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*WORKSHOP
ON SUSTAINABLE TOURISM
DEVELOPMENT
IN WORLD HERITAGE SITES –
PLANNING FOR HUE*

Hue, Viet Nam, 3 - 6 May 1995

FINAL REPORT

Vol. I : Workshop Proceedings

Viet Nam National Commission for UNESCO
Ministry of Culture and Information of the Socialist Republic of Viet Nam
The People's Committee of Thua Thien-Hue Province
Hue Monuments Conservation Centre
NORAD – Norwegian Agency for Development
UNDP – United Nations Development Programme
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P R E F A C E

In today's world tourism is thriving. The spectacular rise of the tourist industry is one of the most significant changes in world trade in the second half of the 20th century. Revenues from international tourism multiplied eighteen-fold between 1970 and 1993, from US\$ 18 billion to US\$ 34 billion. Tourism now accounts for nearly 10% of all world commerce. No where in the world is tourism bigger business than in Asia; and in Asia tourism means *cultural* tourism.

Tourism has provided a windfall for the world's cultural sites, especially those on UNESCO's prestigious World Heritage List. However, the prosperity which tourism has brought to many of these beautiful and historically-important sites is matched by the anxiety over how this development can be sustained in the future without resulting in the degradation of our heritage.

In the rush to provide expanded facilities for the rapid increase of mass-marketed tourism, the authenticity of indigenous traditional culture is all-too-frequently sacrificed. Ironically, it is precisely the authentic traditional culture and customs that tourists expect to experience when they visit a World Heritage site.

Informed and expert cultural tourism has the potential to play a vital role in the preservation of the cultural heritage of a nation. Maintenance and preservation of cultural heritage can lead to an increased awareness and pride among people in their history and civilization. Tourism can also help preserve and development the national culture by providing a wider patronage for handicraft and traditional performing arts.

Hue is a World Heritage Site. This makes it very special for both international and domestic visitors. At the present time, tourism at Hue is still small-scale and manageable, but it is expanding quickly. However, if action is taken now there is the unique opportunity to develop an ideal mutually-profitably alliance between the tourist industry and the conservation professionals for the preservation and enhancement of the historic monuments and traditional culture of Viet Nam.

Conservation and preservation of cultural heritage through cultural tourism depends on the combined efforts of the different sectors of society. A strong government policy on cultural tourism and heritage preservation is

important, but this must be accompanied by a commitment at the local level to ensure that policy is carried out. International cooperation among institutions and agencies involved with tourism is also needed to bring state-of-the-art expertise to this effort, while the contribution of the mass media, together with the education system are vital in increasing the awareness of the entire local population on the importance of preserving historical buildings and archaeological sites. The importance for close cooperation among all players prompted UNESCO (the United Nations Education, Scientific and Cultural Organization) and UNESCO's World Heritage Centre to organize an interdisciplinary *Workshop on Sustainable Tourism Development in World Heritage Sites -- Planning for Hue* in May of this year, the results of which are presented in this 3-volume report.

The objective of the Workshop was to suggest ways in which tourist development can be integrated with heritage preservation. In order to ensure that the Workshop deliberations would be as fruitful as possible, UNESCO commissioned Denmark's Bureau for Tourism Research and Planning to undertake an analytical Pre-Study *on The Economic and Non-Economic Effects of Tourism at Hue*.

In recognition of the key role that culture tourism will have in the economic development of Viet Nam, the United Nations Development Programme (UNDP) provided the core resources for both the Workshop and the Pre-Study. Additional financial contributions were made by the Norwegian Agency for Development (NORAD), the Government of the Socialist Republic of Viet Nam, and the UNESCO World Heritage Centre, as well as from UNESCO's own regular programme funds. Enthusiastic participation by the Pacific-Asia Travel Association (PATA), the Getty Conservation Institute and the Century International Hotels Groups as well as the Thua Thien-Hue Provincial People's Committee and many other public and private institutions and individuals concerned ensured the success of the Workshop. Printing of this second, revised edition of the Workshop Report has been made possible by a generous contribution by the American Express Foundation.

The wide base of support for the Workshop underscores how timely this question is for all who are concerned with sustainable cultural tourism in Asia and the Pacific.

Culture is not a static relic from the past. Culture is at the very heart of development. Cultural values determine the priorities a society sets for its future economic and social development. Hue, which stands at the centre of Vietnamese culture has always represented the ideal of perfect harmony and balance, be it between heaven and earth, man and nature, North and South, hill and plain, past

and future, profits and preservation. The name *Hue* itself means “harmony.” The Workshop strove to identify ways to balance the development of a thriving tourism industry with the equally important need to protect and nurture the unique cultural heritage upon which the tourism industry ultimately is based. Only in this way can the harmony of Hue be preserved.

The views and opinions expressed in the Workshop Report represent the views and opinions of the individuals authors names and not necessarily those of UNESCO. It is, however, our sincere hope that the issues and ideas brought forth during the Workshop will point the way to a sustainable development of the culture tourism industry in Hue. The preservation of the historic monuments and authentic cultural traditions of Hue will be the measure of our success.

Richard A. Engelhardt
UNESCO Regional Advisor for Culture in Asia and the Pacific
September 1995

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Between 3-6 May 1995, 57 experts, participants and observers met in Hue, Viet Nam, to take part in a workshop entitled: "*Sustainable Tourism Development in World Heritage Sites - Planning for Hue.*" The purpose of the workshop was to consider how to plan for an integrated, multi-sectoral approach for sustainable tourism development within the context of the preservation of the World Heritage Site of Hue. Prior to the Workshop an analytical Pre-Study on the *Economic and Non-Economic Effects of Tourism in Hue* was undertaken. The Workshop and the Pre-Study were sponsored by UNDP¹, NORAD², UNESCO³, the UNESCO World Heritage Centre, the Viet Nam National Commission for UNESCO, the Pacific Asia Travel Association (PATA), the Getty Conservation Institute and the American Express Foundation. Participants in this workshop included high-ranking Vietnamese government officials, representatives of the local community of Thua Thien-Hue Province (wherein the site of Hue is located), representatives from both domestic and international travel and tourism development agencies, non-governmental organizations, representatives of bi-lateral aid donors, and international experts in conservation, tourism and planning. The meeting seminar was presided over by HE Mr. Le Viet Xe, Vice-Chairman of the Thua Thien Hue People's Committee; assisted by Mr. Le Kinh Tai, Secretary-General of the Viet Nam National Commission for UNESCO; Mr. Thai Cong Nguyen, Director of the Hue Monuments Conservation Centre; Mr. Renton de Alwis, Vice President of the Pacific Asia Travel Association; Ms Minja Yang from the UNESCO World Heritage Centre; and Mr. Richard A Engelhardt, UNESCO Regional Advisor for Culture in Asia and the Pacific. On 3 May, an additional 14 participants joined the seminar from the UNESCO-SPAFA⁴ Seminar on the "*Preservation and Promotion of Intangible Culture through Audio-Visual Documents: Hue as a Case Study.*" Their participation underscored the importance of the preservation of the intangible cultural heritage of a site along with the tangible physical cultural heritage of buildings and monuments. (A complete list of participants can be found in Annex 2)

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1. United Nations Development Programme.
 2. Norwegian Agency for Development.
 3. United Nations Educational, Scientific and Cultural Organization.
 4. Centre for Archaeology and Fine Arts of the Southeast Asian Ministers of Education Organization.

On the first day, after opening presentations by representatives of the sponsoring organizations, the morning session was devoted to examining the dilemma confronting those responsible for preserving the historic monuments and traditional culture of Hue by the rapid expansion of both international and domestic tourism. This is: how to mitigate the destructive effects of tourism while benefiting from the economic opportunities which tourism development can bring, and, how to realize the prospect that the development of tourism can, in fact, promote the revival of traditional culture and the restoration of additional historic and archaeology sites.

Presentations made by Mr. Vu Tuan Can, Director of the Institute for Tourism Development Research of Viet Nam's National Administration of Tourism; Dr Trung Quoc Binh, Permanent Secretary of the HUE-UNESCO Working Group; Mr. Nguyen Thanh Dan, Director of the Thua Thien-Hue Provinces' Tourism Department; and Mr. Phan Tien Dung, Vice-Director of the Hue Monuments Conservation Centre, alternately underscored the positive and negative aspects of tourism development. Their presentations made clear that although heritage conservation is not incompatible with sustainable tourism development, there must be a well-thought out plan which is used by all actors as the basis for this development, if the concerns of heritage preservation are to be given due consideration. Following a well-thought out masterplan can, in fact, lead to the reinvigoration of traditional culture by creating new audiences ("consumers") for traditional culture and offering the possibilities of financing this cultural revival with tourist revenues.

⇒ An overall development masterplan incorporating both preservation and development concerns is required for the guidance of all.

⇒ Sustainable culture tourism implies increased investment to maintain and/or invigorate the cultural resources on which the tourism is based.

⇒ Financing for this needed increased investment in culture can and should be found within the profit margins of the tourism industry.

UNESCO Consultant from the University Museum, Philadelphia, Dr Heather Peters, pointed out that although an increase in visitors to a site can bring economic benefits, the increase in numbers of people is in itself problematic because of the additional stress it places on the already-fragile monuments. Therefore it is important to determine and respect the limits of the carrying capacity of each monument, site or facility.

⇒ There is an upper limit to the number of visitors a historic/cultural site can receive at any one time without the site suffering permanent degradation or damage.

Other speakers stressed the desirability and possibility for expanding tourist interest into the areas of the intangible culture of Hue, including music, dance, theatre, poetry, painting and even food. This would not only encourage the visitor to stay longer in the Hue area, but it would also give her/him a greater depth of understanding about traditional Vietnamese culture. Speakers addressing this issue included: Dr. Ruang Charoenchai, SPAFA Director; Dr. Chua Soo Pong, SPAFA Senior Expert on Performing Arts; Mr Nguyen Xuan Hoa, Vice Director, The Culture and Information Service of Thua Thien-Hue Province, Prof Yamaguti Osamu, Faculty of Letter, Osaka University, and Mr. Truong Dang Khoa, NAV⁵ Project Officer working on handicraft development among the minority groups of Thua Thien-Hue Province. All speakers pointed out the importance of research, documentation and training in order to ensure that the authenticity of these intangible cultural traditions are scrupulously preserved.

⇒ Cultural tourists are seeking a high-quality, informed and *authentic* cultural experience.

⇒ Investment in training and human resource development in the performing and other traditional arts is, therefore, good tourist economics.

On 4 May, participants followed a sample itinerary prepared by Ms Pham Lan Huong, UNESCO Consultant, to both standard and “off-the-beaten-track” tourist destinations within the Hue region.

⇒ In addition to the historical monuments of particular interest to the visitor are traditional vernacular villages, rural temples and the natural environment forming the unique “culture landscape” of Hue.

⇒ Strict zoning and land use regulations will have to be put into place and scrupulously enforced in order to preserve the traditional environmental context of the historical monuments and sites.

5. Nordic Aid to Viet Nam

On 5 May, UNESCO Consultants, Dr. Peter Aderhold, Ms Louise Twining-Ward, and Mr. Tom Pederson from the Bureau for Tourism Research and Planning, Copenhagen, presented the preliminary results of the research they have been conducting for UNDP/UNESCO on the socio-economics of tourism in Hue. Other speakers, Mr Renton De Alwis, Vice-President of PATA; Mr Peter Holden, Programme Director of Ecumenical Coalition on Third World Tourism, Bangkok; and Mr. Paul Gonsalves of Ecumenical Coalition on Third World Tourism, Bangalore gave comparative case studies from the region and emphasized the need to involve the local business community and the public in all stages of project development. Mr. Peter Hill, Vice President Operations of the Century International Hotels Group, explained the strategic considerations a multi-national private enterprise takes into account when planning its development in the tourism sector. Mr. Pham Truong Luong, Head of Section for Science and Economy, Viet Nam National Administration for Tourism (VNAT), Dr Charles Benoit, Executive Vice President of NAM Enterprises (Vietnam) Ltd., Mr. Nguyen Van Vinh Economic Assistant of Saigon tourist, related these more theoretical constructs to the practical problems of tourism business development in Viet Nam and, in particular, at Hue. All speakers pointed out the importance of trained personnel for the successful development of cultural tourism as a sustainable business and all pointed out the lack of sufficiently well-trained human resources even at the present time, let alone in the near future when tourism in Viet Nam is predicted to expand many-fold. This same problem was underscored by Ms Huong of the Hue Monuments Conservation Centre who spoke on behalf of all the tourist guides of the Centre and pointed out the need for guides to be more knowledgeable about the history of Hue and the conservation of its monuments.

⇒ Training and human resource development, with a particular emphasis on the local community, will be a key to successful development of sustainable tourism at Hue.

On 6 May, Ms Minja Yang from UNESCO's World Heritage Centre gave an overview of the international assistance which is available for the protection and management of a site such as Hue. She gave examples from several other World Heritage sites in the region where a partnership of local authorities, international experts, bilateral donors and the business community have linked up to finance and implement cultural heritage preservation projects.

⇒ Innovative public-private partnerships can be established to link conservation efforts to sustainable tourism development. Hue is one example of the applicability of this approach; there are many other similar models elsewhere in the region.

Mr. Scott Cunliffe from the Getty Conservation Institute; Mr. Phung Phu, architect and Vice-Director of the Hue Monuments Conservation Centre; Dr Jean Brunot de Rouve, Senior Planning Expert of the Institute for Development Strategy, and Mr. Nguyen Than Dan, Director of the Thua Thien-Hue Provincial Tourism Department made presentations of aspects of the *development planning process* applicable for World Heritage sites, using examples from Hue as a case-in-point whenever this was applicable. UNESCO GIS⁶ Consultant, Mr. Paul Box, explained how computer mapping and modeling can be used as a management tool. He demonstrated the GIS systems which UNESCO has developed for Angkor and Hue.

⇒ Integrated, inter-agency planning is essential both at the national and local level if the twin goals of heritage conservation and sustainable tourism development are to be successfully achieved.

During this session, various themes which had already come up during the course of paper presentations and discussion groups sessions were re-emphasized including:

- THE NEED FOR CO-ORDINATED, INTER-AGENCY PLANNING AND ACTION
- THE NEED TO ENSURE A SUSTAINABLE SOURCE OF FINANCING FOR SITE RESTORATION AND MAINTENANCE
- THE NEED TO RESPECT AND NOT EXCEED THE CARRYING CAPACITY OF PARTICULAR BUILDINGS, MONUMENTS, AND SITES
- THE NEED TO PRESERVE ENVIRONMENTAL BUFFER ZONES AROUND PROTECTED SITES
- THE NEED TO ENSURE ADEQUATE TRAINING OF TOURIST INDUSTRY PERSONNEL AND CULTURE INDUSTRY PROFESSIONALS
- THE NEED TO INVOLVE THE LOCAL COMMUNITY IN THE PLANNING PROCESS

6. Geographical Information Systems

- THE NEED TO ENSURE EQUITABLE PROFIT-SHARING WITH THE LOCAL COMMUNITY
- THE NEED TO ASSURE CULTURAL AUTHENTICITY IN ALL PRESERVATION, CONSERVATION AND RESTORATION WORK

This last concept, that of *authenticity*, was further elaborated upon in order to ensure that all participants fully understood what is meant by the term:

- * *authenticity in form and design*
- * *authenticity in materials and technology*
- * *authenticity in function and use*
- * *authenticity in context, setting and "spirit"*

At the conclusion of the paper presentations and plenary discussion, the participants broke into six working group to draft recommendations as to actions which should be taken *within the immediate future* (6-12 months). The working group topics were: (i) recommendations for training for tourist industry personnel; (ii) recommendations for diversification into intangible culture; (iii) heritage site preservation and management; (iv) environment and urban landscape protection and development; (v) local community involvement; (vi) tourism and the financing of culture.

