changes in their state of conservation. It is meant to be a long-term solution to effective conservation and management of the inscribed sites. This Periodic Reporting was designed to serve four primary purposes:

(1) to provide an assessment of the application of the World Heritage Convention by the States Party,
(2) to provide an assessment as to whether the Outstanding Universal Value of the properties inscribed on the WHL is being maintained over time,
(3) To provide updated information about the World Heritage properties to record the changing circumstances and state of conservation of the properties, and
(4) to provide a mechanism for regional cooperation and exchange of information and experiences between States Parties concerning the implementation of the Convention and World Heritage conservation.

### 5.2 Reactive Monitoring

The committee may require a State Party to produce a report at any time, as soon as exceptional circumstances have occurred within the defined site boundary. This is called Reactive Monitoring. Reactive Monitoring aims to make sure inscribed sites remain on the list indefinitely. However, it also acknowledges that there can be circumstances that affect Outstanding Universal Value, whether in the form of unintentional harm from natural disasters or interference by humans such as vandalism or even terrorism. In such cases, the committee requires an immediate evaluation by both its advisory bodies and the State Parties involved. Alternatively, a Reactive Monitoring report is also expected when a significant alteration to the site is planned. Such changes can be renovation work or anything that alters the site's functionality. In these scenarios, the committee insists any site work be done in a manner that it will not affect the authenticity and integrity of the property. If a site were to lose its Outstanding Universal Value due to any circumstances, the committee might reassign its status

onto the List of World Heritage in Danger. The committee may even delist the World Heritage status altogether if the site is found to no longer possess the Outstanding Universal Value that originally warranted its initial inclusion.

### 5.3 World Heritage in Danger

According to Paragraph 177 of the Operational Guidelines, the committee may inscribe a site to the List of World Heritage in Danger when the following requirements are met:

(1) the property under consideration is on the World Heritage List,
(2) the property is threatened by serious and specific danger,
(3) major operations are necessary for the conservation of the property, [and]
(4) assistance under the Convention has been requested for the property; [and] the committee is of the view that its assistance in certain cases may most effectively be limited to messages of its concerns, including the message sent by inscription of a property on the List of World Heritage in Danger and that such assistance may be requested by any committee member or the Secretariat.

More specific criteria have been identified. Properties can be inscribed on the List of World Heritage in Danger if they face particular and proven imminent danger such as:

(1) serious deterioration of materials,
(2) serious deterioration of structure and/or ornamental features,
(3) serious deterioration of architectural or town-planning coherence,
(4) serious deterioration of urban or rural space, or the natural environment,
(5) significant loss of historical authenticity, and
(6) important loss of cultural significance.

On the UNESCO World Heritage website, a comprehensive list consisting of 14 groups of primary threats to World Heritage sites can be found. This list includes threats that may affect the Outstanding Universal

Value of the properties inscribed. Threats should be included in periodic reporting and closely monitored by any affected site's management. In case a significant issue arises, a formal Reactive Monitoring report should be submitted to the committee. The committee also recommends that site operators work closely with their advisory bodies.

# 6 BENEFITS OF LISTING A UNESCO WORLD HERITAGE SITE

Even though the process of and the requirements for inscribing a site on the World Heritage Committee's WHL can be time-consuming and requires tremendous effort from all related parties, the results can be rewarding and the preparation and nomination processes can also be valuable learning experiences. The entire process can be rewarding, not just for the nominating State Parties, but also for the World Heritage Committee and appraiser-experts such as ICOMOS, IUCN, and ICCROM. The process also involves many stakeholders inside and outside of the State Party. Naturally, when there are many different stakeholders, there will also be many different expectations for the outcomes. Perceived benefits depend on stakeholders' points of view, and the situations of each stakeholder may differ depending on country and region. While not all involved parties will perceive the process identically, there are some undoubted benefits from the nomination process of World Heritage status itself once it has been awarded.

Preparing the application documents, even if unsuccessful, can still bring a level of attention to the site at the international level. Preparing the documents for nomination requires a substantial effort and a significant investment of time to research the property and its history, culture, and nearby development. Therefore, the nomination-preparation period can provide a valuable opportunity to learn about the history and culture of a site that may not be readily visible in day-to-day life. Also, the process forces researchers to view the site anew, critically and objectively. Naturally, when preparing the document, it is unavoidable to seek comparable sites from other areas for reference. This provides a chance to compare the site to these other sites with their similar attributes; eventually, this process creates the opportunity to learn from other

nations' and other projects' experiences. Also, due to the requirement in the Convention that nominators not look solely at the cultural-value side, even just preparing a nomination requires stakeholders to assess effective means for protecting and managing the site. Struggling to meet the international standards developed by the World Heritage Convention and its advisory bodies challenges the existing level of protection, conservation, and management at a site. Then, there is the matter of gathering the support of the local communities and stakeholders. During this effort, possible conflicts of interest and other challenges can be unearthed, providing an opportunity to formulate a strategy that harmoniously incorporates the needs and desires of all stakeholders in the property.

There is also the still more tremendous benefit to be obtained if the nomination is successfully appraised and inscribed on the World Heritage list. As the standards and requirements in the Convention can be intensely rigid and thorough, a successful inscription implies that the property will indeed be one of the world's most important cultural heritage artifacts. For the communities involved in the site, this can be a true reason to celebrate. More often than not, once World Heritage status has been granted, the property becomes one of the flagship destinations in a country and a vaunted national treasure. This can also equate to an elevated status for the State Party itself, allowing for better recognition and more attention to protection and management. Ultimately, the community surrounding the site will usually benefit greatly. As their name suggests, World Heritage sites usually receive attention from around the globe. This can mean opportunities for international cooperation, and many countries have used the status and the WHL platform to bring attention to the site, with one of the most visible benefits of such attention coming in the tourism sector. Opportunities to create new jobs and other economic benefits can be obtained. This is especially important for a region that relies heavily on tourism income such, a scenario applicable in much of the ASEAN zone. On top of these perceived benefits, or soft-benefits, a more tangible benefit can be access to direct financial and technical support from the World Heritage program itself.

### 6.1 Funding

The conservation and protection of World Heritage sites can put an extra financial burden on the States Parties. Though the financial burdens for the preservation and protection of World Heritage sites rest upon the States Parties themselves, the World Heritage committee also has access

to funding sources that it can mobilize on behalf of cultural heritage sites. The primary funding comes from the World Heritage Fund, a trust consisting of compulsory and voluntary contributions by States Parties to the Convention. It also welcomes donations from sources that meet the Fund's regulations. This fund-in-trust is comprised of donations from countries wishing to support specific projects. Lastly, there is the Rapid Response Facility, a system of small grants jointly operated by the World Heritage Centre, the United Nations Foundation, and Fauna & Flora International. This funding can only be utilized in times of crisis and is designed to be mobilized as fast as possible in response to emergency situations. As the primary funding pool, the World Heritage Fund is mainly allocated to finance international assistance. Still, the World Heritage Convention always encourages each State Party to establish its own sources of funding from either public sources or private organizations within its own borders.

### 6.2 International Assistance

International Assistance aims to be a supplementary source of both technical expertise and financial support to national efforts for the conservation and management of World Heritage sites. It is also possible to request International Assistance for sites that are not yet inscribed and still linger on the Tentative List because adequate resources cannot be accumulated at the national level. There is a limited amount of funding to be allocated, and the committee has set up precise budget lines to manage the fund efficiently. Thus, utmost priority is given to properties on the List of World Heritage in Danger. Thereafter, priority is given to least developed countries or those with low-income economies, to lower- to middle-income countries, to small-island developing states, or States Parties in post-conflict situations, respectively. This status follows classifications made by the United Nations Economic and Social Council's Committee for Development Policy or by the World Bank. The fund is also designed to be allocated between cultural and natural heritage sites in a balanced manner. Again, the advisory bodies to the committee will evaluate requests and will make recommendations to the committee after their appraisals. It is also clearly stated that the aim of International Assistance is not to establish a long-term working relationship with the government of the country in which the site is located, but instead to provide "seed money" to ignite development and eventually make the site financially and technically self-sustaining.

# 7 EXAMPLES OF JUSTIFICATIONS FOR OUTSTANDING UNIVERSAL VALUE IN UNESCO WORLD HERITAGE SITES IN THE ASEAN MEMBER STATES

## 7.1 Building an Inventory of Heritage Sites

The purpose of the Tentative List is to help States Parties compile a list of suitable heritage sites that have the potential to be inscribed on the World Heritage List. Although the TL has been described as the first stage in the nomination process, its function can be viewed from many different perspectives. The World Heritage Convention stresses that sites listed on the TL should be sites that a State Party plans to nominate in the future. However, looking at the TLs of many States Parties, it is common to find that they include sites with documentation that provides only limited descriptive and historical information. Also, some of the sites on the TL are supported by documents submitted almost 30 years ago, without subsequent actions having been taken.

Further, it can be seen that for some States Parties, documents have been submitted by different organizations within single States Parties. This implies that in some countries, there is more than one organization that works towards the conservation of heritage sites. This is unsurprising given that a heritage site usually has multiple users and stakeholders. Therefore, it is always possible that more than one organization is within the same country is interested in inscribing heritage sites. Such a result is predictable: the preparation of documents for nomination or submission to be included on the TL does not have to be done by a single dedicated organization. However, it is common for many State Parties to have one organization individually responsible for nominating and managing World Heritage sites, even as cultural and natural heritage sites often require different sets of skills and expertise for assessing and preparing documents. In sum, it is essential that the World Heritage inscription process encourage cooperation rather than competition.

The investments required from start to finish in the inscription process can be enormous, and even just the amount of research and preparation it takes to prepare the initial set of documents to be included on the TL can

be highly expensive. Then there are the monetary investments required to nominate and to be assessed by the advisory bodies of the World Heritage Committee. Also, due to the committee's recently introduced limit of 35 considered sites a year, the waiting time can be long. It is estimated that the inscription process can take upwards of two years if all the required documents and justifications are to be adequately prepared. In fact, for some property, the costs of restoration and conservation may be less than the costs of the inscription itself. Therefore, for some sites, the expertise and funding aid from the Convention may not worth be worth the time and monetary investments required. Many sites have been subjected to a thorough evaluation of the potential economic benefits that World Heritage status can generate. Many of these advantages come from tourism revenue, a revenue stream upon which the ASEAN region is heavily dependent. Yet it is worth noting that World Heritage status alone does not always equate to higher tourism revenue. For tourism to thrive, supporting societal aspects such as infrastructure, tourism-product development, security, and many other factors need to be prepared and made to support one other. Conservation and protection demands and costs are sure to be high, so nominators must seek out organizations that offer funding for such purposes.

Thus, it is crucial to point out that the UNESCO World Heritage system is not the only accreditor in existence, though it is surely the most inclusive and most well-respected one. Since 2003, ministers of the environment from each ASEAN Member State have adopted a cooperative declaration on heritage parks. The result of this declaration is the ASEAN Heritage Park (AHP) list, a system that inscribes only natural heritage parks within the ASEAN Member States. The AHP list aims to foster regional cooperative efforts to conserve and manage natural heritage in addition to each individual state's existing local efforts. The organization responsible for the evaluation and operation of the AHP is the ASEAN Centre for Biodiversity (ACB). Unlike the World Heritage Convention, the AHP explicitly expressed the goal of maximizing heritage parks for outdoor recreation, tourism, education, and research. Currently, there are 37 natural heritage parks inscribed on the AHP list, four of which have also been designated as World Heritage Sites by UNESCO.

Included in the AHP list is Brunei's Tasek Merimbun heritage park, a beautiful natural area surrounding the S-shaped Tasek Merimbun lake. This lake is dark due to the tannin released by the leaves that fall into the lake every year, leaves that at the same time give the lake rich nutrients and minerals that its ecosystem needs. On top of the charismatic lake, the park is rich in biodiversity and is home to the extremely rare white-

collared fruit bat. This rare breed of bat was discovered during a 1983-1984 research project commissioned by the first director of Brunei's Museum Department. The discovery coincided with the ASEAN Declaration on Heritage Parks and Reserves in 1984, in which the white-collared fruit bat was cited as one of the primary justifications for the inscription of the park. Being the largest lake in Brunei and only 70 kilometers from the capital, the park has been a favorite of residents and visitors alike. The site's main activities include boat rides around the lake and its two islands. Visitors can also walk to the center island via a wooden walkway; this bridge serves as the main attraction of the lake. Unfortunately, its wooden construction requires constant maintenance and repairs. Green Brunei, a local NGO, has begun looking to raise funds to fix the bridge and has insisted on continuing to use natural wood for repairs due to the fear that artificial materials will affect the ecological balance of the lake. The bridge is the lake's main attraction, and renovating it will be important to tourists' experience. The projected funds required to fix the bridge have been calculated at 20,000 USD, a mere fraction of the costs that would be required to start a full research project in hopes of nominating the park for UNESCO World Heritage designation.

Tasek Merimbun Heritage Park

In the case of Tasek Merimbun Heritage Park, a fundamental and essential question has to be raised: is World Heritage status really worth the investment? There might not be a simple way to answer this rather

simple question, and the eventual decision may also depend on who is answering the question. As we discussed earlier, almost anyone can submit a site to for inclusion on the TL, which is complicating in that anyone may have a different agenda when it comes to heritage sites like the park. For example, the ministry responsible for environmental issues may be focused on inscribing the park in hopes of gaining access to expertise and cooperation in protecting and conserving the biodiversity and ecology of the park. Potential conflicts of interests could come from private-sector actors looking to develop areas nearby the park for commercial use. Other public officers may seek to utilize World Heritage status as a marketing tool to attract national and international awareness. This is the stage where all stakeholders who care about the park, along with the central government, need to research and discuss different possibilities to protect and manage the park carefully, effectively, and efficiently. Careful planning and thorough research is crucial to establish a long-term strategy for the site, such as preparing the site for World Heritage nomination.

As the AHP program currently exists, it only focuses on natural heritage sites. However, there have been calls to establish a cultural-counterpart to the ASEAN Heritage Park program. Scholars from the various ASEAN Member States have expressed the need for such a program to protect and conserve cultural heritage sites in the region. They have cited the many cultural sites in ASEAN that are experiencing degradation at an alarming rate. Mostly due to the rapid expansion of cities, much of the public's attention has been placed on economic growth, not on historical preservation. Forming a cultural heritage program can help combat site degradation and boost education about these sites' significance to both individual nations and the region as a whole. Comparing it with other sub-regions in the world, Southeast Asia still does not have an excessive number of sites represented on the World Heritage list. A cultural heritage program in Southeast Asia may serve as a platform that leads to more World Heritage inscriptions for sites in ASEAN countries.

In the case of sites that have been selected to be included on the TL, the submission document covers four sections: description, justification of Outstanding Universal Value, statements of authenticity and/or integrity, and comparison with other similar properties. (At this stage, the validity of the submitted document will not yet be appraised by the Advisory Bodies of the World Heritage Committee; that step will wait until the site has been formally nominated for inscription.) The first section, description, should be used to introduce the site in general terms, providing its history, current use, and importance to the communities within its proximity.

Next, justification of Outstanding University Value is the section that explains the criteria the proposed site fulfills. This section requires a thorough justification explaining with criterion or criteria the property is proposed to represent. Thirdly, the statement of authenticity and/or integrity allows for a precise explanation of the current state of a site. Any history of renovation and conservation work that has already been done to a site should be clearly explained. To an extent, this section is also concerned with the current usage of the site and any potential damage being incurred from current use. Lastly, the comparison with similar properties is a crucial section that gives the opportunity to view the proposed site juxtaposed to existing World Heritage sites. At the same time that comparisons are made, the uniqueness of the site under review needs to be explained. It is common first to make comparisons with sites inside the home country, then compare the site being considered to other sites in the region, and then finally to other comparable sites around the globe.

## 7.2 Examples of Justifications for the Inscription Criteria

In this section, the elements of each criterion will be discussed using cultural heritage sites in the ASEAN Member States as examples. As has been documented, Outstanding Universal Value has been repeatedly emphasized by UNESCO as the fundamental requirement of a heritage site worth the World Heritage designation. There are six different categories among which a cultural site needs to fulfill at least one criterion. Examining each criterion using actual sites and the justifications provided for them can provide a more transparent explanation.

*Criterion (i)*

First, we start with the initial criterion that a site "represent a masterpiece of human creative genius." The Temple of Preah Vihear in Cambodia is a temple dedicated to Shiva, a Hindu deity. This temple is an exceptional example of criterion (i), with its evaluators having stated the following justification of this criterion:

> "Preah Vihear is an outstanding masterpiece of Khmer architecture. It is very 'pure' both in plan and in the detail of its decoration."

Another site that represents a masterpiece of human creative genius is the Borobudur Temple Compound. Situated on the central island of Java,

Temple of Preah Vihear

Indonesia, this Buddhist compound consists of three temples and was cited as "one of the greatest Buddhist monuments in the world." Built over 1,200 years ago, between the eighth and ninth centuries, the Borobudur temple was consistently used as a Buddhist temple from its construction until it was abandoned sometime between the tenth and fifteenth centuries. It was not until the nineteenth century that it was re-discovered. Subsequently, in the 1970's, restoration work began with the help of UNESCO. The Borobudur Temple Compound fulfills criteria (i), (ii), and (vi). Here is its justification for criterion (i):

> "Borobudur Temple Compound, with its stepped, unroofed pyramid consisting of ten superimposing terraces, crowned by a large bell-shaped dome, is a harmonious marriage of stupas, temple and mountain that is a masterpiece of Buddhist architecture and monumental arts."

Borobodur Temple Compound

The first capital of the Siamese kingdom was situated in Sukhothai. Present day Sukhothai is located mid-way between the north and central regions of Thailand. Between the thirteenth and fifteenth centuries, when Sukhothai was the capital city, arts, crafts, and architecture flourished. The Historic Town of Sukhothai and its Associated Historic Towns is a cultural site that covers three separate zones that are close in proximity and that shared a common culture and administrative and legal system. These are Sukhothai, Si Satchanalai, and Kamphaeng Phet, with Sukhothai being the largest complex. Being the heart of the first kingdom of Siam, much of modern Thai culture can be traced back to the "Sukhothai style," which gives unique and distinctive characteristics to the Thai culture. The past prosperity of this ancient city is evidenced throughout the site. The Advisory Bodies justified the site as a masterpiece of human creative genius, saying:

> "The Historic Town of Sukhothai and Associated Towns represented a masterpiece of the first distinctive Siamese architectural style, reflected in the planning of the towns, the many impressive civil and religious buildings, their urban infrastructure, and a sophisticated hydraulic (water management) system."

Historic Town of Sukhothai and Associated Towns

*Criterion (ii)*

In this criterion, sites must "exhibit an important interchange of human values." In other words, nominators must provide evidence of how one culture has influenced another culture over a long period. The first example in this category is the Citadel of the Ho Dynasty, situated just south of Hanoi, in modern-day Viet Nam. The Citadel was built in the ancient capital city of Viet Nam to house the Ho family, which was the ruling family at that time. Remarkable traces of cultural interchange can be seen throughout the site, specifically, the blend of the native Buddhist culture of Viet Nam and the neo-Confucianism of the fourteenth century.

The Citadel structures were built according to the Feng Shui principle, which dominated East Asia and China at the time. The influence of both cultures can be seen throughout this site that was the center of Vietnamese political, economic, and cultural life until the eighteenth century. The justification of criterion (ii) can be seen in following comment:

> "The property exhibits Chinese Confucianism influence on a symbol of regal centralized power in the late 14th–early 15th century. It represents new developments in architectural style with respect to technology and, in adapting pre-existing geomantic city planning principles in an East Asian and South-east Asian contexts, makes full use of the natural surroundings and incorporated distinctly Vietnamese and East and Southeast Asian elements in its monuments and landscape."

Citadel of the Ho Dynasty

Singapore's Botanic Gardens illustrate a different side of the interchange of cultures. It is a typical British colonial tropical botanic garden situated in the heart of crowded Singapore. Most importantly, it was inspired by the scientific and educational influence of the Kew Botanic Gardens in the United Kingdom. Today, the botanic garden is a world-class research and education site for Singapore as well as for the rest of Southeast Asia. The following passage shows the justification of the site in criterion (ii) terms:

> "The Singapore Botanic Gardens has been a centre for plant research in Southeast Asia since the 19th century, contributing significantly to the expansion of plantation rubber in the 20th century, and continues to play a leading role in the exchange of ideas, knowledge and expertise, in tropical botany and horticultural sciences. While the Kew Botanic Gardens (United Kingdom) provided the initial seedlings, the Singapore Botanic Gardens provided the conditions for their planting, development and distribution throughout much of Southeast Asia and elsewhere."