The recommendations of the working groups are presented in detail in chapter 3 of this report. The working group recommendations, consolidated with other recommendations contained in participants' papers or haven arisen during plenary discussion are listed in the following section.

CONSOLIDATED RECOMMENDATIONS

CONSOLIDATED RECOMMENDATIONS

The participants in the workshop made a wide variety of recommendations in their presentations and during the discussion periods. These are consolidated below and grouped into categories of assistance according to the most important topics which arose from discussion during the workshop and which coincide with the working groups formed on the last day to draft recommendations.

General Recommendations. Over-arching all of the specific recommendations below is the general observation that the overwhelming majority of participants felt that the projected target of 1,000,000 tourists per year by the year 2000 is far too high to be realistic, manageable, or sustainable. Such a number well exceeds the carrying capacity of the monuments, and also the capacity of the infrastructure and, especially, of the staff to cope. If such a high target figure is pursued and achieved, the experts and participants of the workshop are of the opinion that the result will be serious overcrowding, degradation of the historic monuments, environmental pollution and a “trashing” of Hue, in general, and, in short time, the collapse of the tourist industry in the area. To avoid this, it was recommended that:

- ◇ The target planning figure should be revised downward and instead of quantity, *quality tourism* should be pursued with a view to long-term sustainability.
- ◇ The masterplan for tourism development should be re-drafted with a view to maximizing sustainable quality tourism and the “added-value” profits it can bring.
- ◇ An integrated conservation and development plan should be drawn up and promulgated at the highest levels of authority. This plan should be in strict conformity with UNESCO guidelines for the management of World Heritage Sites.
- ◇ Substantial additional investment should be made the restoration work of the monuments in order to bring them up to the expected standard of a World Heritage Site.
- ◇ Research into the authenticity of Hue cultural traditions should be encouraged and the results of this research incorporated into the conservation, restoration and presentation programmes of both tangible and intangible culture in Hue,

in order to continually improve the historical accuracy of what is shown and explained to visitors.

The specific recommendations below further elaborate the actions which could be taken to achieve these ends in each sector requiring assistance:

Training of Tourist Industry Personnel. A number of recommendations were made for improved on-the-job and pre-service training of those employed in the tourist industry, in both formal and non-formal sectors. Target groups for training would include: tourist guides; hotel workers; airline and airport workers; restaurant workers; vendors; taxi and cyclo drivers, etc. Specific recommendations included:

- “Tourism management and marketing” should be introduced as a subject into the curriculum of the secondary schools of the province and as a major course of study at the post-secondary level in already established institutions. If necessary, the establishment of a new *Institute of Cultural Tourism* could be envisaged.
- Public awareness campaigns should be conducted for the general adult population of Hue city and province in order to (a) heighten awareness of the need to preserve the cultural resources of the area; (b) bolster local culture and traditional cultural values in the light of the rapid social change which tourism could bring to the area; (c) promote a positive attitude towards and interpretation of the cross-cultural encounters which will result from increased international tourism; (d) inform local entrepreneurs, employers and potential employees of opportunities for investment or employment in tourism-related industries, businesses and services. These public awareness activities should make extensive use of the mass media, but they should also provide opportunities for more selective interested public groups to attend seminars, workshops and short training courses in the above topic, among others.
- Tour guides should be given specific and detailed training in the history of the Hue monuments, by the professional staff of the Hue Monuments Conservation Centre (HMCC). This training should include information about the conservation and management problems of the monuments and what action has been and is being undertaken by the HMCC and others to preserve the monuments.
- The Research Department of the HMCC should produce an authoritative written reference manual for tourist guides containing correct and detailed information about the history, archaeology, construction and conservation of

the Hue monuments. This manual should be continuously updated as new research brings to light new, or more correct, information.

- Senior or “lead” tour guides should have opportunities for overseas training where they can be exposed to a variety of professional to the role of guides in the interpretation of historic sites and monuments.

Diversification into Intangible Culture. In order to offer a fuller, more complete and therefore more accurate presentation of Hue traditional cultural and also in order to increase tourist interest and appreciation of the richness of Hue’s cultural heritage with a view toward encouraging tourists to prolong the time they spend in the area, it was widely recommended by participants that increased effort should be placed on the development of diversified interests for visitors, both domestic and international. Many recommendations involved the enhancement of the tourists’ visit to the monuments with opportunities to experience local music, theatre, dance and other performing arts; to view the production of traditional arts and handicrafts; to take part in locals festivals and ceremonies; to sample local cuisine; and to experience traditional village life in the rural areas. Participants particularly stressed the need to ensure that the *authenticity* of all of these aspects of traditional culture be scrupulously preserved and not adulterated to cater to mis-conceived or mis-perceived tourist taste. Specific recommendations included:

- Traditional performing arts should be more vigorously and rigorously promoted in Hue through the local establishment of professional training academies.
- Traditional royal court music, theatre, dance and ritual ceremonies should be performed for the public in historically correct/appropriate locations inside the Citadel, at the Royal Mausoleums, in temples or in other historically correct venues. The royal theatres within the Citadel and at Tu Duc’s mausoleum should be restored and become venues for public performances of traditional performing arts.
- Traditional folk music should also be encouraged and performed in traditional venues such as on boats along the Perfume River, as is currently the practice. Innovation within the authentic tradition should be encouraged with contests, prizes and recognition of those artists who do not vulgarize the traditional forms.
- Other forms of traditional intangible culture should be promoted through, for example: martial arts demonstrations and master classes in the military fields at the entrance of the Citadel; painting exhibitions in the Royal Library;

cooking contests in the garden of the old temple kitchen adjacent to the Palace; kite-flying contest on the parade ground in front of the Citadel; etc.

- Traditional Hue handicrafts (such as woodcarving , lacquerware, silk painting and others related to traditional Imperial Palace arts) and other cultural industries should be developed and promoted, with careful attention paid to quality control and the maintenance of authentic traditional skills and techniques. Quality control mechanisms could include contests and “seals of quality guarantee” being awarded annually to artisans who maintain the authentic traditions.
- The preservation of authentic traditional skills should not necessarily preclude innovation in handicraft forms or functions. To broaden the product line of local handicrafts and to revive traditional handicraft skills now lost or dying, a professional market survey should be conducted and local artisans assisted to adapt new products along the lines indicated by the market survey.
- Restaurants, too, should be encouraged to serve traditional Hue delicacies up to expected standards of hygiene and in traditional settings. Annual “seals of approval” should be awarded to restaurants and food stall meeting the expected standards.
- Nature hikes and boat excursions along the Perfume River and lagoon to view traditional rural life should also be provided as a means of encouraging visitors to stay longer in the Hue area and to have a fuller appreciation of its traditional culture.
- Tourism to minority village is possible, *but only if carefully regulated in small groups and tourists are not allowed to stay overnight in villages.*
- An annual (or bi-annual) “International Hue Historic Festival” should be organized by the local authorities to promote the traditional cultural heritage of Hue to the national and international public though, *inter alia*, historic displays and pageants, artistic exhibitions and competitions, traditional music and theatrical performances, sound and light shows, poetry and song contests, traditional culinary promotions, traditional sports events, traditional costume competitions, etc.

Heritage Site Presentation and Management. Recommendations were made on a variety of ways to improve management of the physical aspects of the Hue monuments and historic sites, so as to better serve tourists but also to better protect the sites and their environments from the adverse effects of an increased number of visitors. Specific recommendations included:

- Site custodians, site guards and other persons employed at the site should be trained in the basics of site conservation, as well as in site history and architecture, and should be encouraged to interact with visitors providing anecdotal informal site interpretation together with “policing” in preventive maintenance (for example, site custodians can admonish visitors not to litter or throw cigarette stubs around, explaining the fire hazards and past history of fire damage at the site.)
- Visitors should be provided with an attractive souvenir ticket brochure, as part of the entrance fee, which includes maps pointing out places of interest *within* each site; detailed *accurate* historical text; and an *explanation of the conservation work* on-going and still needed. This brochure should also explain *how the entrance fee is used* (e.g. \$2 for maintenance; \$2 for staff salaries; \$1 for local taxes for a \$5 ticket.) For reasons of public relations psychology as well as for administrative simplicity and increased fund-raising, it would be preferable if a single ticket brochure could function as the entrance “passport” to all the sites in the area, instead of visitors being charged an entrance fee at each monument.
- The buildings within the Citadel and the Royal Mausoleums are in fact “museums.” The objects in them should therefore be carefully chosen for authenticity as to period, function and position. Buildings and objects should be adequately labeled with multi-lingual explanatory text. Exterior features and spaces should likewise be labeled with sufficient text for detailed self-guiding by the interested visitor.
- The destroyed portions of the Forbidden Purple City within the Citadel should be excavated archaeologically and presented to visitors as an archaeological site, with exhibitions of artifacts found together with old photographs of the original buildings. Buildings which are now completely destroyed and gone should not be rebuilt.
- Within the Citadel and the mausoleums, certain spaces should be set aside for (a) a detailed explanation of the on-going conservation process with before and after photographs and explanations of the challenges and how these challenges were met; and (b) an exposure of an archaeological excavation. Suggested spaces for these detailed exhibitions: the Noon Gate for the exhibition on conservation; the Library of the Forbidden Purple City for the exhibition on archaeology.
- Within the sites, a “visitors’ route” should be established to guide visitors through the site and, importantly, to exclude them from areas that are too dangerous or too fragile to be visited.

- Tourist itineraries need to be diversified to include the many interesting and historic temples of Hue which are outside of the Citadel and area of the Royal Mausoleums. For example, visitors should visit the Altar of Heaven, the Temple of Literature and the temple/cemetery of the Imperial Palace Eunuchs. This will increase the overall carrying capacity of the Hue area. If incorporated into the tourist itinerary, these sites will need to be the target of preservation activities, as well.
- Systems of counting, timing and monitoring visitor flow at each site should be undertaken with the aim of determining the **maximum visitor “carrying capacity”** of each site/building at any given time. Once determined, these limits must be strictly enforced.
- The upkeep of all sites needs to be considerably improved. Guards should be vigilant to prevent littering, smoking, in historic buildings and the use of corners of the sites as informal lavatories *both among visitor and among workmen and others who are resident in the site*. Bats, rats, cockroaches and other vermin must be excluded from all buildings.
- Signage should be prominent in protected areas, explaining the zoning and use regulations, conservation work being undertaken and significant of the building under conservation.

Environment and Urban Landscape Protection and Development.

Although many participants noted the need to increase and upgrade infrastructure to serve the needs to the anticipated increase in visitors, particular attention was drawn to the need to take extra-special care to preserve the natural environment surrounding the monuments and, especially the royal mausoleums most of which are located along the bank of the Perfume River. The urban landscape of Hue city, as well as the rural vernacular landscape along the banks and on the islands of the Perfume River and the lagoon into which it empties near the sea, must also be protected from pollution and over development in order to ensure the continued authenticity of the site as a whole and the traditional viability of this ecosystem as a human and natural habitat. Specific recommendations included:

- Well-defined zones of protection with unambiguous building/use codes for each should be established and clearly marked both on maps and on the ground, for the entire greater Hue area, including the Citadel, the Royal Mausoleums and their surrounding area, the banks of the Perfume River, the lagoon, the sea front and the greater Hue metropolitan area. This zoning plan should not only be conservation-oriented, but should also indicate where tourist, housing, commercial, industrial and other forms of development are allowed and, indeed, encouraged. A colour palette system should be

incorporated into the building codes, so as to ensure the traditional look of the entire urban fabric is preserved. All members of both government and private sectors, as well as the public, should be informed about these zoning, building and use regulations; their rationale explained clearly so that voluntary cooperation is encouraged; and codes strictly and uniformly enforced.

- An integrated, multi-disciplinary GIS (geographical information system) should be established for the greater Hue area. The system must be kept permanently up-to-date with managers and planners given access to and trained in its use. The Hue Monuments GIS currently being set up can form the core of this larger system.
- Incentives (such as awards, honours, prizes, tax concessions, etc) should be given to private individuals and businesses which contribute positively to the conservation effort, through historically accurate restoration of old buildings; re-forestation; rehabilitation of waterways; etc.
- The hydrological system of the ancient capital (moats, canals and feeder streams connecting with the Perfume River) should be incorporated into the area under the direct protection of the government and managed by the Hue Monuments Conservation Centre, as an integral part of the Hue World Heritage site.
- Large hotels and tourist complexes must be kept far away from historic sites and protected areas. Under *no* circumstance should high rise hotels or other building be built along the banks of the Perfume River, or overlooking the Citadel, or within the sight lines viewed from any of the Royal Mausoleums or other protected temples and historic sites. With the old town of Hue, only small “boutique” hotels within authentically restored old buildings (from the French colonial) era, or reproductions of this style of building, should be allowed.
- Tourist facilities such as toilets, parking spaces and shaded rest areas with refreshments should be made available in a planned way which does not do damage or disrupt the harmony or sanctity of a historic temple, palace or mausoleum.
- Most tourist services, including restaurants, handicraft shops, etc. should be located away from historic sites. Only those services which have a direct historical connection with the site (such as a restaurant within the site of the old Royal Kitchen) are acceptable.

Local Community Involvement. In order to succeed, preservation efforts must have the active support and involvement of the local community who

need to understand that conservation of the natural resources, the historic buildings and sites as well as the traditional human cultural resources of Hue is the key to long-term sustainable development of the area. *In addition to the recommendations already listed above, especially under the section on Training,* specific recommendations to encourage local community involvement in the preservation effort included:

- In order to monitor the effect of the foreseen rapid development within the Hue area, sociological and demographic data pertaining to population, land use, employment, transportation and other social indicators should be attached to the GIS data base recommended above.
- The GIS information should be fed into the INTERNET in order to ensure those who need to have access to this information have it. This would also contribute to the informed promotion of Hue as a culture tourism destination.
- Linked to the building codes recommended above, the development of local traditional industries to supply materials according to the requirements of these codes should be preferentially promoted (e.g. roof tiles; coloured lime wash paints; lacquered wood construction.) Government investment in, for example, re-forestation, might be needed to provide for the supply of raw materials to these traditional industries.
- An expert-oriented crafts display promotions centre and marketing co-operative should be established with the specific aims of market promotion, design development and quality control for traditional Hue handicrafts and fine arts.
- A *Tourism Development Council* should be established to coordinate promotional activities, undertake non-formal training, and encourage information sharing among the various private, semi-private and government groups involved with tourism development and cultural preservation in Hue. This Tourism Development Council should include a full-time press officer and promotional personnel.
- Informal sector trade associations and/or cooperatives should be formed among, for example, cycle-drivers, boatmen, souvenir vendors, restaurant owners, and so forth, with the object of promoting more positive interaction with visitors.
- Courses in local history and traditional culture should be incorporated into the school curriculum of all secondary schools in Hue, in order to increase local appreciation of traditional culture.