Singapore Botanic Gardens

In the next case, we encounter the most intact example of a town that fused the foreign culture of China with that of Europe and Mexico. The Historic Town of Vigan was a major trading port in the Philippines Archipelago during the 16th century. Within this area, there are 233 historical buildings showing the strong influence of Spanish, Chinese, and Filipino cultures.

Vigan has been cited as the town with the best example of East and West fusion anywhere in the world, as reflected in its criterion (ii) justification:

> "Vigan represents a unique fusion of Asian building design and construction with European colonial architecture and planning."

Historic City of Vigan

Another remarkable example of cultural interchange that has endured over 500 years and remains a living multicultural site is the area of the Melaka and George Town, the Historic Cities of the Straits of Malacca, Malaysia. Being major trading ports between the East and the West, Melaka and George Town already boast a good mix of local people from Malay, Chinese, and Indian backgrounds. Since the fifteenth century, both towns have housed both tangible and intangible traces of culture from Portuguese and Dutch merchants. Later, towards the end of the eighteenth century, the era of British influence emerged. Today these two towns are a unique and complete example of a cultural melting pot that is still thriving. Criterion (ii) for this site has been evaluated as follows:

> "Melaka and George Town represent exceptional examples of multi-cultural trading towns in East and Southeast Asia, forged from the mercantile exchanges of Malay, Chinese, and Indian cultures and three successive European colonial powers for almost 500 years, each with its imprints on the architecture and urban form, technology and monumental art. Both towns show different stages of development and the successive changes over a long span of time and are thus complementary."

Melaka and George Town, Historic Cities of the Straits of Malacca

*Criterion (iii)*

This criterion requires that a site display an exceptional testimony to a cultural tradition. In other words, this criterion looks for a great example of a particular cultural legacy. Such a cultural tradition can be of a civilization, such as the three examples presented here. The first example represents a group of city-states in upper Myanmar. This group of cities was central to the Pyu culture that lasted for about 1,200 years, between the second century B.C. to the mid-eleventh century. The Pyu culture has been credited with having brought Buddhism to Southeast Asia. During

this period, cities and towns along the Irrawadee River thrived and became the basis of many subsequent Burmese kingdoms. Among those cities and towns, the three cities-states of Sri Ksetra, Halin, and Beikthano have been listed on the World Heritage list. These three cities were found to be exceptional examples of the ancient Pyu culture as stated below by the World Heritage Committee:

> "The Pyu Ancient Cities marked the emergence of the first historically-documented Buddhist urban civilization in Southeast Asia. The establishment of literate Buddhist monastic communities arose in tandem with the re-organization of agricultural production, based on expert management of seasonality-scarce water resources and the specialized production of manufactured goods in terracotta, iron, gold, silver, and semi-precious stones both for veneration and for trade. Buddhism underpinned the construction of religious monuments in brick through royal and common public patronage, marked by the shift to permanent materials from earlier timber building techniques. The Pyu developed unique mortuary practices using burial urns to store cremated remains in communal funerary structures. Trading networks linked the Pyu ancient cities with commercial centres in Southeast Asia, China, and India. Through this network Buddhist missionaries carried their Pali-based teaching into other areas of mainland Southeast Asia."

Pyu Ancient Cities

Between the mid-fourteenth century and eighteenth century, Ayutthaya was the capital city of the second Siamese kingdom. During this period, Ayutthaya established itself as an important center of commerce and diplomacy in the region. The advancements made here in architecture and art were remarkable, and the remaining ruins fully display Ayutthaya's glorious past. As the legacies of an essential period in Thai history, this city's culture still resonates with modern Thai people. The Historic City of

Ayutthaya is a testimony to its cultural traditions, leading to the following justification:

> "The Historic City of Ayutthaya bears excellent witness to the period of development of a true national Thai art."

Historic City of Ayutthaya

My Son Sanctuary is a remarkable representation of how Hinduism manifested in the kingdom of Champa over the course of 1,000 years. Situated in modern-day Viet Nam, My Son sanctuary is an exciting showcase of the spiritual influence of the Indian sub-continent in Southeast Asia. Many temples in the area present carvings of Hindu deities such as Shiva, Krishna, and Vishnu. Although the area surrounding the site was heavily influenced by Mahayan Buddhism, Hinduism was still the prominent spiritual belief during the Champa era. The Champa people believed that Mount Meru, a mythical home mountain to Hindu deities, was a symbolic representation of their homeland. The area around My Son Sanctuary is also mountainous, a landscape similar to that of Mount Meru. Noting the surviving evidence of the My Son culture, the justification for the site has been reported thus:

> "The Champa Kingdom was an important phenomenon in the political and cultural history of South-East Asia, vividly illustrated by the ruins of My Son."

My Son Sanctuary

*Criterion (iv)*

This criterion looks for an outstanding example of a type of building or architectural/technological ensemble. This first example falls under the category of a technological ensemble. The Archaeological Heritage of

the Lenggong Valley is a site containing evidence of early human history that can be traced back as far as 1.83 million years ago. It is reported that a volcanic eruption caused an emergency evacuation of the area. Tools and a complete human skeleton have been found in the area. This site still displays evidence of ancient settlement in the form of a technological ensemble, as explained in the site's criterion (iv) justification below:

> "The undisturbed in situ Palaeolithic stone toll workshops located on the shores of a paleolake and ancient river's gravel beds and dated in a long chronological sequence are an outstanding ensemble of lithic technology."

Archaeological Heritage of the Lenggong Valley

The Baroque Churches of the Philippines are a group of four churches located in four cities across the country in Manila, Santa Maria, Paoay, and Miag-ao. The Spanish constructed these ornate churches during their colonization of the country from the sixteenth to eighteenth centuries. While all four churches represent an interchange of culture, their construction also made a substantial contribution to world heritage: while the churches are distinctly Baroque in style, they also show the local interpretation of that style, reflecting it in their materials and construction design. The builders used local materials and decorative motifs in both the construction and decoration of the churches, as is explained as follows:

> "The Baroque Churches of the Philippines represent the fusion of European church design and construction using local materials and decorative motifs to form a new church-building tradition."

Baroque Churches of the Philippines

One of the most famous sites in Cambodia, Angkor is a remarkable archaeological site. This site meets many criteria of Outstanding Universal Value. However, criterion (iv) is perhaps the least discussed among them. The area is the site of multiple temples such as Angkor Wat, the Bayon, Preah Khan, and Ta Prohm. Not all these temples were built at the same time; thus, examining the different monuments in Angkor illustrates remarkable advancements in construction and architectural design. Notably, the earlier sites display strong Hindu influences, while the later sites show more of Khmer's own flavor. Thus, they illustrate the architectural influences of multiple periods. Criterion (iv) is justified by Angkor as described below:

> "Khmer architecture evolved largely from that of the Indian sub-continent, from which it soon became clearly distinct as it developed its own special characteristics, some independently evolved and others acquired from neighboring cultural traditions. The result was a new artistic horizon in oriental art and architecture."

Angkor

The Complex of Hue Monuments is evidence of the outstanding planning and construction of a city. Hue city is known to have a remarkable defensive system that was designed protect against sea assault. There are also numerous monuments around the site such as the temples, pagodas, and royal tombs of the dynasty. The site is situated in central Viet Nam and was the capital of the unified Viet Nam from the year 1802 to 1945. Considering the relatively short period of time it took to build this complex to serve as the capital of Viet Nam's last royal dynasty, the result is a remarkable feat of engineering. The justification for its criterion fulfillment is as follows:

> "The Complex of Hue Monuments is an outstanding example of an eastern feudal capital."

Complex of Hue Monuments

*Criterion (v)*

According to this criterion, the site has to be an outstanding example of human settlement, whether it is a land-use or sea-use. Many of the sites in the ASEAN Member States that fit this description show a unique phenomenon: ancient civilizations that are in many ways still living today. In the first example, the Town of Luang Prabang shows an exceptional blend of architectural styles and materials from different eras. Luang Prabang was the capital city of Laos until 1946, a period of

time during which it had been influenced by the French colonial style. The result is a town of distinctive style and charm. Moreover, Luang Prabang is surrounded by luscious greenery, with which the people of Luang Prabang have learned to live in perfect harmony. The Advisory Bodies have stated the following to justify requirements of this criterion as follows:

> "The unique townscape of Luang Prabang is remarkably well preserved, illustrating a key stage in the blending of two distinct cultural traditions."

Town of Luang Prabang

The rice terraces of the Philippines Cordilleras are another premier example of criterion (v). This example is an outstanding display of a living culture that has roots dating back to some 2,000 years ago. Its terraces are steep compared to other places, and the irrigation system that was developed a millennium ago is still in operation today. Apart from the continuous usage of the land among the local minority ethnic group, whose knowledge and culture have been passed down through countless generations, the landscape is stunningly beautiful. It is a wonder how this civilization from ancient times can still survive today. Below is the justification presented by the committee:

> "The rice terraces are an outstanding example of land-use that resulted from a harmonious interaction between a people and its environment which has produced a steep terraced landscape of great aesthetic beauty, now vulnerable to social and economic changes."

Rice Terraces of the Philippines Cordilleras

Next, we see criterion (v)'s strictures again reflected in the amazing settlement of Hoi An. This small ancient town in central Viet Nam used to be a buzzing trading port between the fifteenth and the nineteenth centuries. Surprisingly, the town has retained many of its old charms, including 1,107 wooden buildings arranged in tight and narrow streets. The surviving wooden structures and street plans we can see today are original and in excellent condition. In addition to the old buildings and

structures, the town still has the vibrancy of a trading port today. Boats dock right by the shops to load and trade goods, an excellent example of land and sea use. Overall, it is an outstanding case of a traditional settlement enduring into modern times, as stated below in its the justification of criterion (v):

> "Hoi An is an exceptionally well-preserved example of a traditional Asian trading port."

Hoi An Ancient Town

*Criterion (vi)*

In fulfilling this criterion, we look for sites with tangible evidence of the influence of intangibilities. To better explain what this criterion is, the example of the Cultural Landscape of Bali Province in Indonesia would be most suitable. The stunning scenery of Bali, its rice fields, its water temples, and the water that runs through them is a manifestation of the Tri Hita Karana philosophy. This philosophy's core principle ties the spirits, the human world, and nature together in a harmonious way. The result of this insight is the brilliant subak system, a water-management scheme supplying an entire community, which has been used and perfected over thousands of years. Water is believed to be a gift from god; it runs through the water temples where religious ceremonies are held to bless the water before it runs into the rice fields. The justification for the criterion, presented below, further explains this exceptional site further:

"Balinese water temples are unique institutions, which for more than a thousand years have drawn inspiration from several ancient religious traditions, including Saivasiddhanta and Samkhya Hinduism, Vajrayana Buddhism and Austronesian cosmology. The ceremonies associated with the temples and their role in the practical management of water together crystallise the ideas of the Tri Hita Karana philosophy that promotes the harmonious relationship between the realms of the spirit, the human world and nature. This conjunction of ideas can be said to be of outstanding significance and directly manifest in the way the landscape has developed and is managed by local communities within the subak system."

Cultural Landscape of Bali Province: The Subak System as the Manifestation of the Tri Hita Karana Philosophy

Vat Phou and its Associated Ancient Settlements, which lie within the Champasak Cultural Landscape, are an example of an ancient planned landscape, now more than 1,000 years old. The area was developed following the Hindu vision of harmonious relationships between human beings and nature. The result is a remarkable positioning of structures and monuments with regard to the nearby mountains and river. Their justification has been cited as follows:

> "Contrived to express the Hindu version of the relationship between nature and humanity, Vat Phou exhibits a remarkable complex of monuments and other structures over an extensive area between river and mountains, some of outstanding architecture, many containing great works of art, and all expressing intense religious conviction and commitment."

Vat Phou and Associated Ancient Settlements within the Champasak Cultural Landscape

The Temple Zone of Sambor Prei Kuk, in the Archaeological Site of Ancient Ishanapura, dates back to the pre-Angkorian era. It was built to serve as the capital city of the Ishanapura Kingdom by King Isanavarman I. Being older than Angkor, the Temple Zone's traces of Hinduism are more prominent, especially of the great god Shiva. The notable feature of the site is the oldest-known inscription of the Khmer language alongside the ancient language of Sanskrit. In the words of the Advisory Body to UNESCO in justifying this criterion:

> "This criterion is justified by the State Party on the grounds that the connection of the nominated property with the universal values of tolerance and peace as introduced by the first official introduction of the Harihara, from Indian, and Sakabrahmana, from Persia, and being the place of the first inscription in Southeast Asia referring to the universal teachings of Buddhism. It is also calls upon the importance of representations of musical instruments and orchestras found in the nominated property to the study of ancient music. Additionally, it invokes inscriptions that are the first to use the Khmer language alongside Sanskrit, and the introduction of the concept of the God-King, a political notion that became central to Cambodia's governance system until the beginning of the 20th century."

Temple Zone of Sambor Prei Kuk, Archaeological Site of Ancient Ishanapura

*Statement of Authenticity*

In this section, we provide examples of statements on the authenticity of example sites among the ASEAN Member State territories. The first example is taken from the justification of authenticity for the Central Sector of the Imperial Citadel of Thang Long in Hanoi, Viet Nam. The Ly Dynasty used this imperial citadel for almost 1,300 years. Its ancient provenance is remarkable; the citadel was itself built on top of an old Chinese fortress from the seventh century. For nearly 13 centuries, without interruption, this citadel remained the center of political power. Throughout many years, the citadel has seen changes and reconstruction. Nevertheless, it has still been deemed to possess authenticity as described below by its evaluator:

> "The degree of authenticity expressed by the architectural of Thang Long corresponds to buildings of the late 19th and the 20th centuries. Older buildings, dating back to the dynastic periods, notably the Doan Mon Date and the Hau Lau Palace, have been restored and modified. However, these changes are related to the political history of the property. Over the long historical period of the Citadel of Thang Long, the archaeological authenticity of the architecture is variable depending on the period examined, being more satisfactory for the contemporary and colonial buildings."

Central Sector of the Imperial Citadel of Thang Long – Hanoi

A second example of authenticity is found in the Sangiran Early Man Site located in Central Java, Indonesia. This site became famous for the discovery of early human remains there in the 1930's. Those remains date

back at least 1.5 million years ago and have much improved the study of the human evolutionary process. Additionally, further discoveries have also been made at the site, such as tools made of stone that remain in surprisingly excellent condition. The statement of authenticity for this site reads:

> "This property illustrates the sequences of human, cultural, and environmental evolutions over two million years by means of the cultural materials from their original layers, which show specific periods and environments."

Remains Recovered from the Sangiran Early Man Site

*Statement of Integrity*

The statement of integrity measures the wholeness and completeness of the Outstanding Universal Value imbued by an inscribable site. As a first example, consider the Ban Chiang Archaeological Site in the northeastern province of Thailand. This site spans a large area containing prehistoric

artifacts of ancient human settlements. Since its discovery in 1966, both Thai and international archaeologists have excavated the site, extracting a large number of agricultural tools and other metalwork treasures. These discoveries have helped advanced scientific understanding of human cultural, social, and technological evolution in the Southeast Asia area. The site gave rise to the following synopsis of the statement of integrity offered by the advisory body:

> "The site, which has been abandoned and buried underground for a least two millennia, has now been substantially and carefully excavated by Thai and international archaeologists. This has revealed an unbroken stratigraphy of human habitation, use, and burial over two thousand years, covering the period when prehistoric humans in this part of the world first settled in villages, took up agriculture and began the production of metal tools. The earliest stratigraphic layers at Ban Chiang date from as early as 1500 B.C. This long archaeological sequence is divided by archaeologists into Early, Middle and Late Periods all of which are fully represented in the site's excavated stratigraphy and which cover the beginnings of rice cultivation to its full-establishment as the principal agricultural activity of the region."

Ban Chiang Archaeological Site

The Pyu Ancient Cities and their archaeological remains also display a high level of integrity. After a thorough review of the site, its appraiser issued the following statement of integrity reflecting its authenticity and legitimacy:

> "The Pyu Ancient Cities are archaeologically intact, as seen in the standing monuments, the in-situ structural remains, the undisturbed unexcavated remains and the still functioning agrarian terrain. The urban footprint of each city, demarcated by the well-preserved moated city walls, remains highly legible two millennia after their initial construction. The boundaries contain the key attributes of outstanding universal value, including a representative sample of the extensive irrigated landscape that supported the cities. The completeness and reliability of dated archaeological sequences from the site, with the radiocarbon dates derived from intact architectural features dating back to 190 BCE, provide scientific proof of the entire one-thousand year period of occupation of the cities, and reinforces paleographic dates provided by inscriptions in Pyu script on artifacts excavated at the site. The landscape engineering of the three cities also remains largely intact with the manmade structures such as canals and water takes remaining in continuing use for on-going agricultural processes."

*Protection and Management Requirement*

The third pillar that constitutes the Outstanding Universal Value of a heritage site is the appropriate protection and management requirement. The World Heritage program does not focus solely on discovering and honoring significant heritage sites, but also aims to push its sites to retain their integrity and value as long as possible. The program is one of conservation, in this sense, as much as celebration and promotion. Many of the sites are exposed to the harsh elements of both natural and human degradation. Therefore, it is necessary to develop and implement adequate protection and management plans to maintain these unique and irreplaceable treasures of humanity. Again, the best way to understand the principle is to examine two examples of how the protection and management requirement has been fulfilled at actual sites in the ASEAN Member States.

The first useful example is Indonesia's largest temple, one dedicated to the Hindu god Shiva and known as the Prambanan Temple Compounds. The entire compound consists of 240 temples, all illustrating the brilliant capacity of its builders for arts and architectural achievement. The temples

also depict a local interpretation of Hindu religious beliefs. Set among these Hindu temples, there are also Buddhist temples evident in the compound; in fact, the temples of Lumbung, Bubrah, and Asu are among the largest Buddhist temples in entirety of Indonesia. Hence, the site also shows how multiple religions can coexist in harmony. As an example of a protection and management effort encoded into a legal regime, consider the following short synopsis:

> "In order to improve the management of the property, government issued the law in 2007 and government regulation of 2008 concerning national spatial planning which means that spatial planning in World Cultural Heritage area will be prioritized. Prambanan site has been established as one of the strategic national area which consists of Prambanan temple Compounds and others related temple remains. To ensure the long term safeguarding of the property, an integrated management and regulation that support preservation is needed."

Prambanan Temple Compound

In a second example of how a dedicated central government can issue laws and regulations to help safeguard World Heritage sites, we should look at the case of the Botanic Gardens in Singapore. The following passage describes in part the implementation of a protection-and-management protocol for this inscribed site:

> "The Singapore Botanic Gardens is protected primarily through the Planning Act of Singapore, which regulates conservation and development and requires permits to be obtained for new development or works. The Singapore Concept Plan guides strategic planning over a 40–50 year period and land use planning in Singapore is carried out by URA, the national land use planning and conservation authority."

Singapore Botanic Gardens

# CHAPTER II

# SUSTAINABLE CULTURAL HERITAGE TOURISM DEVELOPMENT AND MANAGEMENT

# 8 CULTURAL HERITAGE AND TOURISM

## 8.1 The Nature of Tourism

At first glance, tourism may seem to be a straightforward concept. On the demand side are people going to places and hoping to see and experience something new and exciting. The supply side, complementarily, is comprised of destinations that want tourists' money injected into their economies. While tourism does indeed work superficially in this simple form, in reality its processes are much more sophisticated. Therefore, this section is dedicated to discussing some of the fundamentals characteristics of tourism. Many of the discussion points here are still being debated today, and tourism as an economic, sociological, and psychological phenomenon is still very much being defined. For example, business travelers are not often included in the same discussions as leisure tourists, simply because they are driven to travel by work, and most of the time, travel only out of necessity. Still, business and leisure travelers alike experience the destinations they visit and can both engage in local recreational activities, but that is another discussion entirely. For the moment, we focus solely on the leisure sector of tourism.