Tourism and the Financing of Culture. Recommendations were made on ways to tap the potential “added-value” of the profits earned by the culture tourism industry in Hue in order to help finance the increased maintenance needs arising from the pressure put on the monuments, buildings and sites by the ever-growing number of visitors. The point was made that the tourist industry has a profitable market at Hue only because of the existence of historical sites and traditional culture. Therefore, it is only correct that the tourist industry must contribute to the restoration and maintenance costs of these sites and monuments. Specific recommendations included:

- A “conservation trust” should be established to raise private-sector funds for the preservation of the historical site/monuments and their surrounding environment. This “conservation trust” should pool private sector resources and contribute these resources to the conservation programme of the Hue Monuments Conservation Centre. Private individual efforts to undertake uncoordinated conservation projects with the area designated for national and international protection, however well-intentioned these initiatives might be, should be discouraged, indeed, they should be prohibited.
- Special taxes (such as an accommodation tax, a restaurant tax, a sales tax on specific items, and a tax on artistic performances) should be collected and used specifically and exclusively for (i) tourism promotion and/or (ii) site conservation. The purpose of the collection of these special taxes should be made clear both to entrepreneurs and to visitors and the accounting for these funds should be made a matter of the public record.
- Fines should be levied for littering, trespass and illegal use of heritage sites, smoking in heritage buildings, and polluting the environment.
- Visitors should be encouraged to contribute to the conservation effort through additional donations with a personalized touch. For example, for \$1 a visitor could contribute a roof tile with her/his name and the date painted on the back; for \$2 one could contribute a brick with one’s name on it; for \$100 the donor’s name would go on a plaque in one of the monuments; etc.

OPENING REMARKS

- Mr. Le Viet Xe - People's Committee of Thua Thien-Hue Province
- Mr. Richard Engelhardt - UNESCO
- Mr. Renton de Alwis - PATA
- Mr. Thai Cong Nguyen - Hue Monuments Conservation Centre

OPENING REMARKS

by *Le Viet Xe, Vice - Chairman*
People's Committee of Thua Thien-Hue Province

First of all, on behalf of the leaders of Thua Thien-Hue Province, I would like to extend a very warm welcome to all of you *representatives of UNESCO, representatives of international organizations, Viet Nam National Commission for UNESCO; Viet Nam Tourism General Department, Viet Nam Airlines General Department, the Ministry of Culture and Information, all foreign and Vietnamese specialists and all the representatives of provinces and the Press* to this Workshop on Sustainable Tourism Development at World Heritage Sites: Planning for Hue.

Our Province's authorities highly appreciate the help of UNESCO and of the international community to Hue in the past, present and future. At the 17th session of the World Heritage Committee at Columbia in December 1993, UNESCO has decided to recognize the Hue Monuments Complex as one of humanity's cultural heritage properties. This is a great cultural event for Viet Nam because Hue is our first cultural site being inscribed on the World Heritage List.

Two international seminars have been held by UNESCO: one on *Hue Urban Preservation and Development* and the other on the *Protection and Promotion of Intangible Cultural Heritage in the Hue Region*. At present, UNESCO is carrying out some projects with the World Heritage budget, as well as holding a campaign for the support of the international community to the Hue Monuments Complex.

This time, it is quite a good idea that *UNESCO, the Viet Nam National Commission for UNESCO, Tourism General Department, and the Ministry of Culture and Information* are holding a Workshop on Tourism Development at World Heritage Sites. The planning for Hue is corresponding with our own ideas and willingness. This is a great asset to Hue and to cultural tourism in Viet Nam.

Ladies and gentlemen,

During the last few years with the help of the *Vietnamese Government, UNESCO and the International Committee*, we have tried our best to preserve and enrich the value of the complex of historical relics in Hue.

However, in reality, the foreigners and domestic visitors increased the leaps, bounds and the demands of tourists' diversification day by day. The service system for tourism has been improved with high speed, the scale becomes larger and larger and of course this creates some conflicts and problems.

One big problem confronts us: how and what can we do to diversify tourist products, to upgrade tourist facilities and to respond to tourists' (international and national) demands, but at the same time preserve our ecological and social environment, especially our cultural relics and finally, our deep characteristics of the traditional and cultural region of Hue?

In short, we try our best to solve in the best possible way the relationship between culture and tourism in the development and stability of Hue, a World Heritage Site.

We are looking toward the near future of *the co-operation, the help and donation of UNESCO and international organizations, of central authorities, social-economical organizations and of the development of culture tourism* in our Province.

During the time of the workshop held in Hue, maybe some mistakes took place. We wish you can sympathize.

Once again, we wish you all good health and a successful workshop.

Thank you.

OPENING REMARKS

*by Richard A. Engelhardt
UNESCO Regional Advisor for Culture in Asia and the Pacific*

Good morning ladies and gentlemen. Before I begin my remarks I should like to acknowledge some of the many distinguished representatives from the broad range of international, governmental and private agencies and organizations who are participating in this workshop:

H.E. Mr Le Viet Xe, Vice-Chairman of the People's Committee of Thua Thien-Hue Province,

H.E. Mr Nguyen Xuan Ly, Member of the Standing Committee of the Provincial Communist Party and other leaders of Thua Thien-Hue Province,
Dr Ruang Chareonchai, Director of the Centre for Archaeology and Fine Arts of the Southeast Asian Ministers of Education Organization and participants of the UNESCO/SPAFA Seminar on the Preservation and Promotion of Intangible Culture: Hue as a Case Study,

Mr Renton de Alwis, Vice-President of the Pacific Asia Travel Association,
Dr Peter Aderhold, Professor at Denmark's Bureau for Tourism Research and Planning,

Colleagues from both the tourism industry and those concerned with the preservation of historical monuments and archaeological sites,

To you and to all the many other participants whom I cannot list by name I should like to extend a warm welcome on behalf of the Director-General of UNESCO, on behalf of the President of the World Heritage Committee and on my own behalf.

There is little more I can or should add to the most gracious welcome given to us by HE Mr Le Viet Xe on behalf of the government and people of Thua Thien-Hue. I would however like to thank the organizers of this workshop and to all the people of Hue for the concern they have shown and continue to show for the preservation of not only the monuments of the former imperial city, but also for the living cultural traditions, arts, crafts, music and theatre which grace this ancient capital of Viet Nam and World Heritage Site.

In particular I would like to acknowledge the work of the Thua Thien-Hue People's Committee, the Viet Nam National Commission for UNESCO and that of the staff of the Hue Monuments Conservation Centre under the able leadership of Mr Thai Cong Nguyen for their diligent efforts to make this workshop a success.

I would also like to thank those who have assisted UNESCO with the funding of this workshop, so that we could be assured of the participation of a wide range of colleagues in the tourist industry, from both the private and public sectors. UNDP, in recognition of the key role that culture tourism will have in the economic development of Viet Nam, has provided the core resources for this workshop. Additional resources both financial and in-kind contributions have been provided by NORAD, PATA, the Beta Viet Nam Fund and the Century International Hotel Group. The diversity of sponsors for this workshop is characteristic of the collaboration which is required if historic monuments and traditional customs are to be preserved as part of the development of a long-term sustainable tourism industry based on these cultural resources.

In Asia today tourism is a thriving market. The spectacular rise of the tourist industry is one of the most significant changes in world trade in the second half of the 20th century. Revenues from international tourism multiplied eighteen-fold between 1970 and 1993 from US\$ 18 billion to US\$ 324 billion. Tourism now accounts for nearly 10% of all world commerce.

Tourism has also provided a windfall for the world's cultural sites, especially those on UNESCO's prestigious World Heritage List. However, the prosperity which tourism has brought to many of these beautiful and historically-important sites, is matched by the anxiety over how this development can be sustained in the future without resulting in the degradation of these fragile sites.

Increasing numbers of tourists require more extensive facilities with the risk of turning once quiet, peaceful places full of the charm of tradition and dignity of history into noisy, cheap and dirty marketplaces.

In the rush to provide expanded facilities for the rapid increase of mass-marketed tourism, the *authenticity* of indigenous traditional culture is all-too-frequently sacrificed. Ironically, it is precisely the authentic traditional culture and customs that tourists expect to experience when they visit a World Heritage site.

On the other hand, informed and expert cultural tourism has the potential to play a vital role in the preservation of the cultural heritage of a nation. Maintenance and preservation of cultural heritage can lead to an increased awareness and pride among people in their history and civilization. Tourism can

also help preserve and develop the national culture through works of handicraft and traditional performing arts.

Here at Hue tourism is still small-scale and manageable. It is expanding quickly, but if action is taken now you have an unique opportunity to develop an ideal mutually-profitable alliance between the tourist industry and the conservation professionals; between the private and public sectors; between the local community and the international donors -- for the preservation and enhancement of the historic monuments and traditional culture of Viet Nam.

Hue is a World Heritage Site. This makes it very special. It is of special interest to both international and domestic visitors. It is also especially important that we pay close attention to the preservation of one of humankind's most valuable heritage sites.

In recognition of the importance of the preservation of Hue, this site has been singled out by the Member States of UNESCO to be the subject of a Priority International Safeguarding Campaign. A standing Expert Working Group has been established to monitor the condition of the site, to mobilize funds and technical assistance for conservation work, and, in general, initiate measures to protect and promote both the monuments and ancient culture of Hue.

During its most recent session the Expert Working Group passed a resolution calling on UNESCO and the Government of Viet Nam "to undertake studies on the effects of tourism on the Hue Monuments Cultural Complex, to initiate measures to avoid the adverse effects of tourism; and to develop mechanisms to ensure sharing of tourist income for the conservation and maintenance of the Hue Monuments." I am therefore most pleased that we have been able to begin to take action on this recommendation by holding this workshop.

The objective of our workshop is to suggest ways in which tourist development can be integrated with careful heritage preservation in order to ensure that the ancient monuments and cultural traditions upon which Hue tourism is based will be preserved and at the same time provide sustainable profits for both those working in the tourist industry and to the general population of Hue.

Conservation and preservation of cultural heritage through cultural tourism will depend on the combined effort of the different sectors of society. A strong government policy on cultural tourism and heritage preservation is important, but this must be accompanied by a commitment at the local level to ensure the policy is carried out. International cooperation among institutions and agencies involved with tourism is also needed to bring state-of-the-art expertise to

this effort, while the contribution of the mass media, together with the education sector are vital in increasing the awareness of the entire local population on the importance of preserving their historical building and archaeological sites.

Continual community participation in the planning and implementation of a tourist development plan for Hue is essential. This will serve to mitigate the negative social aspects which mass tourism might bring to Hue and provide guidelines for appropriate tourist behaviour in historically important but culturally fragile sites. Community involvement in the planning of social activities focused on the cultural monuments can also enrich the cultural calendar of Hue with fairs, festivals and theatrical performances for the enjoyment and education of not only tourists, but for all the people of Hue. When local people are active participants in all of these activities it is then that they will develop a personal stake in the development long-term sustainable tourism through the conservation maintenance of the authentic cultural heritage of Hue.

Culture is not a static relic from the past. Culture is at the very heart of development. Cultural values determine the priorities a society sets for its future economic and social development. Hue, which stands at the centre of Vietnamese culture has always represented the ideal of perfect harmony and balance. be it between heaven and earth, man and nature, North and South, hill and plain, past and future, profits or preservation. In fact, the very name of "Hue" itself means "harmony." Let us strive, during this workshop, to find ways to balance the development of a thriving tourism industry with the equally important need to protect and nurture the unique cultural heritage upon which the tourism industry ultimately is based. Only in this way can we ensure that the harmony of Hue will continue to be preserved.

Thank you.

OPENING REMARKS

by *Renton de Alwis, Vice-President,*
Pacific Asia Travel Association (PATA), Asia Division

Mr. Thai Cong Nguyen, Governor of Hue,
Mr. Richard Engelhardt of UNESCO,
Mr. Thai Cong Nguyen of the Hue Monuments Conservation Centre,
Our Viet Nam Hosts, Members of the Media,
Ladies and Gentlemen.

On behalf of the Pacific Asia Travel Association (PATA), let me extend a very warm welcome to all of you to this workshop on **Sustainable Tourism Development at World Heritage Sites - Planning for Hue.**

There is no better time to organize a workshop of this nature than this, when Hue in particular and Viet Nam in general, is laying emphasis on tourism development as a means of powering its social and economic development for improving the quality of life of her people.

There are some key concepts and words we need to focus on, when we are addressing tourism development. They are "*social and economic development*", "*values*", "*people*", "*sustainability*", and "*conservation of natural and cultural heritage*".

With each of these key concepts, tourism has a *symbiotic* relationship.

When handled right and managed properly, tourism can be a socio-economic power house. It can uplift the quality of lives of people and conserve and enhance heritage of people - both cultural and natural.

The key term here is "*when handled right and managed properly*" for, like in any human activity, there are examples of cases of blundering. So are there, many examples of good sound practises.

We at PATA, are happy to be associated with the development of tourism in the Asia Pacific region for over 43 years now. When PATA was formed in Hawaii in 1952, there were less than 100,000 visitors to the Pacific region most coming to Hawaii itself. Today, there are over 60 million visitors to the Asia Pacific region. Travel and tourism has seen tremendous growth in visitor numbers and has become an important human activity and a basic human right.

This tremendous growth in visitor numbers and its accompanying social and economic benefits, like all other human activity, has not come *without* cost.

PATA as an organization, has been among the first to have recognized, that *good sustainable tourism*, is a tourism that respects values of people, cultures and the natural environment. And for over thirty five years have been promoting these concepts with the travel and tourism industry. The day after tomorrow I will have an opportunity to share our experiences in greater detail with you.

Viet Nam is one of PATA's newest members, having joined the association only two years ago. It is now one of PATA's most active members. Viet Nam, in its current stage of development wants to catch up on lost time and become one of the Asian tiger economies.

It is in a fortunate position, that there are many models of both good and bad, that they can look at, when selecting the right course to take on... and that is where workshops such as these can be of immense value.

I am sure that during the next three days, we shall have many experiences shared, many stones turned and many silver linings explored. There will be many lessons learned and many pitfalls identified.

And that is *why* we are here ... it is because *we*, who lead the travel and tourism industry believe that there can *not* be a tourism that is *not* "*values based*". We believe, that tourism must as a pre - condition, conserve heritage resources that support its very existence. We believe, that tourism must be people sensitive and serve the needs of the host communities as much as it serves the needs of the visitors. We believe, that all tourism must be good tourism and we believe, that tourism and heritage conservation are two sides of the very same coin.

I am sure that together we can seek to enhance the quality of the lives of people here in Hue, by ensuring that what develops here in the future is a good and sustainable tourism. A tourism that will enrich Hue's heritage resources, while providing a quality experience to visitors to Hue, who will come here themselves, to experience this heritage of mankind, your forefathers have left behind.

I, on behalf of PATA thank UNESCO for inviting PATA to join hands with you, to co-sponsor this workshop. I also thank the Hue Host organizing Committee and other sponsors for creating this excellent opportunity for learning and sharing and invite all of you to make the most of the next three days, to leave behind for the people of Hue, concepts, thoughts and ideas and *more importantly*, pragmatic action oriented processes, so they can, together with the conservation and tourism leaders, develop a tourism that will be a good and sustainable tourism for Hue.

Thank you very much.

OPENING REMARKS

by Thai Cong Nguyen

Director, Hue Monuments Conservation Centre

Distinguished Guests,
Esteemed Participants,
Ladies and Gentlemen,
Dear Friends,

The ancient city of Hue is an important culture and art centre of Viet Nam which was formed and shaped by specific characteristics of history and geography together with accumulated cultural values. The city has become the centre of cultural heritage in Viet Nam, symbolizing its intellect and creativity.

The cultural heritage of Hue is itself a cultural monument which is valuable not only for Viet Nam, but for the rest of the world as well. As such it has been recognized by the international community as an indispensable part of the cultural heritage of the world. Because of its importance, UNESCO and other members of the international community have been seeking ways to support Viet Nam in its efforts to preserve its cultural heritage.

Hue is a city renowned for its poetry and music, for its arts and theatre, architecture and painting traditions. In former times, Hue was a centre for those artists who studied there before serving the nation. Even today, Hue is a city with many universities. Hue students are known for their eagerness to study and they have won many prizes for their efforts. The Vietnamese government has recognized Hue as the scientific and technological centre for Central Viet Nam.

Hue is a natural place for tourism with its beautiful landscape, numerous ancient relics and monuments, its elegant people with their charming way of living together with its various cultural traditions and arts. It is for these reasons that Hue has become a tourist destination for people from many countries.

It is with great pleasure, on the occasion of this workshop on *Sustainable Tourism Development in World Heritage Sites: Planning for Hue* that, on behalf of all my colleagues at the Hue Monuments Conservation Centre who have been given the responsibility to manage this priceless heritage of mankind, I would like to extend our warmest welcome to you. At this time, I would also like to express

my deepest gratitude to the representatives of UNESCO, PATA, NORAD, UNDP, the Hue-UNESCO Working Group, distinguished, representatives of the Ministry of Culture and Information, leaders of the Thua Thien-Hue People's Committee, the Hue City People's Committee, and participating journalists for having come to this workshop. The workshop marks the beginning of a promising time for Hue for the development of tourism which we anticipate can help in the task of preserving the cultural heritage in Hue.

Recent achievements in preserving Hue's cultural heritage have led to advantages felt by both the Departments of Tourism and Culture. At this point I would like to acknowledge the correct line and policy of the Vietnamese communist party which facilitated the means to integrate the plans for preserving Hue's cultural heritage with that of the World Heritage Committee. That this course of action has opened bright new prospects for international co-operation and support for preservation and development of tourism in Hue proves that this policy was correct.

In closing, I would like once again to express my sincere thanks to all of you and to wish you all good health and success.

HOPES AND THREATS : OPPORTUNITIES AND DANGERS OF TOURISM DEVELOPMENT

- Mr. Vu Tuan Canh - *Prospects and Challenges for Tourism Development in Viet Nam*
- Mr. Truong Quoc Binh - *Conservation of Heritage and Orientation for the Development of Tourism*
- Mr. Nguyen Thanh Dan - *Prospects and Challenges in the Development of Cultural Tourism in Thua Thien-Hue Province*
- Mr. Phan Tien Dung - *Hue Monuments Management and Protection in Culture-Tourism Development*

PROSPECTS AND CHALLENGES FOR TOURISM DEVELOPMENT IN VIET NAM

*by Vu Tuan Canh, Director
Institute for Tourism Development Research*

Located in the Southeast Asian region, where the tourism activities are evolving very ebulliently, Viet Nam has a rather favourable geographical position for international communication, economy and tourism development, ensuring its integration with the tendency of the regional tourism development.

But there exists an undeniable reality that Viet Nam is still poor and underdeveloped. Most of the countries in the region have by far surpassed Viet Nam. Estimating the average Gross Domestic Product (GPD) per capita, the UNDP Report of 1994 on the development of human resources has ranked Viet Nam as 153 among 173 nations in the world and as 116 if including some other social criterias.

The Viet Nam tourism cannot be left out in this context. In 1988, Viet Nam had received only 92,500 international visitors, most of them were those who come to Viet Nam according to political - economical exchange agreements and overseas Vietnamese coming back to see their homes. This number made about one tenth of that of the Philippines, one fifteenth of Indonesia and nearly one fortieth of Malaysia, Thailand and Singapore by that time.

Concerning the hotel capacity, in 1988 in Viet Nam, there were only roughly 18,000 hotel rooms, of which some thousands met international standards. These almost leaves out the leisure and entertainment resorts. So it was understandable when specialists of the World Tourism Organization (WTO) regarded Viet Nam tourism backward of 20 years by that time in comparison with other countries in the region and forecast that Viet Nam could only receive one million visitors until the year 2000.

The *renovation and open door policy* awakened the great potential of the whole Vietnamese nation. Thanks to that, the economic situation of Viet Nam is stabilizing step by step, the inflation speed of about 500 per cent during the period of 1985 - 1987 has reduced to 5.3 per cent in 1993. If the growth rate of GPD was 3.9 per cent in the 1986 - 1990 period, then during 1991 - 1994 it reached 8.5 per cent. In order to avoid further lag, the strategic target of Viet Nam's economy to

the year 2000 is not only to increase twice of the total GDP against 1990 generally, but also to double the average GDP per capita.

To be integrated with the overall development of the country, Viet Nam tourism has gathered noticeable progress and day by day positive effects in many fields of the social - economic life. During recent years, the annual growth rate of international arrivals in Viet Nam in average reaches 40 to 50 per cent. In 1990, Viet Nam received 250,000 international visitors, this number increased to 440,000 in 1992 and 1 million in 1994.

In comparison with other five Southeast Asian countries, the gap of the receiving rate of international visitors in 1994 between Viet Nam and these countries has been considerably narrowed against 1988. It made 2/3 of the total number of the international visitors of the Philippines, 1/4 of that of Indonesia and nearly 1/6 of the international visitors arriving in Thailand, Singapore or Malaysia.

In 1994, Viet Nam had nearly 31,000 hotel rooms, among them 18,000 were classified as international standard rooms. Up to October 1994, there were 104 projects related to tourism and hotel business with investment by foreign capital with the total amount of 1.96 billion USD, which constitutes 1/5 of the total foreign investment in Viet Nam. Thanks to these projects, by the year 1997, Viet Nam should have roughly 95 more new or new upgraded hotels, with about 13,000 international rooms, among them there will be 10 five star, 24 four star, 46 three star hotels and the rest are one or two star hotels. So that until 1997, Viet Nam should have 31,500 hotel rooms of international standard.

Simultaneously with developing accommodation facilities, upgrading the infrastructure during the passed recent time, some major projects on the construction of such tourism and leisure complexes as the Non Nuoc marine tourist area in Da Nang, the coastal area of Vung Tau were approved. Some similar projects are under way for such destinations as Ha Long Bay in Quang Ninh, Van Phong Gulf in Nha Trang, Thuan An Beach in Hue, the Dang Kia Lake area in Da Lat, the Cultural - Tourist Village of the Vietnamese Ethnic Groups in Ba Vi, Ha Tay.

Considering the importance of tourism in the period of renovation and in the overall social - economic development strategy of the country during the last few years, the Vietnamese Government released many policies that created conditions for tourism development. The organization system and tourist management from central to provinces are being strengthened for confirming their function of State control upon the tourist activities. The master plan for tourism development to the year 2010 in Viet Nam had been approved by the

Government, that defines the main targets and strategies for the tourism development of the country. It is forecasted that to the year 2000, Viet Nam should be able to receive 3.5 to 4 million international visitors, and to build 25,000 new hotel rooms, simultaneously constructing tourist and leisure centres on a large scale in the three tourist zones: South, Central and North Viet Nam. The main targets for domestic tourism are: to the end of the current year to receive 4.5 million visitors and 11 million visitors to the year 2000.

In 1994 the percentage of GDP of Viet Nam tourism occupied only 3.5 per cent of the total country's GDP. It is forecasted that until the year 2000 this rate should be 9.0 per cent to 9.5 per cent.

If taking all the tourism and other related tourism services, in 1994 the GDP of these branches was 10.2 per cent of the total GDP. This rate is expected to increase to 18 to 18.5 per cent in the year 2000.

To achieve these goals, the Viet Nam National Administration of Tourism should keep its guidance upon the basic strategies of tourism planning. They are the strategy on education and training to enhance the human tourist resources; the strategy on developing the tourist products and upgrading the tourist service quality; the strategy on preserving and restoring the tourist assets and environment; the strategy on tourist marketing and promotion etc.

With a very convenient location for international communication, Viet Nam has good conditions for developing its infrastructure of all road, rail, sea and air, linking it with other countries worldwide.

The tourism potential of Viet Nam is very high both in nature and humanity - beaches, islands, caves and grottoes, water resources, mineral water, rare plants and animals, many natural landscapes, art, architectural remains, handicraft streets and villages, unusual customs and habits, cultural traditions of 54 ethnic communities living in Viet Nam territory. These tourist resources are clustered into groups spread along coastal areas by the Pan - Viet National road, near the big cities and the important bordergates, so that good conditions for planing and setting up the large tourist centres of Viet Nam are created. That is the very reason why more than 70 per cent of the leisure and tourist destinations of Viet Nam are located at the coastal areas, attracting annually 80 per cent of the total tourist number. The Viet Nam coastal line is 3,200 km long, and the smallest is at least 1 to 2 km long. Among them, many are valuable for tourism development. These beaches are harmoniously integrated with other tourist assets that create a lot of famous tourist resorts in the Viet Nam coastal and marine areas, the two of those - Ha Long Bay and the former capital Hue - have been recognized as world natural and cultural heritage sites by UNESCO.

The Viet Nam coast and sea occupy a particular important position in using and exploiting them for the social economic development targets of the country, especially the important role of such sea related economies as mining, oil exploitation, sea transportation, fishing, seafood processing and tourism, etc. However, because of the lack of synchronous planning, strict control for exploitation and using coastal and sea resources many damages have been inflicted on the environment of these areas.

Based on the geographical, historical and economic conditions of the Viet Nam coastal and sea areas, a plan for tourism development of the coastal and sea areas has been studied and adjusted to other marine economic sectors to recommend a large construction structure, to change planing scale from 5 - 10 km to hundreds of kilometers. The current large scale of marine tourism development in Viet Nam requires new land for the scattering of tourist centres. Marine tourism environment is very easily destroyed by modern geographic processes and the impact of human activities. The high density of tourists, concentrated in only a few resorts, has created an unacceptable stress, which can destroy the natural value of these areas. To develop marine tourism in Viet Nam it is necessary to focus on the land fund and sea environment protection that will bring benefits to the tourist construction and development in the future. In the case of not being open for immediate exploitation, any encroachments are strictly forbidden. Regrettably up to date encroachment of valuable land for tourism is still happening in Viet Nam for such purposes such as building separate houses, lumpish architectures, stores, ports ... at coastal areas of Quang Ninh, Hai Phong, Thanh Hoa or Vung Tau.

Besides sea and coastal areas, many other destinations, being located deeply in the land like Hanoi and its surroundings, belonging to the Red River Delta, the scenic lake areas, the north-east and north-west areas with the culture of minority groups, Ho Chi Minh City and its surroundings belonging to the Cuu Long River Delta with beautiful sights of gardens within the dense river net, the scenic highland area with the unique culture of the Tay Nguyen minority groups. All these constitute a great potential for tourism development in Viet Nam.

However, the backwardness of the infrastructure, of the material and technical facilities of tourism, the low quality of tourist products and tourist services are the great challenges to the development of Viet Nam tourism at present.

In order to concentrate the investment for tourism development in Viet Nam, the master plan has indicated 7 areas which are given priority for investment in tourism development:

1. Capital Hanoi and adjacent areas, including Hatay, Ninh Binh, Vinh Phu, Hoa Binh provinces, as the main entertainment and week-end holiday resorts for Hanoi.
2. Ha Long Bay - Cat Ba Island - Do Son Peninsula which belong to Quang Ninh and Hai Phong. The priority should be given to projects on Cat Ba Island and on the water surface of Ha Long Bay and Bai Tu Long Bay.
3. The area of Hue - Da Nang where tourism projects should concentrate on preserving and using cultural heritages, Hue ancient architecture, landscapes spread along the Hue - Da Nang coastal line, Thuan An (Hue) to Hoi An ancient town (Da Nang), Phong Nha Grotto at Quang Binh and war vestiges at Quang Tri.
4. The area of Van Phong Bay - Nha Trang - Ninh Tru - Da Lat where the marine tourism should be integrated with mountain tourism. Big investment should be put in the largest marine tourism areas in Viet Nam at Van Phong and Dai Lanh after the year 2000.
5. The Vung Tau - Phu Quoc coastal area where the tourism projects should focus on the week-end recreation spots for Ho Chi Minh City on Long Hai Beach. there should be a priority project for Con Dao and re-planing Vung Tau coastal area.
6. Ho Chi Minh and adjacent areas: promoting the river tour from Sai Gon River to the river net of Cuu Long Delta.
7. Ha Tien - Phu Quoc area is the unique marine tourism area in Western Viet Nam. The investment project in Phu Quoc should be carefully considered in the context of the overall development of this beautiful island with more than 600 sq. km.

In the context of the *open door policy* and in the context that Viet Nam will become a full member of ASEAN this July with the high potential of tourist resources, Viet Nam tourism should have great opportunity for development and integration with the tourism development in the region and in the world.

CONSERVATION OF HERITAGE AND ORIENTATION FOR THE DEVELOPMENT OF TOURISM

*by Truong Quoc Binh, Permanent Secretary
Hue-UNESCO Working Group, Department of Conservation
and Museum, Ministry of Culture and Information*

Relationship between Cultural and Natural Heritage and Tourism

There has always been a direct and dialectical relationship between culture and tourism. This relationship is all the more clearly expressed between cultural heritage and nature - an essential part of cultural heritage and culture.

Exchange is one of the basic inborn characteristics of culture and it is being expressed lively in cultural heritage of which tourism has contributed, is contributing and will continue to contribute its considerable part to the materialization of cultural exchange. Tourism is a bridge linking people of different cultures in the world, and it creates at the same time a direct relationship between the present and the past of each nation.

The development of the aviation industry had shortened the distance of time between the western and eastern hemisphere from half a year to a dozen of flying hours, thus increasing to an overwhelming extent the number of tourists worldwide. According to data of the World Tourism Organization, there were 25 million of tourists in 1950, the year of 1990 saw an increase of 18 folds i.e. 450 million people, and it is forecasted that the year of 2010 will see an increase of one billion people. In the meantime, the provision of jobs for more than 100 million people in the world (according to an American Express Study) will make tourism a crucial branch of industry.