Our first point of discussion starts at the basic and reaffirms that, in essence, tourism is a commercial activity. In fact, it is an indispensable international arena of business, reliably one of the world's largest sectors of economic activity. Perhaps most importantly, tourism is the world's largest employer. For many of the ASEAN Member States, tourism is, therefore, unsurprisingly one of their top priorities. When most of us think about tourism, we often think about what we want when we travel, meaning anything from satisfying curiosities, escaping daily routines, relaxing, learning—in short, recreational motives. Since most of us have been a tourist at some point, the concept of tourism does not sound too foreign. However, when we are looking at managing tourism and understanding tourism from the supply side, it may strike us as something entirely different. One thing of which we can be sure, however, is that tourism is a business, with companies and individuals looking to tourism for economic opportunities. In a larger version of this compulsion, nation states look to tourism as a way to extract foreign money. Admittedly, there are non-economic benefits to be gained from tourism, such as social benefits, global exposure, education, and more, but no businesses would

be satisfied with making a mere social impact without being financially viable as well. Yet, if every stakeholder on the tourism supply side is to focus simply on making money, sooner rather than later there will be no more tourism to make money from. No business should be condemned for attempting to generate revenue from tourism, but that revenue generation should be achieved in a way that it is sustainable, a way that creates profit without consuming or destroying the essential resource itself.

A unique characteristic of tourism in its approach to revenue management is the fact that tourists look for an experience to consume but do not necessarily pay for the experience itself. More often than not, tourist-customers pay not for the experience but for the facilitators of the experience. To explain this situation using an example from a World Heritage site, a tourist looking to experience a locale that shows cultural interchange between the East and the West likely does not have to pay standing in that place. However, that tourist has to pay for the flights that brought him or her there, and for the hotels, restaurants, and modes of transportation he or she will employ while in country. These are ancillary aspects of the trip, not considered to be the experience itself but rather the facilitators of the experience. Another example occurs when a ticket needs to be purchased in order to enter the premises of an archaeological building. In this case, the archaeological site is the main attraction. The experience a tourist looks for here is the opportunity to visit the site, take photos, and have a close up look at all the marvels the property has to offer. In a sense, the ticket fee is a price paid for the experience itself. Still, the cost of any ticket is minimal compared to what the tourist has to pay for the many facilitator items that enabled the experience to be consumed in the first place.

Another characteristic of tourism is the type of experience visitors seek. Leisure tourists, for the most part, look for entertainment, but even enjoyable activities should be able to include some learning elements in their programs. Conversely, museums and galleries, on the surface, should always be educational, but that does not mean they cannot be entertaining at the same time. While there are tourists who seek deep learning while traveling, for the most part vacationers still seek pleasure and enjoyment. Developers of tourism products need to design products in a way that suits the basic needs of tourists while delivering on the entertainment aspect. Tourists are generally in their travel locations for a limited time period and with a budget. If they are with a tour group, their schedule is also inflexible. Having said that, authentic and real events may only occur once a year and in some cases, also last only a few days. For tourists, they

may want to experience that, for example, festival dance for half an hour, everyday at noon. Thus, sometimes manipulation is required to package the experience in a way they can be easily consumed.

Tourism attractions are crucial drivers of demand. Standout attractions such as cultural heritage sites listed on the World Heritage List can be vital demand generators. However, not all attractions generate the same appeal to tourists. Just like the products we see in the supermarket, different manufacturers and brands make products with the same function that are competing on secondary characteristics. Some work better than others; some may be more expensive than others. If you look at tourism attractions in a similar manner, we also have to accept that there will be attractions that are more dominant than others. The more attractiveness an attraction broadcasts, the more tourists will be willing to pay and the more eagerly they will queue up to see it. Although the UNESCO World Heritage designation confirms a cultural site's value and appeal with its promise of Outstanding Universal Value for humanity, the list does not mean that all properties listed will be great tourist attractions. Some cultural heritage sites may have more appeal for education and research than they do as touristic sites. Thus, cultural heritage sites are generally recognized as a major element in the tourism mix of any destination.

From a tourism point of view, a cultural heritage property does not always lead to tourists' paying money to visit. A heritage site is merely just a tourism resource. A World Heritage site can indeed have the potential to be a great tourism attraction. However, managers and operators need to develop the resources into products that tourists can be charged for and can consume. For example, a centuries-old temple alone can hardly create any experiential value; without value, it will be hard asking tourists to pay. Therefore, visitor interpretation and management services are needed for any cultural sites looking to attract tourists. Visitor interpretation is the story-telling component of a site, the explanation of its history, the background stories that are necessary for tourists to understand if they are to hold that site in awe. The site at the same time still needs to provide an entertaining experience for tourists. Interpretation of cultural resources is a key component to any cultural site, or to any site, for that matter. Tour guides, audio/video guides, sitemaps, and print materials are some of the common media that operators use to deliver stories and information to visitors.

In addition to the imbalance of touristic appeal among cultural heritage sites, there are also other factors that may influence tourism demand, such as the distance decay theory, market access, and time availability. As the name may already suggest, the distance decay theory suggests that the

touristic demand to visit an attraction will be lower if the site is located farther away from tourism clusters, such as accommodation areas or town centers. Market access simply means that the more competing attractions or alternative sites or destinations an area offers, the lower tourism demand for each individual site will become. Lastly, time availability suggests that tourists at a destination either mitigate or accentuate both theories. In other words, if a tourist has a long time to explore a destination, the distance to reach the site will be less relevant and he or she may still visit even if it is farther away, and vice versa. Similarly, if a tourist has limited time at a destination, he or she may need to pick one site among many competing sites to visit, thus accentuating the market access effect. Therefore, we often see mundane resorts near a city getting more visitors than better ones located farther away. There are also exceptions to these principles, unique circumstances that have the power to pull people to go visit remarkable sites regardless of where they are.

Time availability and budget dictate the sites tourists can visit, but also influence the quality and depth of their activities. Those with limited time tend to want to engage in as many experiences and activities as they can. Therefore, it is essential to have different products available for different kinds of tourist. For example, a guided tour to a site needs to have a variety of tour packages available to suit the time availability of different tourists. For cultural heritage sites, this can be a challenge. Most heritage sites require imbuing a minimum level of knowledge and understanding to visitors in order for them to be able to appreciate the site's features and attributes. This challenge can be overcome via a proper implementation of visitor interpretation. Still, interpretation needs to be done in a way that creates emotional bonds and delivers knowledge, while remaining entertaining. A package may be short, precise, and have all the attribute a tourist wants, but then it may come at the expense of quality. The skillful balancing of the message the site intends to deliver and tourist's enjoyment is often the determining success factor.

A conventional method to present a site to tourists in a way that delivers the maximum enjoyment while imparting all essential knowledge is to exert control over the visitor experience. This may be counter-intuitive, but a most tourists also want their experience to be controlled. Therefore, most tourist attractions have standardized routes and modifications to their facilities to best control the experience. Controlling the experience is often done by creating walking routes within the property. An example of how sites control tourists can often be seen in the maps and leaflets that are given to tourists at a site entrance. In these leaflets, a suggested walking route and descriptions of each critical attraction are also included. In order

to control the tourist's experience, some sites may need to modify the facilities itself in order to control tourists' behaviors better, for example, by installing barriers between display objects and tourists. Even though some of these implementations may result in a shallower experience, they can help control the flow of tourists within the site. In addition, these measures also help protects the assets from unwanted damaged and potential vandalism.

## 8.2 Cultural Tourism

People have been traveling as long as history itself, of course. What has changed over time are the reasons we travel, the distances we travel, and what we do when we travel. At least since the days of the Romans, people have been traveling out of their communities and visiting other societies. During these travels, elements of culture were always present, regardless if it was just traveling to the next village or halfway across the world. Travelers often encounter historical sites and cultural landmarks, attending events and festivals or visiting museums during their trips. In a way, we can also say cultural tourism is one of the oldest forms of traveling. However, it was not until tourism marketers and scholars started to categorize and generalize tourists into different segments that cultural tourism became a distinct tourism category. One of the reasons there was a need to classify tourists into different segments in the first place was simply that marketers wanted to gain a deeper understanding of the different groups of tourists so that they could develop tourism products specifically for each segment.

When it comes to defining what cultural tourism is and what cultural tourists want and need, there has never been a universal definition or explanation. ICOMOS has observed that "cultural tourism as a name means many things to many people and herein lies its strengths and its weaknesses." Since culture is present at every level of society, in combination with the fact that one tourist does not only visit one type of attraction, there are always going to be elements of culture in any trip. The difference in definition of cultural tourism mostly lies in the relationship between tourism and the cultural environment. A popular way to define cultural tourism is by looking at participation. If a tourist visits a cultural attraction, that person can be considered a cultural tourist. In reality, the level of motivation and the depth of the experience can vary drastically. The researchers McKercher and du Cros insist that not all cultural tourists are alike and have identified five types of cultural tourist:

(1) purposeful cultural tourists – the person normally associated with cultural tourism who travels for cultural tourism motives and seeks a deep cultural tourism experience
(2) the sightseeing cultural tourist – a person who travels for cultural tourism motives but who seeks a shallow experience
(3) the serendipitous cultural tourist – one for whom cultural tourism is not a stated reason for visiting a destination but who ends up getting a deep cultural tourism experience
(4) the casual cultural tourist – one who identifies cultural tourism as a weak motive for visiting a destination and seeks a shallow experience
(5) the incidental cultural tourist – for whom cultural tourism is not a stated motive for visiting a destination but who does visit cultural heritage attractions

While there may be different levels and types of cultural tourists, one thing is certain: cultural tourism involves cultural heritage sites. It is the interaction between tourism and cultural heritage assets that stem a never-ending debate. As discussed early, tourism is a big business and those involved in tourism look to maximize their involvement. One of the first steps in maximizing profits is to generate visitation from as many tourists as possible. From the cultural heritage management perspective, the usage of fragile cultural heritage resources is one of the leading cause of the assets' deterioration. For cultural tourism to flourish, the area must feature cultural assets, or, in tourism terminology, cultural attractions. At the same time, ironically, for effective preservation of cultural heritage assets, the least amount of human interaction is desirable.

Tourism can be seen as a non-threatening activity when a relatively small number of tour visits occur to cultural sites. However, as tourism numbers increase, a state of conflict will be more likely to emerge. Full cooperation between tourists and conservationists is easier to achieve when the number of stakeholders is still limited. Therefore, as tourism grows, so grows the need for an effective set of tourism management objectives and conservation management objectives. Hence, the impetus for both tourism and heritage management bodies to work closely in harmony is strong if both are to benefit mutually from cultural tourism.

Another important point that needs to be mentioned is that tourists tend to want "authenticity" but not necessary "reality." On the other hand, heritage managers often aim to present heritage assets more realistically. A realistic presentation of a cultural heritage property usually refers to presenting the assets as close to their actuality as possible.

Contrastingly, authenticity is usually determined by an individual's own knowledge and set of references. What a tourist feels is authentic may not necessarily be a reality. In other words, we can say that for an experience to be considered authentic, it just has to meet the stereotypes that have been disseminated by the popular media, even though that is often not what cultural heritage managers desire to convey.

## 8.3 Threats of Tourism to Cultural Heritage

Following the same line of reasoning as above, there is never a straightforward argument when discussing the threats posed by tourism. On the one hand, we can argue for tourism's many positive impacts, in that tourism can bring tremendous benefit to the community and its heritage assets. Tourism enhances awareness of the community and its culture, creates new job opportunities in the community, raises revenues for local businesses, offers government support in terms of infrastructure, and more. It can also even be argued that tourism is the driver of heritage conservation and protection in the first place. While threats from tourism undoubtedly exist, these ills are not always due to the tourism itself, but rather emanate from poor management of the tourism. Therefore, in this section, we bring forward a few broad points of tourism management that can post threats to heritage and look at alternatives that promote sustainable tourism practices.

The first point of discussion is the need to have adequate and appropriate presentation and communication of the culture and its heritage. Even though most tourists seek primarily entertainment value during their travel, educational value remains a valid, if secondary, goal. It is important carefully to design a method to present and communicate the significance of the place and its culture to tourists. There must be a proper balance between educational and enjoyment elements in the designed programs. A well-developed program that can offer both values will, more often than not, impart memorable experiences to tourists. Also, accurate and proper interpretation and presentation will prevent issues such as inaccurate generalization about the culture.

The next aspect is the emphasis on tourism itself. For cultural tourism to thrive, an area must have attractive cultural heritage assets, but what is often perceived foremost is that tourism brings most benefit to a destination in the form of money spending by tourists. As a result, on a governmental level, much more emphasis has been put on catering to the development of fund-producing tourism products such as

accommodations, activities, restaurants, souvenirs, and the like. In reality, cultural heritage assets should also receive an equal amount of attention from the central government regarding laws and regulations to protect these irreplaceable resources. This is precisely why the World Heritage program requires a strict management and protection plan when evaluating a site for inscription: the WHL needs to make sure that an inscribed site will always be there. In order to promote a healthy balance between heritage management and tourism management, it is important for the central government to recognize and address potential conflicts of interest between the two sides and any other stakeholders accurately.

The next aspect of proper cultural tourism management is the inclusion of the host community. There is no doubt that the foundation of any tourism development is the local community. The members of the community must be ready to welcome tourists for any destination to succeed. Therefore, it is always obligatory to respect the rights and interests of locals. Managers of Both tourism and heritage conservation must consult with host communities starting from the identification, conservation, management, presentation, and interpretation of their heritage resources, cultural practices, and even contemporary cultural expressions. Conflicts of interest with the host community often stem from the unequal distribution of benefits derived from tourism. Arguably, these host communities should receive the most benefit from tourism. For example, tourism jobs, such as tour guides, should employ local people. Failure to encourage local participation may cause the community to ignore their own cultural heritage, rather than caring for and conserving it.

Having an attractive cultural site is only the first step for tourism. It is not uncommon to find a beautiful cultural site ruined by ignorant tourists. Therefore, it is crucial not just to bring tourists to a site, but to monitor tourism activities at all times. Educating and creating awareness of the significance of heritage attractions may be the first step. Still, it is unrealistic to believe that all tourists will respect tangible and intangible cultural properties broadly. Therefore, in order to control tourists, we must control their experiences. For example, while encouragement alone may be sufficient for some tourists, to prevent tourists' touching and vandalizing important cultural artifacts and to ensure all tourists respect precious cultural objects, we must implement a system that makes sure no tourists can reach such artifacts. We often see sites having barriers installed to prevent tourists from getting close to important objects to prevent physical harm.

The last aspect is tourism promotion. Destination marketers are often under immense pressure in luring tourists to locations they are responsible

for promoting. Often, creative and inspiring promotional campaigns and messages were designed to capture potential tourists' attention. Given that destination within the same country and region often have to compete against one another due to the limited time and budget of most tourists. It is only natural if one destination tries to out-promote its competition. Nonetheless, promotional activities should still be within the boundary of realism and reasons. Over-promoting can create unrealistically high expectations that may cause long-term harm than good. High expectations of tourists will put pressure on the people that need to deliver.

## 8.4 Current Global Market and Latest Trends

### *8.4.1 The Internet of Things in Tourism*

The tourism industry is one that has been significantly revolutionized by the arrival of the Internet and the World Wide Web. Many jobs were lost, and new jobs were created as a result. Both tourists and providers have had to adapt tremendously over a relatively short period of time. Information is being shared on the Internet about anything and everything related to tourism, and these exchanges have made the industry more transparent. It has become more difficult for poor service providers to hide; at the same time, good businesses previously hidden from the masses have emerged. As a result, the level of competitiveness in the global tourism marketplace, across all sectors, has reached a new height. Tourist behaviors have changed, and that shift affects how tourism businesses must operate.

Information is the driving force behind this revolution. The availability of information and the sheer amount of it illustrate the power of knowledge. Nevertheless, today, the way in which people share information and the richness of the information shared have also been taken up a step. Smartphones allow tourists to rate and review businesses and services immediately. Evidence of service failures can easily be captured with photos and videos compared to just describing such events in words as before. The number of devices or things that can be connected to the Internet has vastly increased, powering these innovations. Smartphones, cameras, laptops, wearables, and many other consumer devices can now be connected to the Internet directly. People refer to all the devices that can connect to the Internet as the "Internet of Things," or IoT.

### *8.4.2 Smart Tourism*

The IoT revolution has brought about a paradigm shift in terms of the reach and weight of consumers' word-of-mouth communication. Consumer satisfaction and complaints can now be shared with potential guests globally via online ratings and reviews. This revolution in information sharing is forcing attraction operators to focus on customers' experiences much more than in the past. Still, even with IoT, consumers are needed to create content and must be willing to share it on relevant platforms. The concept of "smart tourism," which has its roots in smart cities, not only utilizes data generated by users but also data that IoT itself gathers in the background. The amount of data electronic devices and sensors collect independently has started to gain more attention from engineers, researchers, and marketers in recent years. These professionals realize that modern computers and advanced algorithms can transform raw data into meaningful knowledge and eventually help aid in the making of business decisions. With computers and data scientists being provided ever more raw data that are being generated by consumer electronic devices and sensors, more knowledge can be understood and harnessed, making both the computer and its user smarter. In other words, smart tourism is possible due to the technology and infrastructure laid out by IoT.

In its simplest form, smart tourism is an infrastructure for the travel industry that has digital technology embedded across all its functions. The smart tourism operation immediately analyzes the reams of data gathered in day-to-day activities and effectively transforms them into useful knowledge that can benefit both the supply and demand sides of a tourism destination. This tells us that data is at the heart of any smart tourism destination and is a critical concern for smart tourists. Therefore, tourism attractions may want to assess what data they have already been gathering but have not yet transformed into usable business knowledge. The extensive roles that smart tourism covers are challenging to define, especially as IoT is still evolving and needs to mature, but wise tourism entrepreneurs will embrace it, not ignore it.

# 9 DEVELOPING SUSTAINABLE CULTURAL TOURISM SITES/ DESTINATIONS

This section will provide an overview of factors to be taken into consideration when developing a cultural tourism site or destination in a sustainable manner. Please note that there is always more than one method or approach to developing a tourism site, enough options, in fact, that some may even be in conflict with one another. A longstanding debate has raged over whether a site gets developed because it possesses exciting and unique tourism resources, or whether exciting and unique tourism products result from site development. While there may never be a universally accepted answer, it is certain that any tourism development must be sustainable in nature. Here, we offer our take on the basics of sustainable cultural tourism development.

## 9.1 People and Skills Capacity-Building

A leadership role, with constant financial and technical supports of community-based tourism (CBT) development, is an essential responsibility of government. Local authorities need to reinforce their partnership with communities and external partners, while avoiding the exclusion of minority groups, to enhance the social capital, skills, knowledge, experience and willingness to lean of individuals. Government can encourage people through training programs and certificates awarded for proficiency in tourism, social development and the incorporation of women into development planning, entrepreneurship, leadership, grant and proposal writing, and local-products packaging, all of which help to build community capacity. Capacity building should be developed at two levels—individual and institutional—which are each elaborated below in turn.

### *9.1.1 Individual Capacity-Building*

Policy makers need to make sure that local people are for the arrival of international visitors with different languages, culture bases, and attitudes. Encouraging local people, especially those who have direct interaction with tourists, to learn the languages of an area's most frequent visitors will facilitate the delivery of high quality service; it will also create respect in

tourists, leading to positive cultural exchanges between hosts and tourists. In this regard, training programs (e.g., in language classes, movies, and books) can be offered to locals (Figure 1). Local people need to learn how to treat tourists professionally in order to prevent possible conflicts caused by cultural differences or political disagreements. Free training sessions, using video tutorials and/or discussion meetings, could be organized to upgrade the standards for professional behavior among locals, including avoiding staring at visitors, respecting tourists' privacy, and behaving in a friendly and professional manner. Stakeholders also need to learn other specific skills including tour guiding, front-office operations, housekeeping, food-and-beverage services, service delivery, service recovery, and customer satisfaction.