Since the 1960s, the development of tourist industry world-wide has exerted a strong impact on the socio-economic development of developing countries. In our opinion, the Southeast Asian countries attracted international tourists not only by their permanent sunlight (sun), their beautiful coastlines (sea), their clean and romantic beaches (sand), but also by their historical and cultural relics and their famous sceneries (site). Every year, Thailand welcomes some 5 million foreign tourists. In 1987, Malaysia had 3.4 million tourists, in 1992 it had 7.4 million and it is forecasted to have some 20 million foreign tourists by the year 2000.

The development of tourism has its direct and indirect impact on the restoration and conservation of cultural properties. The turnover from tourist activities is employed for the maintenance of relics, the readjustment of museums. It also helps in the restoration and development of non-physical cultural heritage, especially fine art handicraft, traditional music and dance are at the service of tourism. One of the concrete examples is that the development of tourism in Hue in recent years revived and is reviving a series of branches and skills in limbo for a long time like tailoring and embroidery, copper casting, sculpture and engraving, and especially that typical art form of Hue, traditional songs performed by the royal palace ensemble.

In addition, tourist service activities like hotels, restaurants, the system of souvenir stalls and paper kiosks and local transportation are also developing rapidly which brings along the development of other production and supply services like stock-breeding, cultivation, aqua products culture, refreshments.

However, besides the undeniable positive aspects of tourism towards economic and cultural life, tourist activities also have their negative impact on the conservation of cultural heritage in general and on cultural life in particular.

For cultural heritage being physical - especially those world famous heritage sites recognized as being of universal value like Sukhothai in Thailand, Taj Mahal in India, Borobudur in Indonesia or the Hue relics in Viet Nam - the visit by tourists and the explosion of tourists since the place had been recognized as World Heritage Site, becomes a risk and a threat to the conservation of this heritage

The presence of too many visitors in one place of relics created mechanical and chemical impacts (carbon dioxide from breath) which mixed with tropical climatic elements causing damage to relics and other depending objects, like decorations and worshipping instruments. Also, the overgrowth of tourists had its impact on the cultural sceneries and ecological environment of the heritage and nature itself. In a number of relics and sceneries, visitors had deliberately written and engraved their names on the stone walls and other parts of the relics. Pollution from dust, oil and gas caused by transportation means, wasted cans and bags all add to the pollution caused by noises from motors and cassette tapes not used and disposed of correctly

One among other negative effects of tourist development is the loss, illegal trade and exportation of antiques. Because of their thirst for profit, a number of villains had stolen antiques in relic areas, dugged up ancient tombs and collected precious objects among the community of ethnic minorities in highlands and remote regions, and traded them with tourists.

Tourism creates contacts between people from different cultures, ways of living and religious beliefs. Because of the lack of information and concrete regulations, however, many tourists wear their clothes too casually and behave incorrectly in places considered solemn sites, especially in religious relics of the local population, thus causing estrangement in terms of psychology and creed. The explosion of tourism with a large volume of foreign visitors also had its impact on the way of living cultural traditions of the local population of which prostitution is one of the condemned and to be liquidated evils.

The above-mentioned negative impacts also have their source in the management of tourist activities. The spontaneous development of non-specialized guides led to the misinterpretation and distortion of historical cultural content of heritage. The co-operation between agencies of heritage conservation and tourist agencies has not been effectively carried out. Therefore, because of their partial interests, these agencies created consequences which harmed both the conservation of heritage and the development of tourism.

In our opinion, for the sake of limiting these non-positive impacts, it is necessary to build a correct strategy of cultural tourism that helps to better protect the cultural heritage and nature with their environmental sceneries while developing tourism in the sense of cultural tourism. According to forecast sources, tourism in the 21st century will become a first rank industrial branch which has its impact on many socio-economic spheres of the world. In this regard, the orientation for an adequate study and examination of world heritage conservation and guided tourist development will create a basis for their acceptance and for the settlement of challenges in tourist development in the time to come.

Heritage Conservation and Orientation for Development of Viet Nam Tourism

From its geographic, historical and cultural characteristics, Viet Nam has a great deal of cultural and natural heritage distributed in various localities of the country. So far, nearly 2000 historical and cultural relics and sceneries have been classified as national heritage. Among them, there is a considerable number of cultural and natural heritage of outstanding universal value. The World Heritage Committee recognized the Hue relics area as World Cultural Heritage Site in 1993 and Ha Long Bay as World Natural Heritage Site in 1994.

In recent years though, still having to confront socio-economic difficulties, Viet Nam Government had paid and is paying a great concern to the conservation of cultural and natural heritage of the nation. Thousands of ancient constructions (pagodas, temples, towers, palaces, tombs, mausoleums) in provinces and cities, among them the agglomeration of Hue historical and cultural relics, had been maintained and restored by the state budget and contributions of the people.

In recent years, in implementation of the policy of national culture restoration, the Viet Nam Government assigned to the Ministry of Culture and Information the task according to which a program is worked out to prevent the downgrading of historical and cultural relics throughout the country with expenditures of dozens of billion dongs a year.

At the same time, concrete plans and measures are being undertaken to protect, exploit and enhance non-material cultural heritage. These are: restoration of traditional folk festivals, organization of gong and cymbal ceremonies of Tay Nguyen highland ethnicities, organization of traditional lullaby performances. At the same time creating conditions for the restoration, maintenance and development of handicraft skills like carpentry, masonry, tiling, engraving, sculpture, embroidery, bamboo weaving, jewelry etc. These efforts both contributed to the conservation of national cultural heritage and the creation of tourist products, and they influenced largely the initial development of Viet Nam tourism in the past years.

In 1980, Viet Nam tourism hosted 250,000 international tourists and one million domestic tourists. In 1994 the number of international tourists increased to 1 million and domestic tourists to 3 million. The recent years have seen more than 100 foreign investment projects with over 1 billion US Dollars input, mainly joint venture projects for building tourist hotels.

In the process of its initial development, Viet Nam tourism has also expressed positive and less positive aspects in its organic relationship with the conservation and cultural and natural heritage of Viet Nam in general and of Hue area in particular.

Though an overall plan for the development of Viet Nam tourism has been drawn-up the development of tourism has not been really linked to activities of cultural heritage conservation. Therefore, there were foreign investment projects seriously violating cultural sceneries and ecological environment of cultural and natural heritage. Implementing its state management function, the Ministry of Culture and Information has reported to the Government and proposed it to suspend a number of these projects in the purpose of conserving their heritage and sceneries.

On the other hand, the spontaneous development of the private tourist service system in the fields of hotels, restaurants, road and waterway transportation without adequate guidance and control, though responding partly to the growth of tourists, created and will create a feeling of being satisfied with the trend of running after the volume of tourists to gain immediate profits.

In fact, Viet Nam tourism was and is confronting several challenges. That is the lack of investment capital, the meagre conditions of infrastructure, the lack of comprehensiveness in coordination with concerned agencies, especially the custom's and immigration service. And, first and foremost, the lack of strict regulations/law on tourist activities. We entirely support the viewpoints of ICOMOS regarding the evaluation of conservation works as much more important than tourist development in spite of the fact that the latter brings about undeniable economic interests. Unless the cultural and natural heritage are conserved since they are main tourist resources, Viet Nam tourism in general and Hue tourism in particular will be in no position to develop.

Cultural and natural heritage constitute a special tourist resource, especially those of outstanding universal value that have been inscribed on the World Heritage List. After having become World Heritage Sites, the Taj Mahal Mausoleum of India hosted 5000 tourists a day, and the Borobudur Temple of Indonesia even 200,000 tourists a day. Since early 1994, visitors to the Hue relics area had ceaselessly increased. In view of permanent impact by nature and the uncontrolled developing tourism, these invaluable tourist resources will be damaged and they will no longer exist if a careful conservation is not carried out. A common aspect is that investment projects and budgets for tourism are much easier to be accepted than those for conservation works as the immediate economic relationship and efficiency are more obvious in tourist development.

At the present time, the Ministry of Culture and Information, the General Department of Tourism and the Finance Ministry are co-ordinating their efforts in building up an inter-ministerial circular regarding tourist exploitation and investment for conservation works of cultural and natural heritage in Viet Nam. For the sake of better conservation of heritage while assuring the development of tourism, it is necessary to build a cultural tourism strategy and to respect cultural tourism development. The substance of this choice lies in the respect for quality over quantity. Nevertheless, the socio-economic effect of this tourist form will by no means be reduced. For this purpose, the choice should be asserted and expressed at the very moment of planning the national tourism development program.

The overall plan of Viet Nam tourist development had asserted that cultural and natural heritage constitute the basic factor of Viet Nam tourist resources, and defined the development of Viet Nam tourism in the sense of cultural tourism, in which particular attention is paid to the conservation and enhancement of national cultural features from food, national dress to the conservation of cultural and natural heritage.

The results of this international seminar, with its awareness and practical experiences, will contribute its concrete and essential share to the cause of conservation of cultural and natural heritage and to the orientation for developing Viet Nam tourism in the future.

PROSPECTS AND CHALLENGES IN THE DEVELOPMENT OF CULTURAL TOURISM IN THUA THIEN-HUE PROVINCE

*by Nguyen Thanh Dan, Director
Thua Thien-Hue Tourist Department*

H.E. Mr. Richard Engelhardt, Representative of UNESCO,
Ladies and Gentlemen,

First, I would like to express my heartfelt gratitude to UNESCO for its great concern to our country, by organizing this International Conference on "Tourism Development in World Heritage Sites" in Hue City, which has been recognized by UNESCO as a World Heritage Site. I am greatly honored to take part in the Conference and to present my speech on **Prospects and Challenges in Cultural Tourism in Thua Thien-Hue** and necessary policies and plans for local sustainable tourism development.

Being one of the three biggest tourism centres of Vietnam, Thua Thien-Hue has a high potential of tourism resources and many attractive kinds of tourism for international and domestic tourists. Within a limited area, Thua Thien-Hue has a cluster of Hue ancient capital's relics, which have been listed on the World's Cultural Heritages. Thua Thien-Hue is a geographical region having many important historic traces in its growing process. There are many beautiful beaches along the province's coast such as Lang Co, Canh Duong, Thuan An. The Bach Ma resort in the Bach Ma National Park is located on the height of over 1.450 meters. In addition there are streams like My An and Thanh Tan, many attractive beautiful landscapes and countless traditional art handicrafts to be admired, etc... The balance between natural, architectural and cultural features together with the Hue people play an important role in tourism development in Thua Thien-Hue Province.

The Thua Thien-Hue's tourism branch saw its birth in late 1975. But tourism activities have really taken shape and developed only since late 1990. Up to 1990, the Thua Thien-Hue Province annually received about 10,000 international tourists and about 20,000 domestic tourists. Most of the international tourists came from Eastern European countries, due to exchange programmes. The amount of tourists in this time were reasonably small. Since 1990, thanks to the Vietnamese Government's open-door policy, tourists in general and visitors to Thua Thien-Hue in particular have increased and the ratio is changed. In 1994, Thua Thien-Hue received 130,000 international tourists

accounting for 13 per cent of the total number of international tourists coming to Viet Nam and about 200,000 domestic tourists. The average growth rate in the period (1990-1994) is 83 per cent for international tourists and nearly 25 per cent for domestic tourists. The growth rate of international tourists coming to Thua Thien-Hue increases faster than the growth rate of international tourists coming to Viet Nam, so the Thua Thien-Hue's market share of international tourists in comparison with the whole country has continuously increased from 4.6 per cent (1990); 5 per cent (1992); 11 per cent (1993) to 13 per cent (1994).

In recent years, most of the international tourists visiting Thua Thien-Hue have come from European countries, then from Asia/Pacific and Northern America. According to the recent figures of 1994, the amount of European tourists visiting Thua Thien-Hue accounts to 71.7 per cent, of which French tourists are nearly 41 per cent. Asia/Pacific countries' tourists account to 16.2 per cent, of which nearly half are from Japan and from Australia, Taiwan, Hong Kong etc. Tourists from Northern American countries occupy 10.2 per cent (mainly from U.S.A. and Canada). The rate of Vietnamese overseas visitors coming to Hue is low, approximately 1.9 per cent.

Because of the short-comings of tourism services in the city, tourists's expenses in Thua Thien-Hue are not high. According to initial results of our surveys the expense per international capita for 1 day is USD 57, from which 26.3 per cent are for accommodation, 22.3 per cent for purchases, 17.5 per cent for eating and drinking, 12 per cent for sightseeing fees, and 21.4 per cent for others.

In recent years, the tourist branch has begun to play an important role in the province's economy, with the branch's annual average receipts increased by 75 per cent from 1990 to 1994, the tourist branch's share in province's GDP has increased from 5.9 per cent in 1991 to nearly 8.5 per cent in 1994.

With the increasing tendency of international tourists coming to Viet Nam combined with Thua Thien-Hue's tourism potentials, policies and plans of action for local tourism development in the future, it is hoped that the number of tourists both international and domestic arriving in Thua Thien-Hue will increase to a high rate in the coming years.

According to forecasts, the number of tourists to Hue would be over one million by the year 2000, which includes 450,000 international tourists and more than 500,000 domestic tourists (it is expected to reach 400,000 for 1995). Among which 185,000 are foreigners with the annual growth rate of 21 per cent. The tourists' average stay would increase from 196 days in 1994 to 24 days. The tourism branch's contributing proportion in the province's GDP would increase from 8.5 per cent in 1994 to 15-20 per cent in the year 2000 and continuously increase after the year 2000.

The tourism development in the coming years would make changes to the province's economic structure. It would also contribute to the promotion of agricultural and aquatic production, give incentive in developing minor handicrafts and would create more jobs. According to forecasts, in the year 2000, the tourism branch would create more than 20,000 jobs in hotels, restaurants and tourism enterprises.

Besides the advantages of natural resources and tourism environment, tourism branch's activities have met with many difficulties and challenges such as: The demand for tourism facilities will increase in the coming years but the ability to mobilize investment capital is limited. The province's infrastructure is still backward. The development of airport, seaport and inter-province transport system goes slowly. If the seaport and airport could not receive foreign ships or flights directly and if the transport system, especially for routes to beauty spots, are not upgraded, it will decrease the tourists' sightseeing demands. In the coming years, this factor strongly influences the ability of attracting foreign tourists to Hue, as well as to lengthen the tourists' stay, since tourists have to spend some time in Hanoi and Ho Chi Minh City before coming to Hue, thus, increasing tourists expenditure of transportation and wasting too much of their time on waiting.

The great tourism potential of Thua Thien-Hue is still not exploited to the best advantage or has only been little exploited. Meanwhile, the needed capital for repairing, upgrading beauty spots and tourist areas (historical relics , Bach Ma Resort and others ...) is limited. This has restricted tourism products' attraction and reduced competitive abilities.

The tourism branch's staff is still a far way from being experienced enough and well trained to sufficiently satisfy tourism requirements. Meanwhile, tourists arriving in Thua Thien Hue-have various tastes, demands and own customs.

The mass tourism development usually comes with negative influences to environment, traditional customs, etc. Meanwhile the master plan for tourism development has not yet been completed and education in tourism is not adequate for visitors, thus the coordination of the cultural tourism development project's implementation is not synchronous. In the face of the above prospects and challenges, Thua Thien-Hue Province must work out suitable policies and plans to ensure tourism development. In order to develop tourism activities in the World's Heritage area, I would like to propose the following:

1. In order to create safety and convenience for tourists to Hue, the Phu Bai airport and Thuan An port should be upgraded with international and government assistance.

2. It is requested that UNESCO assists with repairing and upgrading of cultural heritage, improving and upgrading the two banks of the Huong River so as to highlight the World's Cultural Heritage.
3. The Master Plan for tourism development for Thua Thien-Hue Province should be worked out with the assistance of international organizations, Viet Nam National Administration of Tourism and other related Ministries for working out orientation of the development with a view to protect cultural heritage and environment in the tourism development process.
4. UNESCO and other international organizations should assist in training Thua Thien-Hue's tourism staff and cultural tourism services to be up to standard and at the same time able to honour the world cultural heritage.

HUE MONUMENTS MANAGEMENT AND PROTECTION IN THE CULTURE-TOURISM DEVELOPMENT

*by Phan Tien Dung, Vice Director
Hue Monuments Conservation Centre*

In the history of the nation's development, Thua Tien-Hue is the land bearing many historically important events and marks. As the Royal Capital of Viet Nam in the nineteenth and early twentieth century, Hue is not only the convergence point of the nation's quintessence but also the exchange place of the human civilizations. Hue culture is the huge heritage of tangible and intangible culture. It is the integrity and imposing global value of this monument complex that UNESCO has recognized it as the World Heritage. Beside the artistic, architectural, cultural and historical values, Hue monuments bear the value to be exploited and used and to form the basis of cultural tourist development.

In this speech, we would like to submit some issues of the monument management and protection in the culture tourism development.

Contents of Hue Cultural Identity

Cultural historical monument is an important component of the human environment, the documents for people to understand the past and the foundation to orient the future development. With the cultural historical traces of the Cham people and ancient tribes, the cultural history of the Viet people in the late 14th century and Lord Nguyen's times, the Nguyen Dynasty's monuments, president Ho Chi Minh's and revolutionary monuments as well as religious monuments, beautiful spots and the tangible relics of the Hue region hold a very important position in the Vietnamese cultural heritage.

The Court architectural monument complex is a large scale site. With more than 1000 monuments concentrated in 20 groups, this complex can be classified into the citadel, palaces, temples, royal tombs and beautiful scenes.

Hue cultural area has not only the tangible heritage - its external body, but also the intangible heritage known as its interior spirit.

The intangible heritage includes the court and traditional folk arts. The court art is composed of court music, court dance and court decoration designs.

The traditional folk culture consists of ways of living, traditional handicrafts, folk festivals. Undeniably the cultural heritage of the Hue region is of integrity, rather complete in its remains and has a deep imprint on the Vietnamese national characteristics.

The specialty of tangible and intangible culture creates the special tourist products bearing Hue's flavour.

The Hue tourist region is composed of the huge Hue Monument Complex, beautiful scenes and various cultural forms.

The potentials and strong points of Thua Thien-Hue are extensive, but the exploitation is still in the initial phase. Therefore, it is necessary to promote the strong points of cultural tourism in order to create jobs, enlarge the exploitation on the spot, increase the inflow of foreign currency and the exchange of world culture. This is quite in correspondence with the Prime Minister Vo Van Kiet's opinion of "making Thua Thien-Hue the most important tourist cultural center of the whole country of which the focus is the Hue Monuments Complex."

The Hue Monument Protection and Management and the Problems in Need to be Solved

From the value and condition of the Hue monuments, the Government, the local authority as well as UNESCO and the international community have paid special attention to the protection and the promotion of this monument site.

Therefore, in the last few years, the conservation has attained active changes; the safeguarding was reinforced, the preservation of structures and objects is more and more scientific, the security for tourists is maintained. The restoration work and preservation are two tasks, interrelated and co-operated.

The restoration work is the important task deciding the validity of monuments. In the last five years, the Government and the local authority have invested to restore 30 structures and to preserve more than 300 others.

Together with the restoration, the propagation, arrangement of display and other forms of activity have been improved and strengthened. Hence, the increasing number of tourists visiting these monuments (with 400.000 - 600.000 batches). In 1994, the number of foreign tourists was more than double of 1990.

Despite these accomplishments, there are still problems that need to be overcome. At present, though being an ancient capital, Hue is still a young city not yet much affected by industrialization and population growth. However, in recent years, building development, house reforming and modern living means have partly affected the environment and beauty spots of Hue. Besides some

restored monuments, other monuments are still in the beginning stages because of their large scale and old age. Some traditional festivals and handicrafts are in danger of extinction for the lack of suitable conservation policies.

The fact that Hue has been inscribed on the World Heritage List makes Hue a vivid center of tourism and culture. In the process of culture exchange, beside the active effects of the marketing economic mechanism in Viet Nam's open-door period to create the economic growth, to raise local people's living standard and stimulate tourist development, the affects to the national cultural characteristics are also creating new challenges to the tourism and cultural departments.

Therefore, on one hand, it is necessary to enlarge the cultural exchange, on the other hand there must be suitable ways to cope with the assimilation of other culture forms, as Mr. Daniele Janicot said "it is necessary to find out the balance, the right distance between the local economic development and the integrity of a cultural monument" and "in Hue, it is better to develop tourism of quality than tourism of quantity."

Obviously, economy and culture are two fields of mankind's aimed activities. Economic development brings better material life for people while cultural activities enrich their spiritual life. Therefore, the development of economy and cultural exchange must be done in close link with the preservation and the promotion of our national cultural characteristics which is the factor to motivate social development.

The Basic Measures for the Monument Preservation and Tourist Development

The general orientation is to maintain the remaining monuments in their present state, to restore the lost monuments and invest to prevent the downgrading of others, to develop and increase the value of monuments in propagation to serve social life successfully.

To implement this orientation, it is necessary to fulfill the following tasks:

- i) Completing the planing of monument conservation to define the targets and measures suitable for the preservation of cultural heritage value.
- ii) Concentrating all sources of capital, material and technique to restore and preserve all the components of the Hue Monument Complex.
- iii) Maintaining the balance between the monuments and beautiful natural scenes, between heritage and the new city is also one way to express

the oriental theory and outlook as well as the creativity of the Vietnamese people. On the basis of the value and state of techniques, monuments are defined and chosen to be restored in accordance with each stage.

- iv) Strengthening research and scientific work; adjusting the display at monuments.
- v) Enforcing the propagation work to attract tourists; creating income for restoration work.
- vi) Fortifying and making plans for safeguarding; launching the socialized movements in other offices.
- vii) Continuing to strengthen the co-operation with other agencies, research institutes in the province and in the whole country; gaining the support in the field of finance, experience and staff training from UNESCO and other international organizations.

In order to strengthen tourist activity in the district having the cultural heritage, we would like to submit some proposals as follows:

1. The Government needs to continue to fortify finance for the restoration work, to prevent monuments from downgrading; to invest in technique and infrastructure in order to meet requirements for tourist activities.
2. Building and protecting the healthy civilized culture in order not only to maintain the national cultural characteristics but also to give a strong impression on tourists about Hue people and culture. Cultural tourism must be put in a higher rank than tourism of commerce or other tourist forms.
3. Making investigations and research to inspect the characteristics of festivals orienting the preservation of real cultural value; establishing suitable policies and step by step investing for the revival of traditional art forms, folk culture and traditional handicrafts, concentrating to manufacture tourist products of native Hue characteristics.
4. Education of preservation of cultural heritage for local people especially the youth as well as the promotion of the function of museum in social life need to be fortified.
5. Districts of tourist activities.

To develop cultural tourism, we would like to propose the tour program as follows:

- Court architecture tour: the citadel, royal tombs, Nguyen Dynasty monuments.

- Tour of revolutionary relics: monuments of Vietnamese culturalists, President Ho Chi Minh's Museum
- Tour of urban and cultural heritage: folk architectures, ancient towns, traditional handicraft villages.
- Traditional culture tours: traditional festivals, traditional and court music, local culinary specialities.
- Tour of religious architectures: the system of village temples, pagodas and churches.
- Tour of beautiful natural spots: the Perfume River tour, Thuan An beach, Tam Giang lagoon, Cau Hai marsh.

To develop tourism in correspondence with Hue's potential, there must be the concrete planning and measures as well as the synchronized co-operation between the organizations and people of all classes.

Thua Thien-Hue is the land of deep cultural characteristics, and the Hue Monument Complex - the World Cultural Heritage would be the basis of tourist development. However, tourist development is carried out, parallel to the maintenance and promotion of the national cultural characteristics.

Therefore, the conservation and promotion of culture values is the duty not only for today's generations but also for the future ones.

AUTHENTICITY AND PRESERVATION - THE TANGIBLE AND INTANGIBLE CULTURAL HERITAGE OF HUE

- Ms. Heather Peters - *Conservation and Preservation of Traditional Culture in the Onslaught of Tourism: Looking at Asia*
- Mr. Ruang Chareonchai - *Folklore as an Important Resource in Cultural Tourism*
- Mr. Chua Soo Pong - *Safeguarding Intangible Culture Through Audio-Visual Documentation*
- Mr. Nguyen Xuan Hoa - *Hue Traditional, Artistic and Cultural Heritage and the Cause of Tourism Development in Hue*
- Mr. Yamaguti Osamu - *Another Theory of Trans-contextualisation of Performing Arts: Toward a Positive Evaluation of Tourism*
- Ms. Pham Lan Huong - *In Search of an Ideal Itinerary*
- Mr. Truong Dang Khoa - *Preservation and Development of Hilltribes' Handicrafts in A Luoi District, Thua Thien-Hue Province*

CONSERVATION AND PRESERVATION OF TRADITIONAL CULTURE IN THE ONSLAUGHT OF TOURISM: LOOKING AT ASIA

*by Heather Peters
The University Museum, University of Pennsylvania*

Good afternoon Distinguished Speakers and Guests, Ladies and Gentlemen, Colleagues, Members of the Press and Friends.

It is my pleasure to speak with you this afternoon. I have been in Hue since mid-March, working as a UNESCO consultant for the Hue Monuments Conservation Centre and I can say with much feeling that Hue is a very special city among the old capitals of Asia.

For me Hue is a quiet and tranquil place, reflecting the lives of the former royal family and citizens who lived here during the 19th and early 20th centuries. Hue is also more fortunate than many old Asian cities - it still has city walls, together with enough of the rough layout and structure of the old city within the citadel and outside to give visitors a sense of what once was. It also still has a vital, living cultural tradition created by the descendants of the former residents of Hue who embody the customs and habits created by their ancestors over 200 years ago. All of these things together lend to Hue a distinctive charm and beauty which is immediately appreciated by the tourist visiting Hue.

We are gathered in Hue for the next few days for a very important reason. Tourism in Viet Nam is at the brink of rapid expansion, and those of us in the room who are concerned with cultural preservation, and this includes most of us, are hopeful that Viet Nam can learn from the mistakes of their neighbors and avoid some of their pitfalls. Today as the first speaker of the afternoon, I will limit myself to a few comments of the effects of tourism on the cultural preservation of historic monuments, on archaeological sites as well as on the intangible culture of a country.

This morning there has already been much discussion of the need for sustainable tourism. My following comments are simply a warning that even with the best of intentions, it is sometimes very difficult to put theory into practice. I anticipate in the coming days many of my comments will be expanded on in

greater depth by our many distinguished speakers. At this moment it will suffice to raise what I feel are important issues for your comment and discussion.

Tourism, understandably, holds out the promise of economic expansion for many a developing nation. Tourism is an important occupation for many countries and without the dollars earned by it, many nations would be poor indeed. However, tourism while providing this economic growth, at the same time holds many dangers, one of the more critical ones being that it often destroys the very things that tourists come to see.

Asia in particular is a region steeped with ancient civilizations whose traditions span thousands of years. And in many Asian nations we find an emphasis placed on archaeology and historical restoration which comes in part from the emergence of a strong sense of national pride and identity. However, it is perhaps the growth of tourism - both domestic and international - that constitutes the single most important factor influencing the ways in which both archaeology and historical restoration is developing in some parts of Asia.

For a start, tourism frequently dictates what kinds of sites are preserved and researched. For example, the tourism authorities in Thailand believe, and with some truth, that most visitors to Thailand are less interested in prehistory than in the remains of past kingdoms and empires. The average tourist enjoys visiting sites they can see - an ancient city or temple covered with elaborate carvings, for example. Consequently, Thai archaeologists complain that there is often more money available for archaeologists who reconstruct large-scale stone monuments than for those who research Prehistory. Thus, we can see that the concerns of tourism can influence the very basic level of the interpretations of a nation's history and cultural heritage by restricting the topics of investigation and research.

However, contrary to our expectations, the fact that the government provides more money to those archaeologists specializing in historical restoration of monuments, does not always guarantee that this work is correctly, accurately and skillfully done. Again, to cite an example from Thailand, Thai archaeologists further complain that government officials put pressure on them to get things done quickly in order to bring tourists, meaning dollars, to the site as soon as possible. One archaeologist commented to me that too often there is a rush to finish the restoration project, say in only two months time. Because the kind of thorough research needed for the monument usually takes more time than is allotted, the archaeologists often don't bother. In addition, they will lose the money allocated to them for the project if they do not finish on time. The result of this kind of pressure is sloppy and frequently inaccurate restoration.

I commiserate with the archaeologists working on these projects - they are the victims of political and tourism agendas of the government. However, it is important that the archaeologists and the historical architects try to educate their government officials on the necessity of careful and accurate historical restoration of monuments. In the end, Thailand and the tourist will be happier if what they are seeing and learning is historically accurate.

Although historical accuracy should be an indisputable principle guiding restoration work, for World Heritage sites it is imperative. Why is this so? Because authenticity is one of the criteria for a site's inscription on the World Heritage List. A cultural monument, according to the selection criteria, must be authentic and to have exerted great architectural influence or be associated with ideas or beliefs of universal significance. To tamper with the historical authenticity of the site is to misunderstand the guiding principles of the World Heritage List. To fabricate a building or monument on a historic site is to create something new, something which is different than the site inscribed on the list and which you are seeking to protect and preserve.

If the goal of the specialists is simply to fabricate and reconstruct facsimiles of what was once at the site, then they might as well create a Disneyland. I think all of you know what is Disneyland. Some of the exhibits at Disneyland are educational in that they provide an entertaining way for children and some adults to learn about history and culture, but they are not the **real thing** and should not be confused with the **real thing**.

The authentic remains of our past cultural heritage provide more than just education about the past, they provide an appreciation of the skills and knowledge of our ancestors. Even if these remains are incomplete, it is not appropriate for us to completely re-do what they did.

Other Problems with Tourism

But in addition to sloppy and inappropriate restoration, the pressures of tourism bring additional, and perhaps even more serious dangers - the tourists themselves. As tourists swarm all over the sites, one problem is that many tourist related industries, which bring further damage, spring up to service them. These industries, however necessary, should not be given free license to intrude into and onto the cultural sites themselves.