Embracing the involvement of all local residents, including women and youth, from the planning and implementation stages to the managing of tourism-development projects, is crucial. This policy enhances community attachment and involvement while raising the quality of life for locals through job opportunities and increased local funds. Planners could train locals in principles of leadership, planning processes (e.g., business plans, marketing plans, strategic plans), and tourism and hospitality marketing strategies. For instance, local farmers and craftsmen could be trained to produce high-quality products, pack them appropriately, and gain economic benefit through either selling these products to local restaurants and hotels or to tourists at local markets and shops. Visiting agritourism tours could be arranged as an attractive way for visitors to enjoy clean weather while they pick fruits and vegetables with their own hands. Handicraft industries can contribute to the local economy if mangers organize festivals and exhibitions for both the selling of the handicrafts to visitors and engaging tourists in the process of production. Destination marketing organizations (DMOs) can also help managers to build the brands sites or destinations based by marshalling

| INDIVIDUAL CAPACITY-BUILDING | INSTITUTIONAL CAPACITY-BUILDING |
|---|---|
| Language Skills | Institutional Capacity-Building |
| Cross-cultural Communication | Local Associations |
| Specific Skills | Technical Support |
| Marketing | Financial Support |
| Leadership | Necessary Infrastructures Development |
| Ethics and Social Responsibility | Advocacy Programs |
| Planning and Different Types of Planes | |
| Managing People | |

[Figure 1] Examples for Individual and Institutional Capacity-Building

their unique architecture, handicrafts, and products.

Training local restaurateurs to cook international recipes is important to satisfy the different tastes of global visitors and secure their loyalty. Managers can invite international chefs and/or use international recipe books, magazines, and videos to help restaurants boost their sales by prepare foreign cuisine to international standards. Organizing entrepreneurship meetings to support home-stay start-ups and small-scale tourism businesses, combined with grants to locals, will encourage them to start tourism-accommodation businesses. Bed-and-breakfast operations are a good example of family-run businesses in the tourism sector successfully attracting visitors and creating good opportunities for guests to become familiar with the culture of local people (Figure 1).

#### *9.1.2 Institutional Capacity-Building*

Government also plays a key role in building and empowering communities to ensure that they work accountably and transparently. In parallel, the establishment of local associations can support non-government organizations (NGOs) in various tourism-related activities like marketing practices. In addition, local government ought to provide continuous technical support from professionals and experts who can perform feasibility studies and disseminate the information generated during their research to all community partners. Developing the necessary infrastructure (e.g., roads, public transportation, sewage, electricity, and telecommunications) is imperative to increasing the attractiveness of a site or destination (Figure 1).

Financial resources are important elements of continuous and successful CBT endeavors. Left to their own devices, local people may have not the ability to afford improvement and development operations at anything beyond the smallest scale. Therefore, they need financial aid in the form of soft loans, micro loans, subsidies, donor funds, and national or international (e.g., World Bank) grants. Launching advocacy programs such as lobbying with universities, environmental, commerce, or tourism ministries, and national development agencies can be helpful approaches for engaging other institutions to improve and upgrade a site or destination.

## 9.2 Community-Based Tourism (CBT) Development Model

While "community participation" has remained a rhetorical constant, the nexus between local communities and tourism has been researched

extensively under the umbrella of Community-Based-Tourism (CBT). As Blackstock put it, CBT "centers on the involvement of the host community in planning and maintaining tourism development in order to create a more sustainable industry." The aim of CBT is to transcend the mainly theoretical discourse on community participation and transform the "community" into an influential stakeholder that can plan, manage, and become instrumental in fulfillment and realization of sustainable-tourism goals. CBT, which is differentiated from community participation, has become an alternative form of tourism for the purpose of meeting community objectives like enhancing local benefits, achieving capacity building, and empowering locals. This is especially true among the ASEAN Member States, where not only evidence of rich historical cultural sites can be found but also prosperous living cultural heritage charms for all those fortunate enough to discover them. Therefore, Southeast Asia has been at the forefront of the CBT trend. In the hope of cementing the region as the world's leading CBT destination, all ten ASEAN Member States helped develop the ASEAN CBT Standards. In this document, the standards of practice of all stakeholders have been outlined to help all those involved maximize the benefit CBT could bring. For more information and a free download of the publication, readers visit www.asean.org.

More than anyone else it was Murphy, in 1988, who brought the issue of CBT to the forefront of tourism epistemology—notwithstanding the fact that CBT remains grounded in the community politics of North America. It is believed that CBT, wherever it has occurred, is a mechanism for community cohesion. CBT might take different forms and shapes, but it should always be committed to community development. The notion of empowerment differentiates CBT from a more superficial notion of public participation where, again borrowing from Blackstock, "it is often reduced to a legitimating process of approval."

CBT captured the attention of tourism scholars as mass tourism was increasingly scrutinized for numerous disappointing outcomes. Notably, that disappointment was not limited to economic shortfalls; tourism's social and environmental impacts also registered negatively in various studies of multifarious destinations. CBT was put forward as an alternative to mass tourism, with the latter being critiqued for disenfranchising communities and depriving them of their legitimate right to share in the benefits of tourism. Blackstock, in her critique of the CBT literature, revealed that there are three main failures associated with CBT. She noted that the "literature on the CBT has three major failings from a community development perspective. Firstly, it tends to take a functional approach to

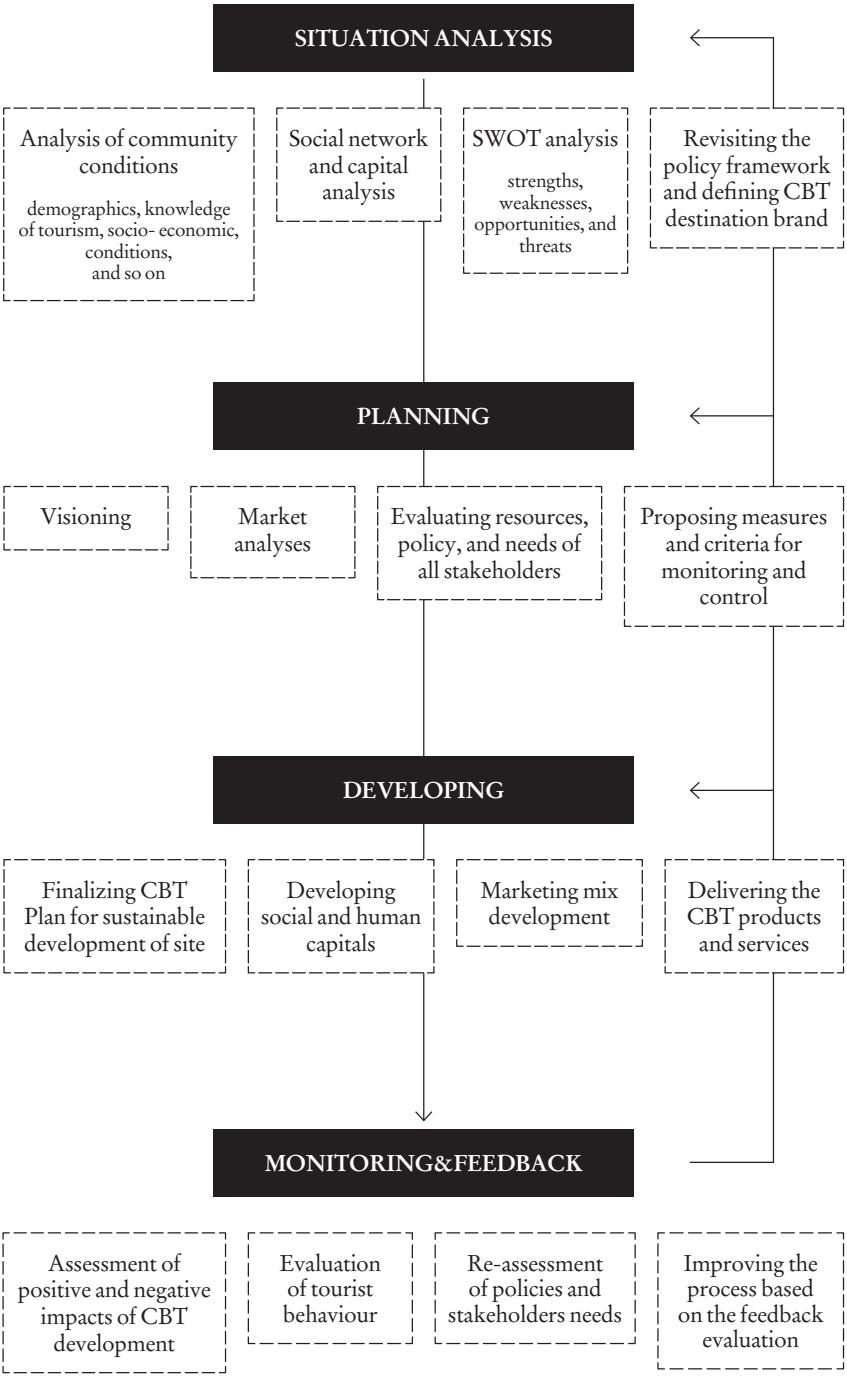
community involvement; secondly, it tends to treat the host community as a homogeneous bloc; and thirdly, it neglects the structural constraints to local control of the tourism industry." Nevertheless, CBT has been recommended as an effective strategy for the sustainable development of a given destination, including cultural tourism sites. After all, local communities have been living for a long time in their sites and will naturally have detailed information and a comprehensive understanding of them.

There are two important points in the development of the CBT model for a heritage site. First, planners need to bear in mind that the CBT model for development of each site must be unique as economic, social, cultural, environmental, and political conditions will vary greatly across regions. Furthermore, planning for CBT needs to be developed based on the life stages of a destination or site. The "product lifecycle model" developed by Butler includes six such phases: 1) exploration, 2) investment, 3) development, 4) consolidation, 5) stagnation, and 6) decline or revitalization, with the final stage depending on the marketing efforts of the destination.

Second, a participatory planning and development strategy should be applied in any CBT project. This means all stakeholders need to be invited and involved from the planning to the implementation stages of CBT development. Government, local residents, private sector, and NGOs are key contributors whose voices and needs must be heard and considered in a sustainable tourism development. Regardless of the uniqueness and diversification of the characteristics of different sites, a systematic approach is needed for destination planners and site managers to follow to satisfy the goals of sustainable development (Figure 2). This CBT development model consists of the four steps of situation analysis, planning, developing, and monitoring/ feedback which are explained below:

*Stage 1 • Situation Analysis*

This stage includes four main steps: analysis of community conditions, social-network and capital analysis, SWOT analysis (an examination of strengths, weaknesses, opportunities, and threats), and revisiting the policy framework to define the CBT destination brand. In any analysis of community conditions, basic information about demographics and the socio-cultural and economic conditions of local communities need to be collected. Next, representatives from multiple local communities should be selected and targeted to obtain their views about needs, expectations, knowledge of tourism, power of tourism, trust in local authorities and government, quality of life, and preferences for development of the



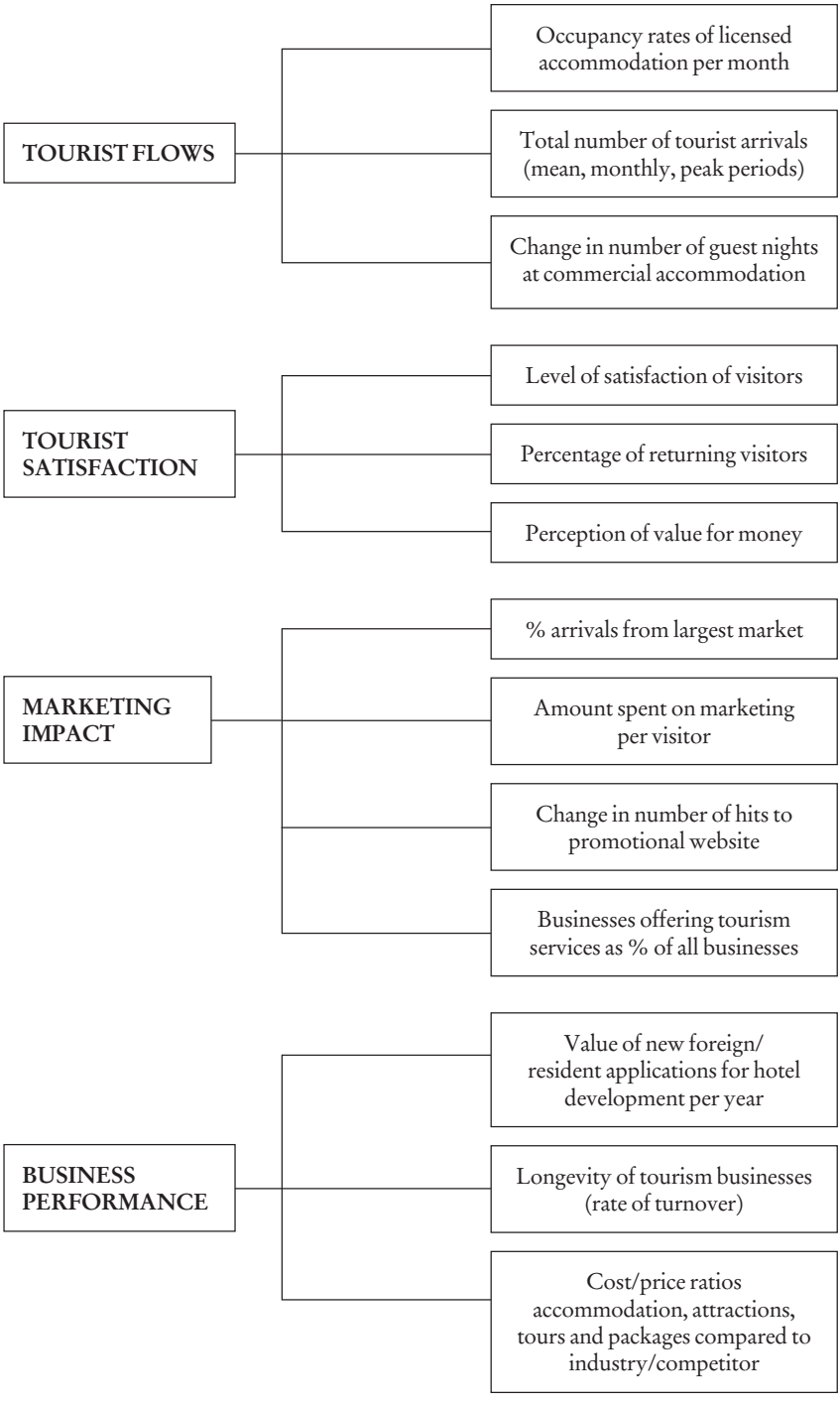

[Figure 2] Community-Based Tourism Development Model

destination or site. Policy makers can obtain this valuable information by conducting surveys (both via questionnaires and in-depth interviews). Identifying social networks using capital analyses helps managers know which communities are dominant and who can play key roles in making decisions about and implementing the CBT plan. Collective decision-making processes ensure the maximization of social capital and good governance through bottom-to-top planning.

SWOT, which stands for strengths, weaknesses, opportunities, and threats, is imperative form of analysis for providing a realistic picture from the current situation of a site. Weaknesses and opportunities stem from the conditions at a destination or site, while opportunities and threats focus on external factors. For example, cultural traditions, clothing, arts, culinary traditions, positive attitudes toward cultural diversification, and ethnicities can be defined as the strengths of a given site. Anti-tourism hostility, lack of trust in government, insufficient skilled employees for the service industry, the lack of a master plan, poor governance, visa-related restrictions, and a paucity of local investment are examples of weaknesses of a site.

In terms of external conditions, planners should recognize opportunities—such as a favorable exchange rate, positive images presented in international media, and financial and monetary support from intentional institutions (e.g., UNDP, UNWTO)—to implement sustainable tourism development successfully through the CBT management in at a site. Each destination or site may be influenced by external threats such as safety and security concerns, competition from rival destinations, economic recessions, and shadowy images caused by political conflicts and/or natural disasters. Policy makers should try to reduce weaknesses to avoid threats which may postpone or terminate the CBT process.

Based on the results of previous research, decision makers may need to identify hindering policies and regulations that affect adversely the implementation of the CBT plan. For example, extensive bureaucratic processes for the certification of new businesses and services and restrictions for the allocation of resources to tourism practitioners should be addressed by a new and effective policy framework to facilitate the implementation of CBT management. The final step in this situation analysis is the establishment of a brand that will not only enhance the sense of residents' belongingness to local community, but also attract the attention of potential international visitors. Planners may associate the logos and slogans of the brand with the unique features of a country that is already internationally recognized. For example, the slogan for a Korean




[Figure 3] Samples of Criteria for Measuring the Performance of CBT Plan

cultural heritage site might be inspired from the national DMO's slogans, "Imagine Your Korea" and "Sparkling Korea."

*Stage 2 • Planning*

In the second step, the vision and architecture of the CBT management scheme need to be developed. Planners should agree on the short term, mid-tem, and long-term scale of the CBT development. Policy makers can develop a plan ranging from the local to the international levels, which can be specifically based on current capacities and resources. A market analysis needs to be conducted in order to identify reasonable target markets. For example, German and Japanese travelers may be two target segments for historical and cultural attractions, while tourists from Middle-East counties may prefer to visit shopping centers and engage in luxury activities. Along with products and people, price, accessibility and distribution, and promotion of the products and services need to be considered in planning a strong marketing mix.

In this stage, managers should address any lack of resources for implementation of CBT management. For example, the requirement for an educated and professional workforce related to sustainable tourism development could be addressed by organizing effective training programs and recruiting international well-known professionals. Great effort for the training of front-line employees is required as they have face-to-face interaction with tourists; failure in delivering appropriate service may create dissatisfaction and misbehavior in tourists.

Government should act as a leader in spurring synergy among key stakeholders. Furthermore, facilitative policies need to be legislated and enforced. Government is also responsible for the improvement of infrastructure factors like transportation, water resources, telecommunications, and electricity, not only to satisfy the needs of local communities, but also to meet the criteria for joyful and memorable visits by international tourists. Government also ought to provide technical and financial support to small businesses, startups, and NGOs to help them grow their activities in line with the sustainable development goals of the CBT management system.

Governments can seek the assistance of international organizations such as the International Finance Corporation (IFC), the International Union for Conservation of Nature (IUCN), the World Bank, the United States Agency for International Development (USAID), the World Wildlife Fund (WWF), and the United Kingdom Department for International Development (DFID) to raise funds to support sustainable development. A final action in this second step is proposing criteria for

measuring the successful implementation of the CBT plan. In Figure 3, potential indicators for monitoring and control of the CBT management process are listed.

*Stage 3 • Development*

As shown in Figure 2, the third step of the CBT plan is development and involvement. In this step, the brand of a destination, which is prepared based on a participatory and co-collective decision-making process, needs to be finalized. In the sustainable development of a CBT management system, the demand side (i.e., tourists) should be trained to follow a code of ethics. Specifically, visitors need to be informed that they must respect the local culture and its customs. Visitors should treat local residents with a spirit of humility and show a desire to learn their language and cultural values. Tourists should not undertake any harmful actions to the local environment or wildlife. Still more practices have been delineated by the Center for Responsible Tourism (available at http://livingheritage.org/tourist-ethics.htm).

All key communities should be involved and empowered in the process of implementing the CBT plan. Government can transfer some responsibilities and roles to the NGOs like Destination Marketing Organizations (DMOs) or Destination Marketing Companies (DMCs). It is critical to address socio-economic conflicts across local communities to avoid possible quarrels that may be hinder CBT management. One of the most effective tactics for improving social and human capital is providing continuous training sessions in local communities. Policy makers can approach educational institutions to establish partnerships for training and consultancy services.

The main elements of the marketing mix (i.e., the "4 P's": products, pricing, place, and promotion) must be developed based on the results of SWOT analyses and an evaluation of resources and policies. Policy makers should make sure that the projected outcomes of the CBT plan will satisfy the needs of local communities as well as visitors. Particularly, pricing and promotion strategies should be developed in such a way that local small businesses do not face bankruptcy. Importantly, offering and delivering new products and services that do not damage the ecosystem of a destination is crucial. Managers need to consider critical points as they plan to launch their CBT products. The first such factor is timing; products should be offered and delivered smoothly, imposing only low levels of conflict and disagreement among local community members. This step must not destroy the environment or socio-cultural values of a site. Human and social capital (e.g., NGOs, DMOs, and volunteers)

could efficiently assist in the successful launch of these CBT products. Businesses can also consider CSR (corporate social responsibility) practices to enhance the value perceived by local communities and tourists.