Let me provide an example. In recent years, the ancient Thai capital of Ayutthaya has become increasingly threatened by the tourist industry. Ayutthaya is, like Hue, a World Heritage site. The inscribed area is larger than that immediately surrounding the major monuments and according to the requirements

of the World Heritage Committee, this area should not be violated by commercial interests. Yet, developers are ignoring these boundaries and are building large hotels closer and closer to the monuments, and they have already encroached within the protected area. One Thai archaeologist who is struggling against this trend has stated that one day nothing will be left in Ayutthaya except for big luxury hotels and then there will be no reason for tourists to come to Ayutthaya.

We can also see this unfortunate tendency in the number of vendors who spring up around cultural sites as well. It is true that tourists need a cold drink after their visit to a site in the hot sun; and likewise it is true that tourists do like to buy a set of postcards or some other souvenir from the site. What they do not like is the rampant attack on them by these small vendors. The competition for the tourists' dollar is high, and unfortunately the vendors believe that the only way to sell to tourists is to harass them. Nothing could be further from the truth.

In addition to the general unpleasantness of the situation, the vendors frequently destroy the cultural experiences for the tourist. I saw this happen in Cambodia at the Angkor Wat complex on many occasions. The shady path leading to the temple which should have been tranquil, was filled with vendors shouting at the tourist to buy his or her wares. Several of the vendors even followed the tourist into the temple, never letting him or her enjoy the beauty of what he or her was to see. The monument in their eyes lost its charm and their tourist experience was destroyed.

Thus, it is necessary to establish strict guidelines to control the number and manner in which vendors ply their goods, and they should be enforced. I would also like to note further that these vendors are partly responsible for the amount of litter and garbage which appears at cultural sites and destroys their value. None of the Cambodian vendors supplied trash bins for use by the tourists to dispose of their finished water bottles or coke cans. The vendors took them and simply tossed them in a rubbish heap next to their stand. Likewise in the Citadel, I have noticed a lack of trash bins near the vendors. This ecologically unsound behavior adds to the slow destruction of the site.

In addition, there is the simple straightforward effect that sheer numbers of tourists have on ancient sites. Thousands of people walking around the monuments everyday wears them down. This problem is true even for well-behaved tourists. Furthermore, there are the tourists who will insist on climbing on top of unstable monument remains, creating further damage. There are also those who want to leave their name everywhere they visit. Every site I have visited in Asia has this form of ugly defacement. The solution to this problem is two-fold. First is the need for better trained guards placed strategically at your site

together with clear signage. Second is the need for better educated tourists. The education they receive in their home country is obviously outside your control, although you can better educate your own people about the value of their historical heritage. However, the tour guides can also play a role in this education while the tourist is in their care.

Concerning the over-all problem of the wear and tear of tourists on the tourist site, the authorities in Hue should be encouraged to do a **carrying capacity study**. You do not want to find after ten years of tourism that many of the fragile foundations of the monuments in the imperial city have been completely worn away. Better to plan first the numbers of tourists the site can sustain without excessive damage, and try to structure touring programs to alleviate, not put increased pressure on the monuments.

Finally, I would like to conclude by saying that many of the problems I have raised are applicable to intangible cultural remains as well. Acharn Chua Soo Pong from SPAFA will be shortly discussing the importance of the survival of intangible cultural heritage. At this point I would like to confirm the need to address this topic seriously.

As an anthropologist, my own special interests focus on the intangible culture and traditions found among the small villages surrounding Hue and the somewhat more distant villages of the minority groups in the Central Highlands. Many of the traditional crafts of these villages, and we will hear a little about them later this afternoon from Ms. Pham Lan Huong and Mr. Truong Dang Khoa, are not only ones which should survive, they are also products which could play a role in the tourist market. This is all well and good, and I encourage the direct participation of the villagers in this endeavor. They should profit from the sale of their products as well as be able to make certain decisions about them. Any program which aids the sustainable production of good quality tradition products should be supported.

However, in the process of incorporating these traditional crafts into the tourist market, I strongly urge authorities to keep tourists away from the villages themselves. You do not want to see your local people turned into zoo animals for the entertainment of the tourist. Furthermore, there will be a complete breakdown of not only the craft traditions themselves, but the social structure and fabric of these traditional societies. Better that they change at a slower pace decided upon by themselves. Enough - I will let other experts talk more on this topic.

I thank everyone for their attention and will be happy to discuss these issues further during our discussion period later on this afternoon.

FOLKLORE AS AN IMPORTANT RESOURCE IN CULTURAL TOURISM

*by Ruang Chareonchai, Director
SEAMEO Regional Centre for Archaeology and Fine Arts (SPAFA)*

Before I start, ladies and gentlemen, allow me to share with you a most recent development which was published in the Bangkok Post issue of 18 February 1995. Reporting on the proceedings of a two-day seminar hosted by the World Tourism Organization held in Cha-am the week before, the Bangkok Post bannered in its headline the following: **Asia-Pacific to Attract 107 Million Tourists in Five Years.**

The news item noted that the projected figure is 30 million more than the 1993 figure of a little over 73 million tourists arrival. As if this figure is not enough cause for concern, the World Trade Organization estimates that the number of tourists in our continent will rise to 200 million in 2010, representing an average annual increase of 6 percent between 1990 and 2010.

News reports such as this may be viewed in several ways. This is certainly a cause for celebration as this means that our governments are still in the business of earning the much needed foreign currency exchange and more jobs will be created for our people from tourism and spin-off industries. It is also a chance for greater exposure of our people and culture to the *outside world*.

On the other hand, environmentalists and advocates of cultural heritage protection and preservation have all the reasons to view this development with great alarm. We all know what potential damage this could mean to our natural resources - some of which are non-renewable - and the environment will be placed under strain or even threatened. As has been witnessed in the past, uncontrolled tourism is responsible for irreparable damage to coral reefs, lakes, forests and mangrove forests. In the area of culture, the main concern is the marginalization of indigenous cultures which are threatened by the introduction of more commercially viable and entertainment fares. Values and traditions are certainly no match to the persuasive influence and capacity of the tourist dollar.

The news item I have just shared with you has great bearing on the topic that I am going to discuss this afternoon. In the light of tourism influx in our

region, the topic **Folklore as an Important Resource for Cultural Tourism** becomes even more urgent and relevant. I will not deal with folk traditions in the visual arts and literature as I believe it will be discussed during subsequent presentations.

Let us now go to the formal definition of **folklore**.

The UNESCO paper on *Recommendation on the Safeguarding of Traditional Culture and Folklore* adopted by the General Conference at its 25th Session in Paris on 15 November 1989, defines **folklore** as “...*the totality of tradition - based on creations of a cultural community, expressed by a group or individuals and recognized as reflecting the expectations of a community in so far as they reflect its cultural and social identity; its standards and values are transmitted orally, by imitations or by other means. Its forms are, among others, language, literature, music, dance, games, mythology, rituals, customs, handicrafts, architecture and other arts.*”

In Southeast Asia today, folklores are expressions of the folk or the common people, and the ethnic groups, as contrasted to those of sophisticated classes or royalties. Such expressions include productions consisting of characteristic elements of the traditional artistic heritage developed and maintained by a community or by individuals, reflecting the traditional artistic expectations of such a community. They are further classified into:

1. verbal expressions, such as folk tales, folk poetry, and riddles;
2. musical expressions, such as folk songs and instrumental music;
3. expression by action, such as folk dances, plays, and artistic forms or rituals whether or not reduced to a material form;
4. tangible expressions, such as:
 - i) production of folk arts, particularly drawings, paintings, carvings, sculptures, terra-cotta, mosaic, woodwork, metalworks, jewellery, basket weaving, needle-work, textiles, carpets and costumes;
 - ii) musical instruments;
 - iii) architectural forms.

By tradition, folkloric arts belong to the community. Their development and subsequent dissemination and preservation have been characterized by any of the following processes:

- a) Those originated and developed at village or ethnic group level, without outside influence. They are made for everyday use, for decoration and religious ceremonies and ritual purposes. For example,

woven baskets, hand made textiles, pottery, decorative wood carvings, etc.;

- b) Those originated and developed at town or city level, having some outside influence, because of the contact with outside community and yet within the same cultural or linguistic pattern;
- c) Those originated and developed at country level with various outside influence, within and outside a community of similar geographic and cultural environment, sometimes acquired by the country's people, sometimes politically imposed upon them.

The Need to Safeguard Folkloric Arts

Folkloric arts are an integral part of the ethnic community and the national cultural heritage. They are intellectual properties which constitute the basic elements of civilization and national identity. Globally, folklore is considered as "*part of the universal heritage of humanity and that is a powerful means of bringing together different people and social groups and of asserting their cultural identity.*" It is important for social, economic and cultural fields and has great role in the history of the people and its place in contemporary culture.

However, because of a lack of proper documentation and preservation programmes, particularly of traditional forms belonging to the oral tradition, folkloric arts faces the danger of being forgotten or transformed, or exploited for commercial purposes by business enterprises within and outside an ethnic community without rendering benefits to originators who in most cases are anonymous and cannot be identified. Worse, tangible cultural objects have been subjected to illicit traffic, thus effectively robbing the country of the origin of its valuable cultural heritage.

It is therefore necessary to safeguard folklore against threats, to promote appreciation and to take actions for sustainable preservation and development for contemporary and future generations.

Measures Adopted by Southeast Asian Countries to Protect Cultural Properties

For decades now, Southeast Asian countries have realized the importance of folkloric heritage, particularly those belonging to the endangered oral traditions. Attempts have been made to safeguard these treasures. Among various measures undertaken to protect folkloric arts heritage is the enactment of several national legislations, a fundamental requirement for the protection of intellectual

and cultural properties of significance to the development of the fields of archaeological history and all forms of art.

Among the countries who have passed legislative measures to safeguard their intangible cultural properties are Cambodia, Indonesia, Lao P.D.R., Malaysia, the Philippines, Singapore, Thailand, and Viet Nam.

It should be noted that for the first seventy years of the 20th century, the main concerns of the Southeast Asian countries, insofar as tangible folkloric elements are concerned, are as follows:

- a) conservation of historic monuments and sites;
- b) archaeological excavations;
- c) discovery of cultural treasures and arts antiquities;
- d) the exportation of cultural treasures.

Only one country - Viet Nam - has issued a decree in 1959 on the guidelines for reproduction of art objects and ancient books by photo and microfilm technique. The existing legislation issued during the periods hardly cover folkloric arts as defined by UNESCO-WIPO Model Provisions for the National Laws on the Protection of Expressions of Folklore Against Illicit Exploitation and Other Prejudicial Actions issued in 1983, and the UNESCO Recommendation on the Safeguarding of Traditional Culture and Folklore, adopted by the 25th General Conference, in Paris, 15 November 1989.

The legislations of **Thailand and Viet Nam**, however, cover *art objects* without the affix of the word *antiquities* which can be interpreted to include contemporary artistic works. Intangible forms of folkloric arts such as songs, music, dances which are not yet recorded on any tangible medium are also not covered. Neither are issues on copyright, and illicit exploitation for commercial purposes.

As the awareness of threats to cultural properties which endanger cultural heritage spreads all over the world, Southeast Asian countries have moved for concerted efforts to curtail illicit traffic of intellectual and cultural properties including folkloric arts. While legislations continue to be reviewed and updated by national institutions, the implementation of such laws and regulations require efficiency and co-operation of all concerned, at national and international levels. It was felt necessary to enlist their efforts and co-operation in controlling illicit international movement of cultural treasures.

To build up co-operation between and among countries, UNESCO has adopted in 1970 an international convention called the *Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of*

Ownership of Cultural Property 1970. Not all countries in the Southeast Asia region have deposited the instrument of ratification, acceptance or accession to this 1970 Convention. However, many countries keep contact with UNESCO for co-operation and advice.

SEAMEO SPAFA's Activities for Safeguarding and Protection of Folkloric Arts

In 1973, barely a year after its establishment, the SEAMEO SPAFA - or the Applied Research Centre for Archaeology and Fine Arts (ARCAFA) as the Centre was called then - made studies on the existing legislation in member countries in Southeast Asia and published a monograph document entitled: *Legislation on Cultural Properties of the SEAMEO Member Countries*. Countries which had already established legislation or ordinance for safeguarding cultural properties are Indonesia, Khmer Republic, Lao P.D.R., Malaysia, the Philippines, Singapore, Thailand, Viet Nam. In the areas of safeguarding and promotion of cultural properties, SPAFA has in recent years organized courses such as:

1. Development strategies for preservation of cultural values;
2. Documentation of non-print material on culture;
3. Promotion and dissemination of information on Southeast Asian cultural traditions;
4. Conservation of ancient cities and settlements;
5. Preventive conservation of museum objects and conservation of archival materials
6. Promotion and development of handicrafts and folk crafts for social development

SPAFA also convenes workshops and seminars on topics relevant to traditional culture and folklore such as *Seminar on Problems of Conservation of Ethnographic Materials*; *Preservation of Traditional Performing Arts in the Modern Environment*; *Seminar on Traditional Theatre in Southeast Asia*; *Training Course in Art Curatorship and Exhibition Design*, etc. Researches conducted included those on *Documentation of Ethnic Music*. Workshops and seminars include country reports on activities undertaken by member countries, such as training programmes, documentation of music and traditional performing arts, promotion of traditional arts appreciation. Report and proceedings of workshops and seminars are published for wide distribution.

Future Scenario: Challenges faced by Folkloric Traditions

As we move on to the 21st century, countries in Southeast Asia and the entire global community will witness further erosion on their traditional cultural heritage including tangible and intangible, folkloric and contemporary arts. With the outbreak of technological explosion, scholars and advocates of folkloric arts should collectively rise and resist the undesirable intrusion of degenerate culture into our midst.

It is, therefore, high time for us to reflect on the following suggestions embodied in the UNESCO Recommendations for the Safeguarding of Traditional Culture and Folklore:

- a) *Conservation of folklore* by documentation of folk traditions and its objects; establishment of national archives to properly collect, store and make available its resources to the public; establishment of a central national archive; creation of museums or folklore sections at existing museums where traditional and popular culture can be exhibited and the training of personnel on conservation of folklore from physical conservation of analytic work.
- b) *Preservation of folk traditions* and those who function as transmitters, in order to guarantee the status and economic support, both in the communities which produce them and beyond. Member States are suggested to undertake some actions such as designing and introducing in school curricula for the teaching and study of folklore; and guaranteeing the right of access of various cultural communities to their own folklore by supporting their work in the fields of documentation, archival and research activities as well as in the practice of tradition.
- c) *Dissemination of folklore* in order to draw attention of the people to the importance of folklore as an ingredient of cultural identity, and to safeguard the integrity of tradition, must be fair and without distortion. Among other activities, Member States are encouraged to organize national, regional and international events, symposia, workshops, training courses and support the dissemination and publication of their materials, papers and other results; encourage a broader coverage a folklore materials in national and regional press and other mass media; facilitate meetings and exchanges between individuals and institutions concerned with folklore, and encourage the international scientific community to adopt a code of ethics ensuring proper approach to and respect for traditional cultures.