*Stage 4 • Monitoring and Feedback*

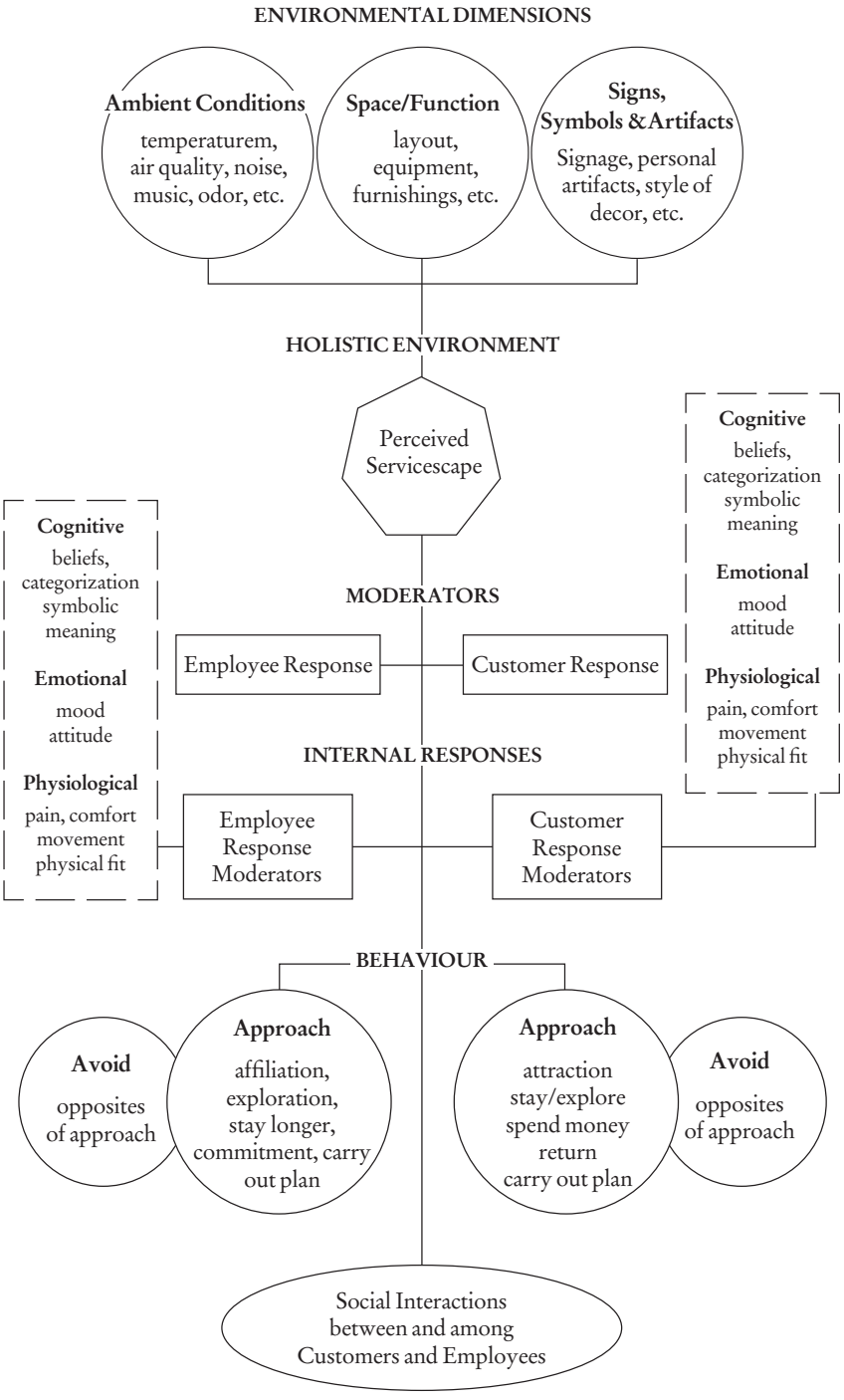
In this step, the economic, socio-cultural, environmental, and political impacts of CBT should be assessed regularly. According to social exchange theory, local communities need to perceive more positive impacts than negative impacts for CBT to be accepted locally. In other words, policy makers should maximize the benefits of the CBT plan and minimize its costs. In this vein, the satisfaction of tourists is also critical for sustainable tourism development. The satisfaction of tourists drives their expected behavioral responses in terms of intention to recommend to others and intention to revisit the destination.

Regular assessment can be administrated to evaluate the level of satisfaction about the quality of products and services. It is imperative that the experience match both perceptions and expectations. A survey can be designed to measure whether the experience of tourists is better than their expectations, a situation called positive disconfirmation. In contrast, managers need to hinder negative disconfirmation, wherein the experience of the tourist is worse than he or she expected. Policy makers should tackle the complexity of the different needs and expectations of the local community by addressing all possible conflicts through helpful feedback that reevaluates the policies and operational processes of the CBT plan.

# 10 SUSTAINABLE MANAGEMENT OF CULTURAL TOURISM SITES AND DESTINATIONS

## 10.1 Visitor Experience Management

The experiences of visitors are formulated based on their observations within three phases: pre-trip, during trip, and post-trip. In the pre-trip phase, an efficient booking system for accommodations, transportation, and tours creates positive emotions for prospective visitors, which helps




[Figure 4] Physical and Social Servicescape Affecting Experience and Behaviors of Tourists

make a memorable experience during the visit. During the visit, three significant stimuli of experience are the physical environment, the social dimensions of the servicescape, and a traveler's personal characteristics. The experience of visitors might also be influenced by certain practices such as loyalty programs in the post-trip phase.

Destination and site managers can follow Bitner's servicescape framework to manage tourists' experiences based on the physical, social, and personal settings of the environment (Figure 4). In terms of physical dimensions, visitors need to experience a spacious place that offers an ambient condition to visitors. Appropriate signage and artifacts should be provided such that visitors can easily find their locations, which are decorated efficiently and attractively.

Social interactions with employees can create a joyful experience for visitors. Specifically, in service settings, employees should treat customers respectfully, sincerely, and professionally. Business and service providers need to consider customer-oriented strategies while offering and delivering high-quality products and services. The so-called "personal realm," including motivation, self-identity, expectation, knowledge, emotion, memory, demographics, and perceptions of visitors, contributes to the experience. Therefore, marketers must consider personal factors by conducting a professional target-marketing analysis, such that a feature of the destination or site matches with the personal characteristics of potential visitors.

In line with the principles of sustainable tourism development for cultural heritage sites, which are prone to be sensitive to mass visitation, the following recommendations to enhance visitors' experiences are noteworthy:

- Providing a pedestrian-only zone with well-designed green spaces to control traffic and congestion around the site area. This makes the area less noisy and polluted, as well as more enjoyable for tourists as special guests.
- Designating graffiti walls, visitor-experience books, or an official webpage for the posting or visitors' pictures, which result in not only the conservation of sites due to damaging behavior but also in records of good memories.
- Organizing bundles of events at a site (e.g., cultural ceremonies) to provide an opportunity for visitors to attend a festival or celebration as they visit a site. This can result in enrichment of the tourist's experience and boost his or her loyalty to the destination as the visit becomes more memorable.

*Situational Analysis*

Managers can promote a cultural tourism site by taking several steps. One of the early actions need is the analyzing of strengths, weaknesses, opportunities, and threats (SWOT) to achieve a clear view of the current conditions of a site or destination. The results of a situational analysis can help to minimize the threats and weaknesses by using the opportunities and strengths.

*Marketing Mix*

Planners should be vigilant about developing different marketing plans tailored to respective businesses and services. Because tourism and hospitality cover a broad field, specific marketing plans are needed for each business and service. Beyond marketing plans at the major-business level, a visitor purchases and consumes a various series of services and products during the travel period. Therefore, the preparation of a holistic marketing plan includes the value of memories, enhancing the accessibility of services, and consideration of other factors in the programming of sustainable tourism development at the site in question. A key issue in marketing is offering products and services that convince customers their expectations about the value of the product match the price. In developing a marketing plan, businesses and services need to consider the seven P's of tourism-marketing strategies, which are demonstrated in Figure 4 and explained below.

*Price*

There are different pricing strategies for determining of the right prices for products. Supply-side aspects, such as product uniqueness, cost of production, and expected profit, as well as demand-side features like willingness to pay, price elasticity, and product substitutability, are examples of pricing strategies. A good marketing strategy can make prices seem more attractive by adding features. The discount-pricing strategy could be applied for price reductions of a product to a basic level, one which makes customers perceive a discount as a reward. Loss-leader pricing increases the sales numbers of products and lowers loss by selling fewer products at prices lower than their real prices. Giving away a product for free along with another product in order to promote the free product (promotional pricing) is another strategy which leads to an increase in the customer's interest in the free product—and then sales growth.

*Product*

In tourism, the product is a collection of services (tangible and intangible) that provides features in order to satisfy travelers' needs. For instance, the standard amenities of a hotel room are all products to which special features can be added by a good marketing effort. Perceived value and perceived quality are two drivers of tourist satisfaction. Destination managers could help businesses to improve the quality and value of their products by conducting regular surveillances to ensure they are on the right track. Diversification of products is necessary for sustainable tourism development. Furthermore, producing, offering, and delivering new products in innovative ways act as a competitive advantage that help to create a memorable experience for customers.

*Promotion*

Promotion refers to giving information about the characteristics of products to customers. Selecting the right target group is an essential step for promotional effectiveness. As financial resources are always limited, low-cost or free promotion options need to be considered whenever possible. Destinations can be marketed through advertising via traditional media (television/newspapers/radio), through printed and produced promotional materials (diaries/brochures/key chains/wallets/purses/water bottles/pens), and across modern social-media platforms (Facebook/Pinterest/LinkedIn/Flicker/Twitter/Google+/ YouTube). Considering the popularity of social media, digital marketing today receives a great amount of attention from both the business sector and from scholars. Nevertheless, no matter the medium, any promotional approach is heavily dependent on a well-chosen targeted segment. For example, conventional promotional approaches (e.g., radio) may be effective in attracting older visitors, but may be a waste of time if a younger sector is targeted.

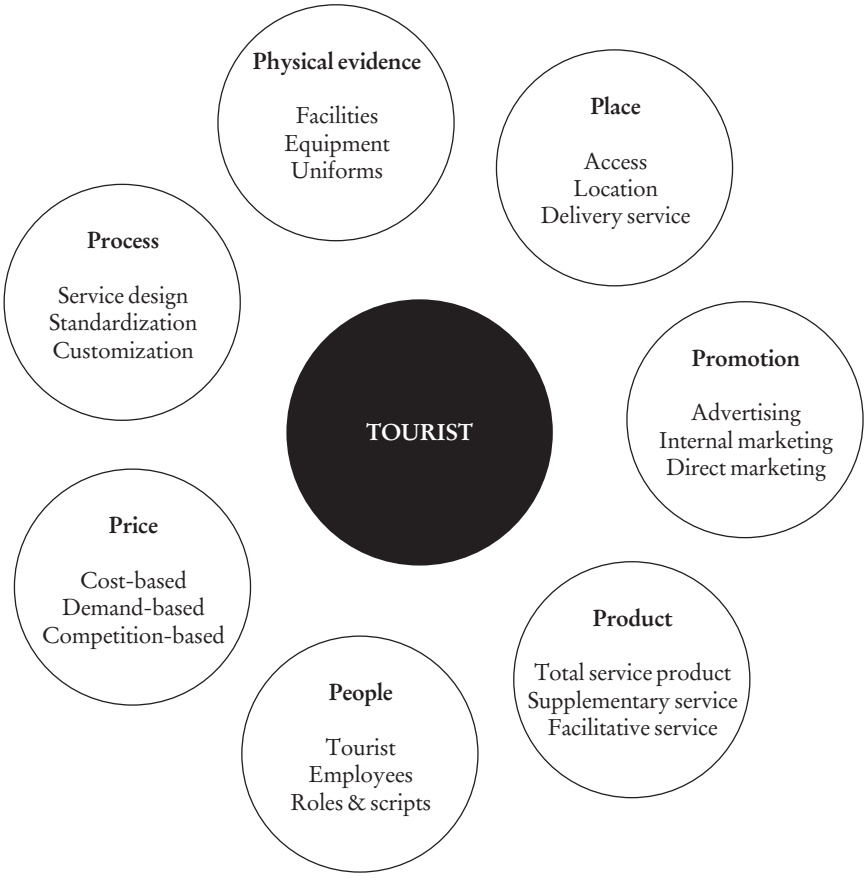
*Place*

Place refers to the location where the tourists collect the products or received services they purchase (e.g., a hotel). Similar to promotion, place can vary based on the target segment. There are again various distribution choices (e.g., travel agencies, tour operators, Internet distributors) that can be used to reach the right market. Availability, accessibility, and the means of delivering products (i.e., collections of services) are very important in the targeting and positioning stages of marketing. The primary goal of promotion strategies is to attract potential tourists to visit the promoted site or destination. Then, in a modern understanding of place, online

payments can be a convenient form of transaction, with customers purchasing products efficiently and conveniently over the Internet.

*People*

The people who provide products play a key role in success of transactions. Setting up high-level services to help people make purchases and then encouraging them to repeat those purchase is one of the important responsibilities of operators. Tourists also can be made to get involved in different events to participate in the process of tourism value co-creation, which brings different partners (tourists, operators) together in order to create a mutually valued outcome. In terms of service-dominant logic, value co-creation can involve all contributors to value increasing the satisfaction of tourists, as well as the performance and profit of service providers.




[Figure 5] The 7P Marketing Mix

*Process*

A comprehensive plan is needed to provide high-quality services and respond properly to any problems so as to satisfy customers' expectations. To distinguish a product from other competitors' products, planners and managers should identify customers' preferences and offer services according to those identified interests.

*Physical Evidence*

In this age of rapid technological development and Internet dominance, providing physical evidence—such as professional photographs to communicate the reality of a specific service—can influence the decision-making processes of tourists. Tourists expect to observe tangible evidence for the fees they have paid for a product. For example, if a cultural site charges a significant entrance fee, visitors may expect to be provided guided informative tour services, whether by an audio device or in-person tour guide. These "Seven P's" help marketers to plan for a successful process of segmentation, targeting, and positioning (Figure 5).

*Acting Up*

After a careful evaluation, the following steps can be taken as part of the marketing plan of a cultural tourism site or destination.

1. Preparing international tourist guidebooks: These books are a cost-effective promotion approach for planners, and also a free and popular source of information for travelers. They should include helpful information on a site/destination and explain service-distribution sites around the area.
2. Supplying information about sites to travel magazines, newspapers, radio, and the Internet: This is another economically justifiable ways for the marketing of a cultural site. Social media (e.g., a Facebook account) is an influential tool for marketing nowadays.
3. Broadcasting a documentary on national or transnational TV about the tourism potential and attractions of the region. Such a broadcast can also be uploaded to a destination's Internet marketing sites, bridging the gap between old- and new-media promotion strategies.
4. Brochures describing the site services and attractions: Though print materials nearly always cost more than digital promotional materials, destination information can be distributed more widely in some areas by using printed

brochures. Managers and planners can send these documents to hotels, national tourism offices, and tour operators. It has been found by researchers that people who have not visited a site before are more likely to be influenced by such brochures.

5. Participation in national and international tourism meetings and academic conferences.
6. Holding cultural celebrations at the site with the presence of TV and other media channels, especially when such events coincide with peak tourist season: Governments, hotels, and tourism offices can arrange for tourists to visit the site and enjoy a celebration at the same time. This process is called a "bundling" strategy.
7. Identifying countries, groups, or segments that are comparatively more interested in cultural tourism destinations: This pre-research helps managers know where and how to apply marketing plans.

## 10.3 Stakeholders and Community Participation

The main early step for boosting stakeholder and community participation is increasing the benefits such parties derive from the tourism development of a destination/site. There are some indicators that reflect the personal benefits local people gain from site development, such as an increase in residents' income, creation of beneficial social exchange between residents and visitors, generating tourism-related jobs for local people, improving infrastructure and facilities, and the organizing of community-based traditional/cultural events and activities (Figure 6). In contrast, the negative impacts of tourism, such as increases in land and commodity prices, upwelling crime, traffic jams, air/water/noise pollution, overconsumption of resources, and so on, may reduce the level of support within a community, cutting its willingness to participate actively in sustainable tourism development (Figure 6). Nevertheless, a sense of pride and belonging, or community attachment and community involvement, can enhance communities' perceptions and encourage support for sustainable tourism development.

Communities can be engaged directly and/or indirectly in the tourism economy, with those communities providing services directly by renting their properties to visitors or guiding tours to destinations and/or indirectly by producing meal ingredients like fresh vegetables and meat

for local hotels and restaurants and making cultural objects for sale as tourist souvenirs. Unfortunately, economic leakage has become a serious problem in hospitality and tourism industry as international hotel chains and corporations (e.g., Starbucks) use local resources, while the benefits of tour businesses are directly transported abroad as opposed to being injected into the local economy. Many international brands do not hire local residents and instead recruit skillful employees from outside the area who are already trained for professional positions.

| IMPACTS | SOCIO-CULTURAL | ECONOMIC | ENVIRONMENTAL |
|---|---|---|---|
| Positive<br>+ | Restoration and protection of cultural heritage | Job creation | Conservation of natural ecosystems |
| | Revival of traditional arts and crafts | Contribution to the local economy | Application of technology in eco-friendly tourism activities to protect the environment |
| | Cultivation of cultural pride & sense of identity | Foreign-exchange income | Increase in awareness of tourists and local residents about environmental issues |
| | Cross-cultural exchange | Increased investment and trade | |
| | | Infrastructure improvement | |
| Negative<br>- | Increased crime and public tension | Inflation | Vandalism and misbehavior |
| | Loss of authenticity and meaning in traditional arts and crafts | Leakage and dependency | Air, water, and noise pollution; littering |
| | Commercialization of human relationships | Increased land prices | Destruction of natural habitats |
| | Misunderstandings and socio-cultural conflicts among residents and tourist | Shortage of equipment and facilities | Increased carbon footprint |
| | Loss of cultural values and identity | Seasonality & enclave-tourism effect | Increased congestion and traffic jams |

[Figure 6] Pros & Cons: Economic, Socio-Cultural, and Environmental Impacts of Tourism Development

Local government can give grants (e.g., low-interest loans) to local residents in order to spur the creation of a tourism-related businesses (e.g., travel agencies, boutique hotels, souvenir shops) and give priority to those who have certificates and licenses for such businesses. Destination/site managers should maximize the positive economic, socio-cultural, and environmental impacts of tourism and minimize the negative impacts to help local communities perceive the benefits of tourism and boost their participation in the process of CBT management for the sustainable tourism development of a destination or site.

### *10.3.1 Community Attachment and Involvement*

Individuals' sense of attachment and involvement to their communities is a very important trigger of support for sustainable tourism development. Attachment includes the emotional connection between a person and a specific community, which normally leads to social participation. Based on UNESCO's article 5(a), community involvement means adopting "a general policy which aims to give the cultural and natural heritage a function in the life of the community." For example, diverse communities can be involved in and contribute to organizing cultural and economic activities (e.g., cultural events and festivals), from the planning stages to the implementation steps, which would be effective way to enhance the level of community attachment to the project. In addition, local government not only can recruit external funds, but also can encourage local people to invest in the development of small- and medium-sized enterprises (SMEs). Local authorities need to make sure SMEs have or develop the qualifications and education to run their businesses successfully. Such activities also foster a sense of both involvement and power. Members of a community need to know that their activities and services have positive impacts on their community's economic growth and quality of life.

Local residents' voices should be heard and considered in tourism-development planning. Hence, officials are advised to organize regular meetings and workshops with stakeholders to improve their knowledge of tourism and keep them informed about possible benefits of tourism. Delivering vocational training sessions to improve the skills of direct contributors to tourism activities, such as tour leaders, taxi drivers, the police, and the governor, as well as educational sessions for other local-community representatives will help managers to enhance the population's knowledge of tourism. It also provides opportunities to identify the residents' challenges and concerns, discuss them, and address them by cost-effective means.

Overall, sustainable tourism development policy reaches to its goals

when the government gets help from stakeholders and when a community participates in community-based envisioning, planning, development, managing, and sharing of benefits and costs for a tourism project. Civil society, in the form of educational institutions, NGOs, trade associations, donor organizations, and journalists, can also play an important role in increasing awareness, offering and delivering awards, providing training and information, conducting research, bringing stakeholders together, and assisting locals in voicing their issues and opinions.

Successful implementation of the above strategies depends on a people's level of trust in its government. How much do the local people trust in the authorities' decisions regarding tourism, and how comfortable do they feel that proper attention is being paid to their community's interests? Mandates for community and public participation have been laid out by numerous scholars as the principles of democratic governance. These principles encompass the "rights of individuals to be informed, to be consulted, and to have the opportunity to express their views on governmental decisions." They also stress the need for better representation of the interests of disadvantaged and powerless groups in governmental decision making. On the other hand, public participation and community involvement are not only embodied as ethical concepts; they are also associated with democratic valuation on the practical grounds of cost-effectiveness and efficiency: people work harder, better, and more efficiently when they feel happy and well represented.

### *10.3.2 Policy Implications*

The success level of CBT development projects depends on some key factors of locals' participation in the planning and development of tourism developments, which can be elaborated as follows:

- Strategic networking among all partners such as local communities, government, NGOs, academics, and private businesses to enhance locals' knowledge, skills, and capacities in the tourism vein.
- "A shared vision of tourism" needs to be developed, which is a comprehensive approach to sustainable tourism development with the realistic expectations of all local communities being satisfied. This approach prevents disappointment from failed expectations and inter-conflicts within communities, which may lead to collapsed, failed, struggling or poor performing CBT projects.
- Participation of all stakeholders equitably in different levels

of planning, decision-making, management, possession, and sharing of benefits and costs.

- Existence of strong linkages between stakeholders in terms of communication, promotion, and collaboration.
- Transferring responsibilities and control of management to local residents through active participation in building and empowering local associations and NGOs.

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# CHAPTER III

# CULTURAL HERITAGE PROGRAMS OF THE ASEAN-KOREA CENTRE

# 11 INTRODUCTION TO THE CULTURE AND TOURISM UNIT OF THE ASEAN-KOREA CENTRE

The ASEAN-Korea Centre (AKC) was inaugurated on 13 March 2009 as an Intergovernmental Organization with a mandate to promote economic and socio-cultural cooperation between the ASEAN Member States (AMS) and Korea. Its vision is to become a key player in building a lasting and genuine partnership between these two regions. Toward this purpose, the AKC implements diverse programs and activities to increase trade volume, accelerate investment flow, invigorate tourism, and enrich cultural and people-to-people exchange.

The Culture and Tourism Unit, through an array of programs, aims to promote tourism in the AMS, help build the capacities of tourism and tourism-related professionals, increase people-to-people exchange, and enhance the mutual understanding of cultures. Its signature programs include the *ASEAN Culinary Festival*, which introduces food trails and culinary destinations in the ASEAN region and offers opportunities for the Korean public to taste and experience the cuisines of the ten AMS, and the A*SEAN Community-Based Tourism Program*, which provides a platform for youth from both the AMS and Korea to enhance understanding of community-based tourism and sustainable tourism development in ASEAN while facilitating the exchange of cultural experiences among its participants and the local community. The two programs are outstanding examples of how the promotion of specific types of tourism that are lesser known to the public and are in line with the major priorities of the ASEAN Tourism Strategic Plan (ATSP) 2016-2025, can be linked with efforts to enhance mutual understanding of cultures through first-hand cultural experiences. CTU also regularly updates the *ASEAN Travel Mobile Application*, which serves as a comprehensive tool that introduces travelers to essential travel information, including the food trails and culinary delights of ASEAN, as well as important cultural heritage destinations in ASEAN.

More importantly, CTU pays utmost attention to keeping abreast of the developments in the tourism industries of ASEAN to be in line with ASEAN initiatives, so as to promote an effective and complementary partnership. Thus, CTU has designated an overall theme of sustainable tourism that encompasses its programs, i.e., eco-tourism planning and

development in FY2016 and sustainable tourism for cultural heritage destinations in FY2017. Recognizing the growing concern over increasing threats to ASEAN's cultural heritage due to the insufficient management of cultural properties, natural disasters, climate change, unsustainable tourism, and rapid urbanization, CTU has organized various programs specifically to enhance the capacity of the AMS to develop sustainable tourism — especially for cultural heritage destinations. These efforts walk in parallel with those of the Vientiane Declaration on Reinforcing Cultural Heritage Cooperation in ASEAN endorsed by the 7th AMCA Meeting of August 2016, ATSP 2016-2025, the ASEAN Strategic Plan for Culture and Arts (ASPCA) 2016-2025, and the International Year of Sustainable Tourism for Development in 2017, which was designated by the United Nations. The following sections give detailed explanations of each program geared towards advocating the protection and management of heritage sites and placing community-building efforts at the heart of cultural heritage tourism.

## 12 ASEAN-KOREA TOURISM CAPACITY-BUILDING WORKSHOP

According to the World Travel & Tourism Council (WTTC), ASEAN is one of the world's most tourism-dependent regions, with travel and tourism contributing 12.4% of total GDP — nearly 4% more than in other regions in the world. Over the next decade, it is forecasted that about one in ten of all tourism investment dollars (USD 782 billion) will go into the ASEAN region. Thus, it is important that each AMS meets its forecasted growth and is able to satisfy the strong demand for travel to the ASEAN region.

The capacity and capability of human capital are crucial elements for further development of the labor-intensive ASEAN tourism industry, especially considering that ASEAN boasts an abundance of natural and cultural resources to whet the traveler's palate. As recognized in ATSP 2016-2025, human resource development through various capacity-building programs is one of the most effective measures to raise competitiveness. In this regard, the ASEAN-Korea Tourism Capacity Building Workshop has been conducted every year since 2009 to

contribute to strengthening the competitiveness of the tourism industries of the ten AMS by offering tourism professionals new ideas and insights on thematic tourism. Instead of focusing solely on tourism professionals' work in ASEAN countries, the workshop also helps them better attract Korean tourists by introducing the distinct characteristics of Korean tourists and the Korean tourism market.

The key features of the workshop include a one-day session on specific themes chosen based on the needs of the countries concerned, discussion sessions, consultation meetings with tourism policymakers, on-site consultations to representative tourist destinations, and networking receptions among tourism professionals and related personnel from ASEAN and Korea. In FY2017, the workshops were held in four countries of Cambodia, Lao PDR, Myanmar, and Viet Nam and centered on themes in line with the "Visit ASEAN@50: Golden Celebration" campaign as well as on sustainable tourism. Out of these four countries, Cambodia, Myanmar, and Viet Nam have chosen to focus on sustainable tourism for their cultural heritage destinations.

## 12.1 Battambang, Cambodia

With a wide range of tourism assets, Cambodia has attracted an increasing number of Korean tourists; in fact, they accounted for the fifth-largest tourist-arrival bloc to Cambodia in 2016. Well-known as "the rice bowl of Cambodia," Battambang has huge potential to develop its heritage assets and sustainable tourism with its ancient temples built in the Angkor era, its colonial heritage, and its natural wonders. Thus, in Battambang, Cambodia, the workshop took on the topic of "Shaping the Path towards Cultural Heritage Tourism," with an aim to enhancing the competitiveness of Battambang as a cultural heritage tourism destination by helping tourism professionals meet the needs of Korean travelers.

The theme was aptly selected at a suitable time, as the Royal Government of Cambodia has laid out the Tourism Development Strategic Plan 2012-2020 to curb the increasing threats to tangible cultural heritages and advance cultural heritage sites as sustainable tourism destinations, and is currently working in earnest to promote specifically the city of Battambang as a UNESCO World Heritage Site. This effort has led to an excellent partnership with the Ministry of Tourism of Cambodia, which invited approximately 130 active participants to the workshop. Two eminently qualified speakers, Ms. Men Sodany, archeologist at the Ministry of Culture and Fine Arts, and Mr. Uch Umphinisara, director at

the Battambang Provincial Tourism Department were also invited to give special sessions on an "Overview of Tourism in Battambang." Cambodia's Undersecretary of State of the Ministry of Tourism, H.E. Ok Dararidh, and the Deputy Governor of Battambang, H.E. Nhoun Ratanak, graced the Opening Ceremony.

Secretary General Kim Young-sun of the AKC delivering welcoming remarks | Battambang, Cambodia

From Korea, Mr. Yem Sophal, Commercial Counsellor of the Royal Embassy of Cambodia to Korea, introduced Cambodia-Korea relations in tourism. His remarks were followed by three speakers with rich tourism expertise, one from academia, representing Sejong Cyber University, and one each from Red Cap Tour and Hyatt International Corporation in the private sector. These luminaries gave presentations on "Promoting Sustainable Tourism in Battambang as a Cultural Heritage Destination," "Branding Battambang as a Cultural Heritage Destination: Tourism Products for Koreans," and "Korean Culture: Insight on Korean Tourists," respectively.

Professor Han Suk-young of the School of Hospitality and Tourism at Sejong Cyber University, who is also a board and voting member of the International Committee on Monuments and Sites (ICOMOS) for Korea, suggested ways for Battambang to develop as a sustainable tourism destination, such as maximizing economic benefit whilst minimizing social, health, and environmental implications through strategic planning

initiatives; supporting the diversification of the economic base of local communities; raising awareness, strengthening perceptions, and enhancing community commitment through increased understanding and appreciation of heritage and the role of tourism in protecting and presenting valued features; encouraging community engagement in the development of heritage-based tourism initiatives and enriching local cultures and preserving the cultural heritage values unique to each part of the province; providing rationale and priorities for the development of public infrastructure that supports expanding tourism and local livelihoods and improves community health and well-being; increasing cross-cultural understanding by providing multi-lingual tourism information; and providing an exemplary model for effective sustainable development. She presented a comparative study of Battambang and Korea's Bukchon Hanok Village as a model case that embraces social, environmental, and economic matters for cultural tourism, taking into account the visitor's needs and aspirations, the values and quality of life of the local community, conservation of the cultural and physical environment, the local identity and sense of place, and the need for tourism businesses to be profitable and have a long-term future.

Professor Han Suk-young on "Promoting Sustainable Tourism in Battambang as a Cultural Heritage Destination"

Mr. Moon Young-bae on "Branding Battambang as a Cultural Heritage Destination: Tourism Products for Koreans"

Mr. Moon Young-bae, Sales and Marketing Director of Red Cap Tour, touched upon Korea's tourism trends, explaining that Korean tourists today prioritize local food, culture, and experiences when they travel, whereas in the past, they only sought quality accommodations, tour spots, and meals. Cambodia recorded 357,194 Korean travelers in 2016, which makes Cambodia the eleventh most visited country for Koreans and Koreans the fifth largest group for arrivals to Cambodia. Given that Korean tourists' reported purpose for visiting Cambodia was largely for leisure and holidays (334,910 out of 357,194), Mr. Moon mentioned that Cambodia has much to offer potential tourists from Korea. He

conducted a comparative study of Battambang and Gyeongju, Korea, given that the two destinations share such similarities as the lack of an international airport, relative unfamiliarity to outsiders, and the need for a unique strategy and solution, such as partnership with a nearby major city and effective promotion via popular media channels. He also listed ways for Battambang to customize itself for Korean travelers by overcoming the three-hour distance from Siem Reap with one-day tours in local vehicles or private taxi services provided either by the hotel or the tourism board; improving the level of technology, such as with wider distribution of wireless Internet; promoting local and traditional food and beverage experiences; and enhancing the safety and uniqueness of venue. Mr. Moon's lecture was followed by a detailed presentation on the characteristics and tendencies of Korean tourists and basic etiquette for Koreans by Dr. Baek Seung-woo, the Area Director of Finance of North Asia for the Hyatt International Corporation.

The sessions offered Cambodian participants a thorough set of ways to develop Battambang as a cultural heritage destination in a sustainable manner while branding and promoting Battambang more effectively, ultimately with the goal of attracting and better accommodating a larger number of Korean tourists. The field experience and other tourism-related specialties of the speakers directly translated to the lecture quality and participants' high satisfaction scores. More than 85% of the participants evaluated the workshop's lecture contents to have been 'effective' or above, along with a high level of satisfaction for the speakers' and the workshop's effectiveness for enhanced tourism knowledge and capacity.

The workshop also included a panel discussion among all speakers to further exchange ideas, receive questions from the floor, and enjoy an interactive session with the participants. The high engagement among speakers and participants was a natural result that reflected sufficient preparation, qualified speakers, and an active audience. To ensure that the contents of the presentations would fulfil the needs of the participants, an

Panel discussion

Participants at the workshop

in-depth study of the tourism industry had already been conducted by the AKC and the speakers before departure. This pre-departure analysis and discussion were pivotal for the creation of great presentations for the participants, with 91% of the participants being satisfied with the lecture contents.

Along these lines, five pre- and post-programs were organized in addition to the workshop session:

- Consultation Meeting: An in-depth study on Battambang's tourism industry was conducted by the AKC and the Korean speakers prior to departure. Lecture contents were coordinated among the speakers, which led to further enhancement of presentation materials and avoided repetition in their contents.
- On-Site Consultation: The AKC and its speakers visited the Governor's House, the White Elephant Pagoda, the Chinese Shophouses, Phsar Nat Market, and a traditional Cambodian house, all in the company of a field expert from the Ministry of Culture and Fine Arts, who provided extensive information on the background and heritage values of the sites. The potential, strengths, and areas for improvement of these sites were identified, and speakers were each asked to submit a detailed analysis on the technical visits. The collected results were shared with the National Tourism Organization and other discussants during the Roundtable Discussion.

The AKC staff and speakers in action in front of the Governor's House

- Roundtable Discussion: Prior to the workshop, ideas were shared among Korean speakers and policymakers from both the public and private sector in Battambang, including the Director of the Ministry of Culture and Fine Arts, Cambodia's Municipal Governor of Battambang Municipality, and the Director of the Battambang Provincial Tourism Department.
- Networking Reception: After the workshop, speakers and participants had a chance to share their opinions and build up their networks with tourism professionals from various sectors in a casual atmosphere.

Secretary General Kim Young-sun, H.E. Ok Dararidh, H.E. Nhoun Ratanak with distinguished speakers

In conclusion, the workshop recognized the full potential of Battambang, taking in its cultural and historical value, and bolstering the governmental efforts to inscribe the city as a UNESCO Cultural Heritage Site. However, there are several pending issues to be addressed. Currently, most visitors to Battambang are Cambodian nationals, partially due to the site's considerable distance from the country's major inbound tourism hubs, Phnom Penh and Siem Reap. Thus, Battambang needs to seek ways to improve accessibility from major ports of entry in order to increase its share of international tourists. Also, before international visitors can appreciate Battambang's unique cultural and historical value, proper interpretation services by tourism-related professionals and Cultural

Heritage Specialist Guides (CHSG) will need to be made available. To this end, an effective and strategic training system for travel professionals and CHSGs must be developed.

Overall, the workshop illuminated concrete strategies and feasible plans to attract a greater volume of Korean travelers while, at the same time, ensuring the preservation of Battambang's valuable heritage assets. The great synergies developed between the AKC and its counterparts, the Ministry of Tourism and the Ministry of Culture and Fine Arts of Cambodia, the Battambang Provincial Tourism Department, and the Royal Embassy of Cambodia to Korea, represented the true essence of this successful workshop.

## 12.2 Hoi An, Viet Nam

Hoi An, Viet Nam was designated a UNESCO World Heritage Site in December 1999. It is one of the most atmospheric cities in Southeast Asia with the charming nickname the Oriental Venice, which Hoi An undoubtedly lives up to. Statistically speaking, the relics in Hoi An are classified into eleven categories and include over 1,000 ancient houses and more than 50 pagodas and temples, just to name a few. Its trove of artefacts makes it the vastest collection in Viet Nam and a very rare case in the world. Moreover, just four kilometers away from Central Hoi An is a stretch of fine sand and an enormous horizon at An Bang Beach, satisfying those looking for leisure and outdoor activity. This is the reason that Hoi An, together with Da Nang, has attracted an increasing number of Korean tourists annually, and it explains why the area ranks as one of the favorite destinations for free and independent Korean travelers looking for historic or natural adventures. In fact, Korea has become the 2nd largest source of tourists traveling to Viet Nam: whereas Da Nang hosted some 220,000 Korean tourists in 2015, the city welcomed an astounding 451,000 in 2016, a two-fold increase.

The workshop in Hoi An was themed "Attracting Free and Independent Travelers to Hoi An as a Cultural Heritage Destination" and was held, for the sake of both relevance and efficiency, back-to-back with the workshop in Battambang, Cambodia. It aimed to strengthen the capacity of Vietnamese tourism professionals, help them to promote Hoi An as a cultural heritage destination in a sustainable manner, and ultimately provide demand-driven tourism products and services to Korean travelers. Like the workshop in Battambang, close consultations, open communication channels, and great partnerships with local partners

(the Viet Nam National Administration of Tourism [VNAT] and Quang Nam Department of Culture, Sports, and Tourism) contributed tremendously to the success of the workshop. The Opening Ceremony was graced by the Vice Chairman of VNAT, H.E. Ngo Hoai Chung.

Secretary General Kim Young-sun delivering welcoming remarks

H.E. Ngo Hoai Chung delivering opening remarks

Mr. Pham Phu Ngoc on "The World Heritage — Overview of Hoi An Ancient Town"

Mr. Pham Phu Ngoc, Vice-Director of the Hoi An Centre for Cultural Heritage Management and Preservation, opened the workshop session with a Special Session on "The World Heritage — Overview on Hoi An Ancient Town." He explained that issues pending in Hoi An are establishing a specialized agency for heritage conservation and promoting scientific research through national and international cooperation and symposia. He noted that state management of the ancient town has improved over the years, with regulations for management and

conservation improved to work in harmony with rising challenges such as limiting trade and advertisement activities in the ancient town and creating classification levels for the conservation values of architectural relics. He also mentioned that intangible culture in Hoi An, such as habits, customs, festivals, cuisine, folklore activities, etc., are still intact, preserved, and promoted. These aspects of cultural charm have increased the number of foreign visitors to Hoi An. How ever, that is not the only element that brings people to the ancient town. Although cultural heritage tourism is the focus, Hoi An has on its sidelines developed further potential types of tourism, such as sea-island tourism, eco-tourism, community-based tourism, craft-village tourism, and so forth. This development contributes to the creation of diversified tourism products in Hoi An and aims to encourage longer guest stays and freer spending. Mr. Pham also emphasized that receiving the opinions of the local community is important, and that Hoi An organizes various activities for youth to help them understand their local history and culture. Hoi An is considered one of the best examples in solving conflicts between preservation and development and between preservation efforts and benefits accruing to local people. However, Mr. Pham concluded that to further manage conservation successfully and develop sustainable approaches, Hoi An should integrate historic buildings with modern needs, develop sustainable tourism, further preserve cultural properties, and continue to encourage public participation to augment economic development with local support.

From Korea, three speakers with rich tourism expertise gave informative presentations. One talk, "Promoting Sustainable Tourism in Hoi An as a Cultural Heritage Destination," came from an academic at Sejong Cyber University, while two more, "Marketing Strategies for Hoi An Tourism in Korea" and "Korean Culture: Insight on Korean Tourists," came from private-sector operators at Hana Tour Service, Inc. and Hyatt International Corporation, respectively.

Ms. Chun Na-rae, Marketing Manager of the Viet Nam Team at Hana Tour Service, Inc. gave a presentation on "Marketing Strategies for Hoi An as a Cultural Heritage Destination." She reported on a market analysis showing that more than 50 percent of Korean visitors to Hoi An are females in their 50s to 70s, frequently traveling with adult children. Thus, Hoi An's historical relics often appeal to those who are older and who seek cultural value in their tourism. Thus, Hoi An may want to target active seniors with grown-up children, those who are familiar with using mobile and Internet services, who are interested in health and well-being, and who are leisurely and financially free. She proposed Hoi An position itself as

"the perfect place for mother and daughter trips," and suggested specific ways to better accommodate to such customers, e.g., cooking classes, chef tours for local food experiences, healing and spas, etc.

Dr. Baek Seung-woo, Area Director of Finance of North Asia for Hyatt International Corporation, gave a presentation on "Korean Culture: Insight on Korean Tourists" and listed "do's and don'ts" in Korean etiquette, the needs and expectations of Korean tourists, and promotional tips to attract a larger crowd from Korea.

Ms. Chun Na-rae on "Marketing Strategies for Hoi An as a Cultural Heritage Destination"

Dr. Baek Seung-woo on "Korean Culture: Insight on Korean Tourists"

The expertise and commitment of the speakers were essential for the larger tasks assigned to them, such as consultation and in-depth discussion meetings, which were key elements for the success and effectiveness of the program. Specifically, the field experience and specialties of the speakers directly translated to the lecture quality. A high level of satisfaction and many positive comments received from the workshop participants support this view: 100% of 38 respondents were "satisfied" or above with the professionalism of the speakers and the contents of their sessions.

Participants at the workshop

Panel discussion

The workshop also conducted the panel discussion among all the speakers to further exchange ideas, receive questions from the floor, and

enjoy an interactive session with the participants. The high engagement between the speakers and participants was a natural result that reflects sufficient preparation, qualified speakers, and active audience members. To ensure that the contents of the presentations would fulfil the needs of the participants, an in-depth study of the tourism industry had already been conducted by the AKC and the speakers before departure.

To this end, pre- and post-programs were organized in addition to the workshop session:

- Consultation Meeting: An in-depth study on Hoi An's tourism industry was conducted by the AKC and the Korean speakers prior to departure. Lecture contents were coordinated among the speakers, which led to further enhancement of presentation materials and avoided repetition in their contents.
- On-site Consultation: As recommended by VNAT, the AKC staff and its Korean speakers visited the My Son Sanctuary, a UNESCO Cultural Heritage Site, which illustrates the ancient kingdom of Champa and the legacy of Hinduism in Viet Nam. Hoi An is promoting the My Son Sanctuary as a must-visit tourism destination; however, the city is having difficulty attracting Korean tourists. Accordingly, speakers recommended solutions, such as providing leaflets in Korean, developing promotion methods utilizing Social Networking Services, and improving the Korean language skills of tour guides. The second on-site consultation was conducted in Hoi An Ancient Town. Unlike the My Son Sanctuary, the Ancient Town is well-known and popular among Korean tourists. Due to the convenient accessibility and conservation of its unique culture and tradition, many tourists visit Hoi An Ancient Town to experience the eccentric and beautiful ambience that this exceptionally well-preserved old town offers. However, during the on-site consultation there, the challenge Hoi An faces in finding the right balance between preservation and modernization was raised. Many modern facilities, such as restaurants, hotels, and resorts, have been constructed in Hoi An and its suburban areas. Hoi An's charm lies in its indigenous yet foreign quality, a sense of familiarity within eccentricity. Discussants suggested that this phenomenon can be harnessed to formulate a great branding and marketing

strategy for Hoi An. The collected results of this tour were shared with NTOs and roundtable discussants. Also, the speakers updated their presentations to reflect the current situation in Hoi An, to better address the needs of the participants. Therefore, the speakers were successful in giving insightful and suitable comments, and the substance of their lectures met the expectation of attendees.

- Roundtable Discussion: Prior to the workshop, ideas were shared among Korean speakers and participants from both the public and private sector in Hoi An, including the Vice Chairman of VNAT. Most participants were from the tourism and hotel industries, and the discussion was active with much engagement from both countries.
- Networking Reception: After the workshop, speakers and participants had a chance to share their thoughts and opinions and build up their networks in a more casual atmosphere.

Korean experts and AKC staff being introduced to the My Son Sanctuary by a local tour guide during the on-site consultation

Networking reception | Hoi An, Viet Nam

In conclusion, the workshop identified Hoi An as a city that is already relatively successful in attracting Korean tourists. Given Hoi An's strategic location alongside Da Nang, an established and well-known destination for Korean tourists, it is not surprising that this ancient city is often packaged as a popular tour with Da Nang and Hue; nor is it surprising that Korean travelers already comprise the third-largest tourist-arrival segment to Hoi An. However, regardless of the city's popularity among Korean tourists, it lacks the tailor-made services and attractions that would allow it to realize its full potential and maximize its success with the Korean market. In addition, the My Son Sanctuary, as a UNESCO Cultural Heritage Site, lacks signage explaining its cultural and historical significance; in the few cases when such signs are present, they are provided only in English. Beyond mere signage, proper interpretation

by tourism-related professionals and Cultural Heritage Specialist Guides (CHSG) is necessary to promote a better understanding on the cultural and historical value of these sites. To this end, an effective and strategic training system for professionals and CHSGs must be developed. One growing threat to the area is the gentrification caused by Hoi An's success as a destination: as Hoi An locals choose to move or are forced out of the city due to the rising housing costs, limited choice of jobs, increasing tourist traffic, and so on, the appealing and authentic character of the city itself is endangered. The government needs to take charge in controlling such issues, as well as in educating locals on the significance of the city in which they reside, so that they will willingly contribute to the further development of Hoi An as a popular tourist destination and a UNESCO Cultural Heritage Site.

Overall, with close cooperation from VNAT and its promotion of the workshop, the AKC was able to provide the almost 100 participants with concrete and feasible suggestions from experts to enhance Vietnamese tourism competitiveness and attract a greater volume of Korean travelers. Also, Viet Nam's tourism authorities made their intentions clear to boost funding for marketing the country as an international tourist destination, with Hoi An, once a port of call on the Maritime Silk Road, poised to attract independent travelers as a result. Thus, Hoi An has much potential to develop as a sustainable tourism destination, and in that sense, choosing Hoi An as a venue for this workshop was opportune.

Korean experts and AKC staff, with many thanks to Ms. Pham Ngoc Diep, Senior Official, VNAT

## 12.3 Bagan, Myanmar

An ancient Myanmar proverb describes Bagan as *hleare win yo than ta nyan*, which means that no one pagoda is similar to any other. Shining with glories from Myanmar's ancient kingdom, in the form of some 3,822 remaining monuments, the city of Bagan continues to be a destination for Buddhist pilgrimage. Each monument tells a distinctive story, presenting a glimpse into the religious and social context in which it was built. These stories make Bagan a place unlike anywhere else on earth. In search of new and mystic destinations, 283,877 international travelers, out of which 8,086 were Korean, visited Bagan from the beginning of April 2016 until the end of March 2017. Also in 2017, some 65,875 international tourists visited Myanmar from Korea alone, so it makes sense that the AKC cares about Myanmar's cultural heritage. That heritage is strong: the ancient city of Pyu became the first UNESCO World Heritage Site in Myanmar in 2014. With today's national efforts to promote Bagan as a World Heritage Site, it is highly likely that Bagan will succeed in becoming Myanmar's next inscription. Thus, the AKC's Culture and Tourism Unit (CTU) has found it timely to increase the competitiveness of Bagan's tourism industry by strengthening the capacity of local tourism professionals and helping them offer tourism products and services that are tailored to Korean tourists.

The workshop in Bagan was themed "Promoting Bagan as a Cultural Heritage Destination as a Pillar of Sustainable Development." It aimed to strengthen the capacity of tourism professionals in Bagan, help them to promote the city as a cultural heritage destination in a sustainable manner, and ultimately provide demand-driven tourism products and services to Korean travelers. Close consultations, open communication channels, and a great partnership with the Ministry of Hotels and Tourism of Myanmar (MOHT) contributed to the success of the workshop.

Secretary General Kim Young-sun, Mr. Tint Thwin, Director General of the MOHT, distinguished guests and speakers | Bagan, Myanmar

This workshop was formatted with Korean and Myanmar speakers sharing presentations on the same topic back-to-back, ensuring that the workshop participants received the perspectives of both countries and came away from the event with a comprehensive overview. To open the workshop, Mr. Aung Aye Han, Deputy Director General of the MOHT, conducted a special session entitled "Overview of Myanmar-Korea Relations in Tourism." On "Promoting Bagan as a Sustainable Tourism Destination," Professor Lee Seul Ki from Sejong University presented the Korean perspective, followed by the presentation of Myanmar's perspective by Mr. Zaw Weik, Chairman of the Bagan Zone at the Myanmar Hotelier Association (MHA). On "Marketing Strategies for Bagan Tourism in Korea," Mr. Seo Sang-ok, General Manager of the MICE Sales Team at Redcap Tour, and Mr. Kywa Min Ttin, Joint Secretary General of Myanmar Tourism Federation (MTF), shared their complementary presentations as well.

Mr. Aung Aye Han on "Overview of Myanmar-Korea Relations in Tourism"

Professor Lee Seul Ki pointed out the key elements of sustainability, which are environmental, socio-cultural, and economic, while highlighting the importance of autonomously striking the balance between development and preservation. Considering the attractiveness of Bagan, he voiced expectations that Bagan would enjoy increased tourist arrivals in due course, but he also urged sufficient preparation in the meantime.

He brought up the concept of Nudge, which is a measure to encourage the positive decision making and behavior intended by the provider. For example, using Nudge, environmental protection, the well-being of local communities, and better services and tourist experiences can all be engendered. He also showed how to apply Nudge in Bagan tourism. For instance, when it is required that tourists go barefoot before entering pagodas, then the history, reasoning, and significance behind the practice should be displayed at entrances, encouraging natural support and participation rather than obvious compulsion and regulation. Lastly, he underlined that all levels of stakeholders should be included in developing a sustainable tourism strategy. Addressing the same topic, Mr. Zaw Weik delivered his presentation on Myanmar's perspective. He noted both positive and negative impacts of tourism development in the Bagan region and stressed that there should be a balance between development and preservation at cultural heritage sites. In order to do this, he stressed, locals and public officers must receive appropriate training and capacity-building.

Professor Lee Seul Ki on "Promoting Bagan as a Sustainable Tourism Destination"

For the second session, Mr. Seo Sang-ok shared insights on why Bagan is rarely promoted to Korean tourists, with specific figures from the Myanmar tourism industry and a SWOT analysis of its situation

today. Mr. Seo went on to suggest two strategies for promoting the area: first, preparing several activities for tourists apart from sightseeing (for example, the Irrawaddy River, which runs through Bagan, suggests products such as boating or kayaking), and second, preparing better explanations for each site. Mr. Seo also reassured his audience that Myanmar would gain more popularity soon, as most Koreans have now become too familiar with the other ASEAN countries. Thus, Bagan is ideally situated to be the next destination for tourists who are looking for a totally different experience. Following Mr. Seo, Mr. Kywa Min Ttin delivered his presentation on the current marketing strategy of Bagan. The MTF has acknowledged the importance of promotion through social media; hence, a plan for digital marketing, media, and PR activities for Bagan is currently underway. Mr. Kywa asked the AKC's strong support and cooperation in implementing their marketing strategy, especially through mobile applications and social media. Mr. Kywa also unveiled an upcoming Myanmar photo contest, or familiarization trip, for international media, travel agents, and bloggers. Producing documentaries and movies or conducting food showcases are also included in these marketing plans.

Professor Park Jang-sik, from the Institute for Southeast Asian Studies at Busan University of Foreign Studies, wrapped up the workshop by giving a lecture entitled "Patterns of Korean Tourists Flow: Insights on Korean Tourists."

During the panel discussion, speakers discussed possible areas of cooperation for developing Bagan as a sustainable heritage tourism destination. Since the MOHT has already submitted the required documents to the UNESCO World Heritage Committee to inscribe Bagan as a world heritage site, key topics in the discussion included how Bagan and its local community can accommodate an influx of tourists, how to provide better services for them, and how to preserve and manage the area's cultural assets.

Panel discussion

Participants at the workshop

To ensure that the contents of the presentations would meet the needs of the participants, an in-depth study of the tourism industry had already been conducted by the AKC and the speakers before departure. To this end, pre- and post-programs were organized in addition to the workshop sessions, which resulted in a high level of satisfaction and positive comments from the workshop participants. 90% of the 114 participants were "satisfied" or above with the professionalism of the speakers and the contents of their sessions. These additional programs included:

- Consultation Meeting: An in-depth study on Bagan's tourism industry was conducted by the AKC and the Korean speakers prior to departure. Lecture contents were coordinated among the speakers, which led to further enhancement of presentation materials and avoided repetition in their contents.
- On-site Consultation and Roundtable Discussion: The invited Korean speakers visited Nyang-u Market, Shwezigon Pagoda, Ananda Temple, Htilominlo Pagoda, and Nan Myint Viewing Tower, sites that are popular among Korean tourists. They were asked to find the strengths and weaknesses of these sites, to do a thorough analysis, and to provide insight on how better to develop and market these areas. At the Roundtable Discussion, the speakers shared the result of their analyses and their opinions on developing Bagan as a sustainable tourism destination, with top officials from the Ministry of Religious Affairs and Culture, MOHT, and the Bagan Culture Zone. Using their hands-on experience, the speakers suggested creative points for improvement.

Korean experts and AKC staff at the Shwezigon Pagoda during the on-site consultation

- Networking Reception: Ample networking opportunities were given to the participants to ensure that the Workshop

attendees could expand their networks. A survey was conducted in which they were asked whether they found the workshop beneficial in enhancing their networks. According to the survey, 83% of the attendees agreed that the workshop enabled them to interact with one another and create new ties.

- Evaluation Meeting: During the evaluation meeting held after the workshop, speakers from both Myanmar and Korea shared ideas on the strengths and attractive points of Bagan and the areas to be improved in terms of infrastructure, tourism policies, and visa regulations in pursuit of Bagan as sustainable heritage tourism destination. They also anticipated Bagan's becoming Myanmar's next World Heritage Site. Once it is inscribed as a World Heritage, more tourists will be shifting their eyes toward Bagan. Most speakers agreed that a pull marketing strategy will be more effective than any push marketing strategy.

The workshop concluded that the inflow of packaged and group tours is less frequent in Bagan and thus does not impose negative cultural, social, and environmental influences on the city itself and its local community. This result leaves Bagan a charming and attractive destination as it is, even without the addition of modern facilities. However, Bagan must prepare itself for mass tourism through measures such as the expansion of infrastructure and training programs for locals and tourism-related

Distinguished speakers of the workshop | Bagan, Myanmar

professionals. It must also regulate the number of tourists coming into Bagan to manage and preserve its valuable cultural assets. Furthermore, as is the case in Battambang and Hoi An, proper interpretation must be provided by Cultural Heritage Specialist Guides (CHSG) to establish a proper understanding of the cultural and historical significance of Bagan for tourists. Lastly, in order to inscribe Bagan as Myanmar's next UNESCO World Heritage Site, there must be support and cooperation from the private sector, as well as coordination and consultation with the local community in each step of the process.

## 13 MEKONG SUB-REGIONAL CAPACITY-BUILDING PROGRAM ON CULTURAL HERITAGE • LUANG PRABANG, LAO PDR

In the Greater Mekong sub-regional countries of ASEAN, which include Cambodia, Lao PDR, Myanmar, Viet Nam and Thailand (CLMVT), there are a total of 18 UNESCO World Heritage Sites comprising a majority of the 25 UNESCO World Cultural Heritage Sites in the ASEAN region. In order to ensure that proper steps are taken toward achieving a balance between tourism development and the preservation of such cultural heritage sites, the Mekong countries are placing an increasing importance on training Cultural Heritage Specialist Guides (CHSG) and enhancing their roles and capacities. These CHSGs can play an important role by encouraging visitors to protect and safeguard the authentic value of World Cultural Heritage Sites and interact with the surrounding communities appropriately. Furthermore, CHSGs can educate visitors about the value of heritage sites and improve those visitors' overall experience.

CHSGs should be equipped with thorough knowledge on the history of specific sites and their relevant conservation requirements. In support of this ability, the AKC organized the Mekong Sub-Regional Capacity-Building Workshop on Cultural Heritage. Based on the core module of the UNESCO CHSG Program, the AKC provided hands-on "training for the trainers" of CHSGs. The workshop aimed to enhance awareness of the true value of the cultural heritages, diversity, and living cultures of

the Mekong countries. In line with the strategic directions of ATSP 2016-2026, which are (i) to enhance the competitiveness of ASEAN as a single tourism destination and (ii) to ensure that ASEAN tourism is sustainable and inclusive, this workshop also intended to bridge the gap in cultural heritage tourism development between the Mekong countries and other AMS by developing human resources in the cultural heritage tourism sector.

To educate the trainers strategically, the workshop combined both theoretical and practical sessions. The participants took part in in-class lectures, group discussions, study visits, and on-site group activities. The AKC also brought together expert instructors in the fields of Mekong tourism development and training for CHSGs led by Professor Sharif Shams Imon from the Institute for Tourism Studies (IFT) and Mr. Steven Schipani from the Asian Development Bank (ADB), to ensure the workshop offered effective training methods and relevant content.

In organizing the workshop, the AKC was supported by related international and regional organizations, including the UNESCO Bangkok Office and the Asian Development Bank, and it collaborated with the Ministry of Information, Culture and Tourism (MICT) of Lao PDR and the NTOs of participating countries. With the help of these organizations, the AKC gathered 22 participants from CLMVT countries representing government officials, cultural heritage professionals, and culture and tourism industry players such as tour operators, CHSGs, etc. Four instructors were invited in addition to the local heritage experts to conduct the workshop sessions: Prof. Sharif Shams Imon from the IFT, who led the development of the UNESCO CHSG modules; Mr. Steven Schipani from the ADB; Dr. Ong Chin Ee from the National University of Singapore; Ms. Tara Gujadhur from the Traditional Arts and Ethnology Centre, Luang Prabang; and Mr. Sengthong Lueyang from the Luang Prabang World Heritage Office.

Opening Ceremony, including Secretary General Kim Young-sun and Vice Minister of MICT Lao PDR

The AKC organized a 5-day program schedule comprised of various components, such as in-class lectures and on-site study visits, cross country group exercises, country breakout sessions, simulation exercises, and case-study and pre-meeting sessions with the instructors. It was an effective format combining practical on-site sessions to apply what participants learned during in-class lectures, with the aim of further enhancing the overall level of participants' understanding. Ultimately, 90% of the surveyed participants were satisfied with training materials, instructors, presentation materials, study-visits and on-site exercises, country breakout sessions and logistical arrangements. Details of the components are as follows:

*a) Hands-on training for trainers of CHSGs*

With professional instructors and local heritage experts, the workshop provided hands-on training for trainers of CHSGs using the core module of the UNESCO CHSG program and various learning tools (lectures, group exercises, study visits, country breakout sessions, simulation exercises, handbooks, etc.).

*b) In-class lectures on issues related to CHSG training*

Using the UNESCO core module of the CHSG program, instructors highlighted the basic concepts of the UNESCO World Heritage system and the key components of CHSG training. Participants fully engaged in the theoretical basis of CHSG. The core module covers the following units:

- Unit 1. Cultural Heritage Specialist Guide: Participants obtained a general overview and noteworthy information on CHSGs. During the lecture, types of cultural tourists (serendipitous, purposeful, incidental, casual, and sightseeing types), objectives of visitor management, an overview of the CHSG Program, and key challenges of implementing the program at the national level were all introduced. The participants showed high satisfaction with this lecture as gaining a basic background on the CHSG program was a much-needed process.
- Unit 2. Understanding UNESCO World Heritage Sites: Professor Imon from IFT gave a brief history of UNESCO World Heritage Sites, the World Heritage Convention of 1968, types of cultural heritage (tangible and intangible), types of World Heritage Sites (cultural, natural, and mixed), and actors that are involved in the World Heritage processes

(such as State Parties, Advisory Bodies [ICOMOS, IUCN, ICCROM], and World Heritage Committees). Also, participants gained detailed knowledge on the ten criteria for the Assessment of Outstanding Universal Value, theoretical knowledge on how World Heritage Sites are designated, and practical knowledge on their threatened facets.

Professor Sharif Shams on UNESCO Core Units 1-4

Mr. Steven Schipani on UNESCO Core Unit 4

- Unit 3. Protecting and Managing Cultural Heritage: Participants obtained information on how a cultural heritage site is protected through mechanisms such as legal instruments, conservation interventions, and management systems. Also, the five main processes for the care of a heritage site (maintenance, preservation, restoration, reconstruction, and adaptation) were discussed through the lens of levels of intervention. Participants could distinguish which care-mechanism they should adopt for their local cultural heritage sites after attending this lecture.
- Unit 4. Heritage Interpretation: Interpretation methods were taught to the participants from various perspectives (types of interpretation methods, Freeman Tilden theory, and Tasmanian Thematic Interpretation Planning Manual). They also learned the role of heritage interpretation in visitors' understanding of a cultural heritage site, types of interpretation methods and their appropriateness in various contexts, the role of guides in creating the visitor experience, and the relationship between heritage interpretation and heritage protection. Once again, the participants realized the importance of heritage guides and their specific roles.
- Unit 5. Influencing Visitor Behavior and Experience: Participants gained knowledge on both the positive and negative impacts of visitor experience (economic, socio-

cultural, and physical). To minimize negative impacts on the community, heritage guides must be aware of any site-management agency guidelines, crowd-control, or other visitor-management measures already in place. Also, they must be aware of their guests' impacts, and monitor where, when, and how they occur, identify those who are affected, and bring these impacts to the attention of the appropriate management agencies or address these issues to representatives of the local tourism and community institutions and organizations. Moreover, they should warn visitors about how they may inadvertently influence the local community and instruct visitors before, during, and after the visit on the code of conduct. Lastly, the participants were instructed on the four factors that influence visitors' behavior: psychological, cultural, social and personal/situational factors. In sum, participants learned that heritage guides are a medium to convey vital messages to visitors effectively.

- Unit 6. The Cultural Heritage Guide and the Community: Participants gained knowledge on how heritage guides can benefit heritage sites, such as by ensuring authenticity of interpretation, developing partnerships with the local community, developing partnerships with heritage managers, encouraging economic activities that help heritage sites and their settings, discouraging harmful development, withdrawing support from businesses that depend on

Participants discussing practical measures to adopt at cultural heritage sites based on lecture material

supplies or services from outside the local community, emphasizing the importance of economic sustainability, and voicing concerns and involving local communities in the planning and management of heritage interpretation. Thus, participants could gain an inclusive view of heritage interpretation.

*c) Study visits to cultural heritage sites and on-site exercises:*
To enhance the understanding of the lessons learned from each in-class lecture, study visits and on-site group exercises were conducted. The town of Luang Prabang itself has been designated as a UNESCO World Heritage Site, and thus participants could easily identify key components of the CHSG training and link their theoretical learning to practical experiences. Study visit sites were as follows:

- Observation of Bintabat & Wat Xieng Thong (related to the learning objectives of Unit 2)
- National Museum and Ban Xang Khong (related to the learning objectives of Units 4 & 6)
- Luang Prabang Information, Culture and Tourism Office, Temple Abbot, Chomphet Temple (related to the learning objectives of Unit 4)

Observation of Bintabat (Related to learning objectives of Unit 2)

Study visit to the Chomphet Temple

Study visit to the Wat Xieng Thong

*d) In-class and on-site group activities; country presentations, group discussions, case studies, interpretative talk scenarios, and country break-out sessions*

Utilizing various learning tools, participants could gain wider and more in-depth knowledge on the CHSG training program to draft plans to implement it in their home countries.

- Day 1: In-class lectures (Units 1 and 2), ice-breaking session, country presentations by CLMVT countries
- Day 2: In-class lectures (Unit 5), study visit to Wat Xieng Thong, group exercise on how to influence visitor behavior at tourism sites
- Day 3: In-class lectures (Units 3 and 6), group exercise on tourist typology, study visits to National Museum and Ban Xang Khong community, interpretative scenario (interviewing) villagers of Ban Xang Khong
- Day 4: In-class lectures (Unit 4), group exercise on field trip preparation (Chomphet area), study visits to Information, Culture and Tourism Office, Temple Abbot, and Chomphet Temple, on-site simulation exercise for preparing interpretative scenario in Chomphet area
- Day 5: Country break-out session explicating the current CHSG training program and drafting plans for respective countries

The participants' awareness of the CHSG, their understanding and identification of key challenges and issues in promoting cultural heritage sites, and their sense of the importance of cultural heritage tourism in the Mekong countries was greatly enhanced by the workshop. In fact, 90% of the participants reported themselves satisfied with the training materials, instructors, presentation materials, study-visits and on-site exercises, country breakout sessions and logistical arrangements.

On-site study visit & group exercise: discussion after interviewing Ban Xang Khong Villagers

Participants conducting country breakout sessions

In sum, the city of Luang Prabang as a UNESCO World Heritage Site can invite plentiful inflows of tourists, alone or in groups, and still sustains itself culturally, socially, and environmentally. The city is managed relatively well, and Lao PDR is the only country among the CLMVT to have already introduced the CHSG concept nationally. However, in order to build on these good practices and further increase sustainability, the awareness of the value of the area's tangible and intangible cultural heritage and the proper interpretation of these assets must be enhanced. This is where the role of able CHSGs come into play, a fact which does not only pertain to Luang Prabang, but also to the major cultural heritage destinations in Cambodia, Myanmar, Viet Nam, and Thailand. Sustainable cultural heritage tourism can be achieved more effectively by providing solid education and training, fostering capable CHSGs who can give appropriate interpretation and encourage tourists cooperation in protecting cultural heritage. In this regard, the Mekong Sub-Regional Capacity-Building Program on Cultural Heritage cemented the basic foundation for CLMVT countries to help implement the CHSG program at the governmental level, so that their respective tourism industries can become much more sustainable and long-lasting.

# 14 ASEAN-KOREA TOURISM DEVELOPMENT WORKSHOP ON SUSTAINABLE TOURISM FOR CULTURAL HERITAGE DESTINATIONS • SEOUL, KOREA

Since 2015, the ASEAN-Korea Tourism Development Workshop has been held annually in Korea to facilitate the sharing of successful marketing strategies, knowledge, and know-how for major tourism stakeholders in the AMS and Korea. The workshop enables in-depth discussions and exchange of creative and implementable ideas and provides a regional platform to strengthen business networks between the tourism industries of ASEAN and Korea. The workshop themes have included on discovering the hidden jewels of ASEAN tourism in 2015 and developing ASEAN-wide ecotourism cluster packages in 2016. In 2017, the workshop focused on sustainable tourism for cultural heritage destinations, marking the International Year of Sustainable Tourism for Development as designated by the United Nations, and the ASEAN-Korea Cultural Exchange Year in 2017. With this timely topic, the AKC also hoped to walk in parallel with ATSP and APSCA 2016-2025, as well as with the Vientiane Declaration on Reinforcing Cultural Heritage Cooperation in ASEAN, which was endorsed by the AMCA.

The World Tourism Organization has asserted that cultural tourism accounts for 37% of global tourism and has forecasted that it will grow at a rate of 15% per year. With this global market interest, ASEAN should leverage the factors that make their Cultural Heritage Sites unique and invest in developing attractive cultural heritage tourism programs. However, while placing emphasis on increasing benefit through cultural heritage tourism, it is also important to underline the importance of protection and conservation. Thus, striking a good balance between maximizing economic benefit and social returns is crucial. Therefore, involving local communities and enhancing their capabilities are essential in developing cultural heritage tourism in a sustainable manner. These communities may help foster local support for the protection of sites and will create synergies that further encourage sustainable development. In sum, they can be bridgeheads that help attain both sustainable tourism and development.

The ASEAN-Korea Tourism Development Workshop on Sustainable Tourism for Cultural Heritage Destinations for 2017 adopted as its catch-phrase "Preserving the Past for the Present." In line with that sentiment and mission, the workshop aimed (1) to encourage the sharing of community benefits from sustainable utilization of cultural resources; (2) to identify the key issues and challenges faced in advancing cultural heritage sites as sustainable tourism destinations; and (3) to share sustainable tourism practices as a catalyst for cultural heritage site preservation, ultimately by promoting ASEAN Cultural Heritage Corridors. In organizing this workshop, the AKC collaborated closely with the ASEAN Secretariat, the World Bank Group, the UNESCO Bangkok Office, and the Cultural Heritage Administration of Korea, to add global and regional expertise and enhance the sharing of timely information. It is also significant that the workshop gathered participants from both the public and private sectors of ten AMS and Korea, including policymakers, experts, and industry professionals, who are working directly in the cultural heritage field. Participants engaged in interactive discussions and shared country presentations. In addition, they explored cultural heritage sites in the Korean city of Andong during on-site study visits.

Speakers and the ambassadors of ASEAN | Lotte Hotel, Seoul

*a) Two-Day Workshop Session*

On the first day of the workshop, seven speakers with upmost expertise were invited, including two from the public sector and five from related international organizations such as the World Bank, the UNESCO

Bangkok Office, and the ASEAN Secretariat. The 29 participants represented one private-sector and two public-sector experts from each of ten AMS countries. (Indonesia sent two from the public sector only.) These principals were joined by approximately 140 audience members, including representatives from the ASEAN-China and ASEAN-Japan Centres, various tourism promotion boards and ASEAN Embassies in Korea, and stakeholders and students in the field of tourism, cultural heritage, sustainable development, and related subjects.

The first keynote address, entitled "Sustainable Approach to ASEAN Cultural Heritage Tourism," was given by Tan Sri Dr. Ong Hong Peng, the Chairman of the National Academy of Arts, Culture, and Heritage, and the former Minister of Tourism and Culture of Malaysia. He emphasized that a sustainable approach is necessary to maximize returns on ASEAN cultural heritage tourism; however, such an approach has yet to become a common practice among the AMS. He suggested additional measures such as intensifying cultural heritage initiatives in ATSP 2016-2025, strengthening recognition of tourism in ASPCA 2016-2025, establishing links between NTOs and ASEAN Senior Officials on Culture and Arts (SOMCAs), enhancing marketing and promotion, and lastly, strengthening public-private partnerships. The second keynote address, which was titled "Sustainable Development Goals in World Heritage," was contributed by Dr. Rii Hae Un, President of ICOMOS, Korea, who introduced the sustainable development goals (SDGs) as outlined in the UN Agenda 2030 and adopted by ICOMOS 2015. Collectively, she mentioned that these goals are designed to make cities and human habitats both safe and sustainable, as well as preserve the world's many cultural heritages.

Tan Sri Dr. Ong Hong Peng on "Sustainable Approach to ASEAN Cultural Heritage Tourism"

Dr. Rii Hae Un on "Sustainable Development Goals in World Heritage"

Five presentations followed the keynote addresses as summarized in the table below:

*Presentation 1*
World Heritage Inscription and Development of Heritage Sites by Mr. Ricardo Favis, Consultant, UNESCO Asia-Pacific Regional Office

- A comprehensive overview of the structure, purpose, and activities of UNESCO
- World Heritage listing criteria and the process for inscribing heritage sites
- Benefits and challenges of having world heritage sites and roles for local communities to play, not only in helping to safeguard heritage but also in creating new ones by fostering their local culture

Mr. Ricardo Favis on "World Heritage Inscription and Development of Heritage Sites"

*Presentation 2*
Transformation of Cultural Heritage Sites into Tourist Destinations by Ms. Lisa Choegyal, Consultant, World Bank

- Factors involved in managing World Heritage sites, which must be resolved through communication and cooperation between site managers, tourism industry bodies (both public and private), and the community in which the site is located

*Presentation 3*

Heritage Interpretation and Tourism (Korean Case Study) by Ms. Kim Ji-hong, Deputy Director, Cultural Heritage Administration of Korea

- 15th Century Hahoe and Yangdong Villages in Gyeongsangbuk-do, Korea, as successful examples of a world cultural heritage tourism products that benefit from government and residential involvement in ensuring their sustainability
- Attributions for heritage status, conservation initiatives, and the challenges and solutions related to their growth and success

Ms. Kim Ji-hong on "Heritage Interpretation and Tourism (Korean Case Study)"

*Presentation 4*

Community Engagement
Creation of Stakeholder & Community Benefits by Mr. Wouter Schalken, Senior Tourism Specialist, World Bank

- Experiences from assisting nations in creating successful cultural heritage destinations, aimed at providing socio-economic benefits to the community
- Challenges associated with the assessment and usage of cultural resources that need to be addressed

*Presentation 5*
Promoting ASEAN Cultural Heritage Corridors by Ms. Tetty DS Ariyanto, Consultant, ASEAN Cultural and Heritage Tourism Sub-Working Group

- Background of ASEANTA (ASEAN Tourism Association) and challenges faced when creating ASEAN tourism corridors
- Lessons learned from ASEANTA and personal experiences as a tour guide in creating ASEAN-wide tourism packages, especially related to cultural heritage

Ms. Tetty DS Ariyanto on "Promoting ASEAN Cultural Heritage Corridors"

The role of the knowledgeable speakers was crucial for the workshop, as their presentations showed that countries can learn from the experiences of experts and may selectively and appropriately apply past solutions to their own countries. The field experience of the speakers in their tourism-related specialties, which spanned more than 30 years, increased the lecture quality and drew high satisfaction from the participants. The contents of the lectures, as well as the capacity and commitment of the speakers, were sufficient to meet the needs of participants, resulting in a high level of satisfaction and positive comments received from the workshop participants: more than 100% of 32 respondents answered that they were 'satisfied' with the speakers and the elements of the session.

On the second day of the workshop, country presentations were led by Mr. Wouter Schalken, Senior Tourism Specialist at the World Bank, who moderated the discussions and detailed some essential comments of the balance between promotion and preservation of cultural heritage destinations for each country, initiating important questions and comments from the floor. To ensure that the contents of the country presentations provided useful knowledge for all the participants, the assignment was given prior to the workshop with specific requirements to present each country's best-case scenarios, major threats, and possible solutions.

Discussions during country presentation session led by Mr. Wouter Schalken (far left)

The country presentations given by the heads of delegations can be summarized as follows:

*Brunei Darussalam (Tasek Merimbun)*

Brunei introduced Tasek Merimbun ASEAN Heritage Park, the largest black-water lake in the country and a wildlife conservation sanctuary. Tasek Merimbun is threatened by tourists and wildlife hunters along with the confusion caused by the involvement of a multitude of stakeholders. Brunei resolves these issues by cultivating intimate collaboration with stakeholders and working together with them to enforce regulations.

*Cambodia (Temple Zone of Sambor Prei Kuk, Archaeological Site of Ancient Ishanapura)*

Cambodia presented these UNESCO World Heritage Sites, which depict the architectural styles of the Khmer Kingdom. The main challenges for the upkeep of these locations are related to restoration efforts and conservation management by strategic planning and with the support of various parties (private, public, and international). Cambodia is actively exploring new, creative ways to further provide community benefits by fully taking advantage of existing surroundings.

*Indonesia (Borobudur, Prambanan & Jatiluwih Bali)*

These locations are home to eight UNESCO cultural heritage sites. As they are located in a tectonically-active zone, the major challenges Indonesia face in protecting these sites are natural disasters (earthquakes, volcanic eruptions). Fortunately, through UNESCO and with support of the local community, the sites have been rehabilitated and the livelihood of the affected local communities has been enhanced.

*Lao PDR (Luang Prabang)*

This nation focuses on providing tourism services that meet international standards while retaining the values of the Lao heritage by developing human resources, diversifying tourism products, and enhancing infrastructure and service facilities.

*Malaysia (Lenggong Valley)*

Malaysia faces dilemmas such as the promotion of archeological sites and the acquisition of private-property housing surrounding suspected unexcavated archeological sites. Property acquisition is still a work in progress for the Malaysian public sector.

*Myanmar (Pyu Ancient Cities)*
Myanmar faces conservation challenges, including balancing tourism and site preservation while maintaining economic stability and local-community engagement. Myanmar tries to solve these matters by creating and strengthening private and public partnerships to raise awareness and develop sound policies.

*Philippines (City of Vigan)*
Vigan presents a cultural townscape blending colonial Spanish and Asian architecture. Among other challenges, such as ensuring authentic experiences and managing pollution, limited funding and its trickle-down nature is deemed to be a key issue. The Philippines is actively exploring new, creative ways to further provide community benefits by fully taking advantage of existing surroundings.

*Singapore (Botanical Garden)*
The Botanical Garden was introduced as this nation's only UNESCO inscribed Cultural Heritage Destination. Singapore incorporated heritage into education and then offered programs to tourists to engage the private and public sectors together to create stronger community ties, promoting sustainability.

*Thailand (Ban Chiang Archaeological Site)*
This talk raised key issues that Ban Chiang has previously encountered, i.e., a lack of cohesion regarding site direction among different parties (local, private, public) and the disruption of local-community livelihood. These issues were overcome through the creation of a stakeholder committee to address future policies and plans collaboratively.

*Viet Nam (Hoi An & My Son Sanctuary)*
Viet Nam's Quang Nam province has two cultural heritage sites: Hoi An Ancient Town and My Son Sanctuary. These destinations face challenges related to limited budgets, lack of unified branding, and the displacement of local-community members from the location. Viet Nam is currently working with international organizations for funding, technical assistance, and tourism-strategy support.

By sharing ideas, challenges, and solutions, all of the participating countries were able to grasp the solutions and adapt them to their own cases. According to the day's survey results, delegations felt great satisfaction (100%) and hoped that this program would be the benchmark for other tourism-related programs for ASEAN.

*b) Technical Visit to Andong, Korea*

Andong is home to Korea's traditional culture and is blessed with various cultural heritage elements from virtually every period of Korean history. People have lived in this area since ancient times, and as a result, the richness of Korea's folk culture has been integrated into the daily lives of local Koreans there. The Hahoe Village in Andong in particular is one of the best preserved and representative examples of clan villages, a type of settlement characterizing the early part of the Joseon Dynasty. Known as a larger tourist destination that well-preserves the memories of the past, Andong served as an exemplar case in Korea for the workshop participants to experience, analyze as a case study, and consider as a model for applying the strengths of their own cultural heritage destinations.

Dr. Jun Mi-kyung from the Andong Tourism Administration arranged special activities for the participants and gave a briefing on Andong and its efforts to be a sustainable tourism destination. The participants visited Wolyeonggyo Bridge, Dosan Seowon, Buyong Cliff, and Andong Hahoe Village. Also, participants experienced Korean traditional culture, such as gochujang (Korean hot pepper paste) making and a traditional dance

performance by a Living National Treasure, who helped participants learn the Hahoe Mask Dance.

Technical visit | Andong, Korea

Gochujang (Korean hot pepper paste) making experience for the workshop participants

Participants learning the Hahoe Mask Dance from a Living National Treasure

The participants found the workshop beneficial for enhancing their knowledge of cultural heritage and sustainable tourism development; on a scale of 1 to 10, their average grade for the event was 8.5. Overall, the workshop drew feasible recommendations from experts to enhance tourism competitiveness while preserving and promoting cultural heritage destinations. The tourism authorities of each ASEAN country were eager to learn and create future projects that can both preserve and promote their cultural heritage sites. Andong, as one of the best-case examples in Korea, was a most suitable venue for the theme, and the support from Andong city created great synergetic effects. Collaboration with the World Bank was also significant, as their support and contribution to the speakers, the discussants, and the moderators of the workshop led to richer contents and a successful completion of the workshop.

In conclusion, the workshop provided the opportunity for those at the forefront of advocating the preservation of world heritage and promoting sustainable tourism in ASEAN to share their passion and expertise freely. The workshop was also meaningful in that it showcased Andong, Korea's exemplary cultural heritage site, to participants from each ASEAN Member State, helping them to gain insights on policies related to sustainable tourism development and effective ways to involve local communities. Moreover, the workshop reiterated that each country should not only focus on promoting its own national cultural heritage, but also make efforts to develop cross-border cultural heritage tourism packages throughout ASEAN, hand-in-hand with other Member States.

Ms. Lisa Cheogyal, Consultant (speaker) and Mr. Wouter Schalken, Senior Tourism Specialist (speaker and moderator) from the World Bank

All speakers and experts, ASEAN delegation, H.E. Long Dimanche, Ambassador of Cambodia to Korea, and Secretary General Kim Young-sun at the workshop

# 15 CONCLUSION

Sustainable development is a global agenda that continues to be at the center of efforts to pursue regional peace, stability, and prosperity. Thus, in FY2017, in line with ATSP and ASPCA 2016-2025, the AKC focused on enhancing the capacity to develop sustainable tourism, especially for cultural heritage destinations. In FY2018, the AKC will continue to place importance on developing ASEAN's tourism resources in a sustainable manner for greater economic prosperity, specifically developing sustainable tourism for World Heritage destinations as a key theme. The AKC will seek to communicate and coordinate closely with new and relevant partners, ultimately to build a lasting and genuine, mutually beneficial partnership between ASEAN and Korea, and to contribute to the efforts of ASEAN in enhancing its competitiveness as a single tourism destination, ensuring a responsible, sustainable, inclusive, and balanced tourism development.

**ASEAN-Korea Centre**

The ASEAN-Korea Centre was established as an intergovernmental organization mandated to promote economic and socio-cultural cooperation among the ASEAN Member States and Korea. The Centre was officially inaugurated on 13 March 2009, the year that marked the 20th anniversary of Dialogue Partnership between ASEAN and Korea, in accordance with the Memorandum of Understanding signed at the ASEAN-ROK Summit in November 2007.

ASEAN-KOREA CENTRE

**TIDAL**

The Tourism Industry Data Analytics Lab (TIDAL) at Sejong University is a research center specializing in the analysis of national and international tourism-related data, both structured and unstructured, using quantitative, qualitative, and mixed methods. TIDAL focuses on partnerships with the public and private sectors in order to create positive impacts to the global tourism industry, and therefore emphasizes applicability and relevance of the research findings and educational outcomes. In this regard, TIDAL has successfully completed and is working on research and education projects for the public and private partners at both national and international levels.

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