- d) *Protection of folklore - as intellectual property* calls for a separate action to be considered in line with the copyright issues established by UNESCO and WIPO.

Folklore Traditions and Cultural Tourism

Greater economic development in the Southeast Asian region will see most of our countries joining the elite circle of Newly Industrialized Countries (NIC). Upward mobility in both economic and social status of people in the region will result in growing cosmopolitanism within our societies. This will all have a strong impact on our cultural heritage and our very core of values and lifestyle.

Going back to the news item I have shared with you earlier, tourism will become a major economic and recreational activity. With tremendous investment opportunities and unique cultural heritage to showcase - especially now that our friends from Indochina have fully joined the SEAMEO network and are actively promoting its own development programmes for socio-economic returns - the region will experience an influx of visitors including business investors, tourists and expatriate workers. This will have a definite influence on how we manage our cultural resources and preserve our identities in anticipation of renewed touristic activities that could threaten the fibers of our tangible and intangible cultural properties. The following points, therefore, are worth considering:

1. Caution should be taken to preserve indigenous cultures and folkloric traditions. The trend of modernizing or *contemporizing* - as they say in academic parlance - should be done minimally and with respect to the true community spirit envisioned by the originators of the art or cultural forms. Too much stylization and addition of modern elements for the sake of making the art form attractive to tourists should be avoided.
2. Cultural protectionism and purism should also be moderated as culture is a dynamic thing.
3. Given the condition that tourist influx is here to stay, cultural workers and planners should devise mechanism by which tourism can be a meaningful contributor in the enhancement of local cultures. Tourism can promote and revive folklore - especially the ones that have been forsaken for a long time for lack of local interest and the necessary funding support to revitalize these traditions. Artists and folklorists should take advantage of this opportunity to form a political lobby and try to convince their governments of the value of folklore in tourism

development. The resulting awareness and interest from tourists could be a good take-off point for institutionalizing programme support for folkloric research, revival, dissemination, development and the necessary compulsory study within the formal school system.

On a final note, and on behalf of the SPAFA Regional Centre, I would like to suggest, if this has not been done yet, that our respective governments and institutions take inventories of existing folkloric arts, tangible and intangible, as well as resource persons, institutions and organizations working in the fields of folkloric arts. The databases should be created for the purposes of exchanges of information. It is possible that a regional network of information exchange be created, with the view to connecting with international networks such as INTERPOL - International Criminal Police Organization; CHIN - Canadian Heritage Information Network; IFAR - International Foundation for Art Research; ICOM - International Council of Museums, the Getty Art History Information Program and other concerned international institutions. This is the only way we could still record and document our existing cultural resources and prevent the complete onslaught of crass commercialism in our global cultural landscape.

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SAFEGUARDING INTANGIBLE CULTURE THROUGH AUDIO-VISUAL DOCUMENTATION

*by Chua Soo Pong, Associate Professor
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Unlike the traditional societies where cultural unity was expressed in local communities, contemporary Asian Societies demarcated by new cultural boundaries and operated by market economy, are characterized by the dichotomy of indigenous culture and imported culture, dominant groups' culture and periphery culture, nationalism and globalization.

In the context of rapid globalization and development of communication technologies, cultural change in the world is quicker in pace and intensity. We are brought to the sites of dramatic happenings in the world by advanced information technology. The gas attacks in Tokyo and Yokohama, the fall of the Barings Bank, the war in former Yugoslavia, were in front of us on the television screen. In the world where crime and conflicts are main features in the news, there is certainly a greater need for us to learn about cultures of the others. Hence, visit places other than your birthplaces.

The economic growth and better education in most of the countries in East Asia also means that there are now many more Asian travellers touring around in the region. Rapidity of changes in the modern world and speedy development of tourism have enlarged the range of possibilities and uncertainties.

1. Positive possibilities:

- a) Indigenous dance, music and drama are revitalized as living tradition.
- b) Through the development and promotion of indigenous performing arts, people find a new sense of independent nation and community.
- c) Society gains new confidence in the ways they see themselves and express themselves based on their cultural roots and handle their future according to their own political model, evolved from its course of social and political development.

2. Negative possibilities:

- a) Damage or destruction of tangible cultural heritage.
- b) Distortion or dilution of indigenous intangible culture.
- c) Development of sex industry

What actions should we take then to ensure that the positive aspects of tourism will surface? I propose that three parties must work together:

1. Government:

- i) Co-ordinate the promotion of the arts and collection, presentation and dissemination of cultural heritage;
- ii) Teaching and appreciation of the arts;
- iii) Extend financial and economic assistance such as subsidies, artist funds and social security to promote cultural development and
- iv) Decentralization of opportunities for creative expression through the establishment of local culture and arts centre in the region;
- v) Recognition of national artists and lifting the status of artists.

2. Cultural and educational institutions:

- i) Universities and cultural institutions must give more support to researchers to analyze document, disseminate cultural information;
- ii) Mass production, electronic media;
- iii) Marketing.

3. Artists:

Artists must take the lead in showing society that traditional cultural forms are reservoirs of knowledge. Indigenous theatre, dance and music must be thoroughly researched, documented, taught and promoted in the mass media.. For those societies that are blessed with multi-cultural heritages and sizable immigrant communities, they would be better off if they can tap the resources of their traditional knowledge. The immigrant communities often evolve their own mechanism to present their cultural identity and yet develop interfaces with the culture of the host society. Stable cultural plurality within communities is a great strength for human resource development. They must be understood in totality, in relation to traditional norms, beliefs, arts and culture. However, this must not lead to cultural isolation and become cultural chauvinism. Nor be construed as an anti-western bias. Some of the Asian theatre forms may have to respond to the life style of present day and contemporary situation, with the condition that they are evolved within the cultural boundaries without destroying the very roots which

define their characteristics. The world will be more beautiful if we continue to strengthen our ability to express ourselves in a thousand beautiful ways.

Finally, I wish to take this opportunity to acknowledge the UNESCO funding for the SPAFA-ITC seminar on *Preservation and Promotion of Intangible Culture Through Video Documentation: Hue as a Case Study*. We are indeed fortunate to have all these three groups of people in our seminar and would certainly be happy to forward our report to the distinguished participants of the UNESCO Workshop on Sustainable Tourism Development in World Heritage Sites.

Thank you.

HUE TRADITIONAL, ARTISTIC AND CULTURAL HERITAGE AND THE CAUSE OF TOURISM DEVELOPMENT IN HUE

by Nguyen Xuan Hoa

The Culture and Information Service, Thua Thien-Hue Province

Being an old capital, a special traditional and cultural region of Viet Nam, Hue city has maintained many abundant, multi-formed, traditional and cultural values, especially the cultural heritage of the old capital monument complex recognized as World Heritage and non-physical cultural heritage of the Viet Nam Royal Palace and Court in Hue, attached to the folk cultural tradition of Hoa Chau, Phu Xuan and Hue.

It is said that the architectures of the old capital and the scenic spots of Hue are the historical face of Hue. The non-physical cultural heritage of Hue including the royal dances and songs, the royal musical ceremony, the classical drama for the king, folksongs of Hue, the traditional festivals, fine handicrafts and folk culture form truly the spirit of Hue.

It is highly desirable to enhance the historic beauty of its architecture and panorama to combine it with the conservation and to develop the best of Hue non-physical cultural heritage. This means we should enhance Hue's cultural resources, motivate the tourism development of Hue, widen the relationship of communicative culture between Hue and areas within the country and in the world, enhance the process of the socio-economical development of Thua Thien-Hue Province.

Naturally, the artistic and cultural research workers highly appreciate Hue as a physical cultural area with a structural and cultural system both displaying deep local colour and keeping in perfect line with the Vietnamese cultural identity with many small branches of original culture such as Hue language branch, Hue folk song branch, Hue musical branch and Hue Citadel branch, Hue tomb branch, Hue pagoda architecture branch and Hue old capital cultural branch.

Hue is considered a traditional and artistic center of Viet Nam. There were many talented people contributing for years to create a part typical for the old time of Viet Nam including poetry, music, dance, theatre, sculpture, painting, etc.

Among them, the most distinguished is the form of the art of the Vietnamese Royal Court in Hue, such as the colour of artistic decoration in the Royal Court, the royal musical ceremony, the royal dance and singing, the classical drama for the king, Hue folk songs, etc. expressing the character of the Vietnamese royal art, typical to a part of the Vietnamese creation in the past.

The most valuable facet in Hue is the Hue royal art that is still extant. It hasn't agonized or abolished the traditional folk cultural value of this area.

Some researchers of Vietnamese folklore have affirmed that there is an area of Hue folklore with many wealthy capitals, many potential abilities that are different from the common agricultural tunes in other rural areas. It is said that the folk cultural traits in Hue from the traditional ceremony, fine handicrafts, styles of activities and ways of speaking in life, all kinds of folk art and literature are a big treasure that hasn't been properly exploited. For this folklore is not only opposite to the activity of aristocracy but is improved to become a comfortable feature of Hue as gardening, growing ornamental plants, flower arrangement and tea ceremony.

Through the historical events and the test of time a part of the non-physical cultural heritage of Hue has been forgotten or declined and that is worth mentioning. However, at the same time, it is pleasant to note that basically the best of the traditional culture and art have been handed down, preserved and conserved by generations as a heritage of the cultural community. Since there was an advocacy of the Prime Minister to the call of promoting the national culture as well as speeding up the research, building scientific files pursuing and reconstructing the historical relics and culture of the old capital, the heritage of non-physical artistic culture of Hue has been slowly collected, studied, reconstructed and enhanced.

In the field of traditional art there have been ten tunes of royal dancing such as Luc Cung Hoa Dang (Ceremonial Lantern Dance), Nu Tuong Xuat Quan (The Lady General to the Front), Tinh Tam Chuc Tho (Wishes for the King's Longevity), Trinh Tuong Tap Khanh, Phien Vu (Fan Dance), Phung Vu (Phoenix Dance), Lan Mau Xuat Lan Nhi (A Unicorn Gives Birth to Its Child), Long Ho Hoi (The Dragon and the Tiger Festival), Tu Linh (Four Sacred Animals), Tam Quoc Tay Du (Tam Quoc - Tay Du Dance).

There are over twenty pieces of the songs in the system of the royal musical ceremonies of Hue including Dai Nhac (Music of the Place) and Nha Nhac (Elegant Music), reformed (ten - pieces called "Royal") as Pham Tuyet (Walk in Snow), Nguyen Tieu (First Full Moon of the Year), Ho Quang (The Chinese Provinces of Honan and Hopei), Lien Hoan (Interlinked Ring), Binh Ban

(Equal Measured), Tay Mai (The Western Plum Tree), Kim Tien (The Golden Sapeke), Xuan Phong (Spring Wind), Long Ho (The Dragon and The Tiger), and Tau Ma (The Galloping Horse). There are over ten big pieces of songs as “Long Ngam”, the traditional song of the Vietnamese Royal Dance and singing, piece of Dai Nhat (Music of the Palace), “Tam Luan Cuu Chuyen” to worship the heaven for peace, interlined ensemble “Ken Chien - Nam Bang”, “Ngu Doi Thuong Ha”, “Du Xuan Dan Cung...” There are over thirty pieces of Hue folk songs, twenty five Ly tunes of Hue preserved and widely popularized some typical extract of Truong (the music of the traditional theatre) in Hue including role patterns, extract patterns of Truong of history reacted.

Many typical traditional ceremonies of Hue as the worship ceremony at Hon Hen, at the Mieu and at Thai Mieu, the fish pray ceremony, the wrestling festival at Sinh village, Vu Lan holiday, Buddha’s birthday are celebrated every year.

Some traditional trades such as sculpture, bronze casting, gold and silver jewellery, vermilion and guided painting etc. have been restored and signaled an area of traditional art and culture of Hue that is paid little attention to preserve and the wrong conception about the value of traditional art and letters are really contributing to the original tourist products of Hue and make Hue a typical centre of culture and tourism to the character of the Vietnamese culture. If Hue enhances tourism well, it is able to supply a multi-formed and original cultural environment to serve tourism, sight-seeing and entertainment of visitors both locally and internationally.

However, the recent changes are initial signs. The traditional artistic and cultural heritage of Hue, the main spirit of Hue old capital, has not had a mechanism of appropriate investment to preserve, study and enhance, to make Hue traditional art and culture become an original tourist product alongside the relic monuments of Hue old capital, a World Heritage Site.

We think that it is time to have support from overseas to properly invest in the restoration of the best of Hue traditional art:

1. Having a national programme to collect, study and restore all kinds of art of the royal dance and singing, the royal musical ceremony in Hue; founding of a research and experiment center of Vietnamese royal dance and singing in Hue or the traditional art theatre in Hue.
2. Properly investing in the Art and Culture High School, the Art University of Hue to train young artists about the art of traditional dance and singing, especially classes of the royal musical ceremony,

the royal dance and singing, Hue music of the traditional theatre, the music of Hue. Building Hue into one of the centers of scholarship and artistic creation, training specialists in music, art, theatre, architecture, fine handicrafts, especially in traditional field.

3. Studying tourism and culture programme using the artistic and cultural activities in Hue as a core to organize tours to Hue. Making Hue citadel into one of the centers of tourism and sight-seeing and holding the traditional artistic and cultural activities in Hue.
4. Designing to organize the centre for introducing Hue fine handicrafts in the form of exhibits, of selling products and of introducing the production procedures of the traditional products of Hue. Improving the samples, increasing the quality and widening the market to develop traditional professions of Hue.

In brief, the development of tourism should include the preservation to the enhancement of Hue tradition. A region of cultural character having a World Heritage Site is a big problem. We hope that this International Conference will be an important step to turn Thua Thien-Hue into one of the most important centers of culture and tourism of Viet Nam. Its core is the monuments of the old capital and heritage of the original traditions and art and culture of Viet Nam in Hue.

ANOTHER THEORY OF TRANSCONTEXTUALISATION OF PERFORMING ARTS: TOWARD A POSITIVE EVALUATION OF TOURISM

*by Yamaguti Osamu
Faculty of Letter, Osaka University*

Today, we live our life facing the end of the 20th century, a century in which we have experienced radical changes in politico-economical as well as cultural conditions under strong influences from colonialism, imperialism, world wars, and a series of regional wars. Fortunately, however, we the homo sapiens, are wise enough to recover peace, though to a limited extent, yet. In order for us to reach peace in the true sense of the term, it is necessary to re-evaluate the traditional value systems that have been nurtured by each nation or each ethnic group.

The area, in which the value system of a nation or an ethnic group is most typically manifested, is the so-called "**performing arts**" such as music, dance, and theatre. And it is also in this area of performing arts that we can notice possibilities of transformation adequately achieved parallel to social changes.

Since I am a musicologist, specializing in the musics of Oceania and Asia, I would like to focus on **music** for the purpose of discussing the problem of tourism, with which we shall have to deal very carefully in the near future. And, at this occasion I am happy to take advantage of receiving the assistance of Mr. TAKAHASHI MITSU, Director of Mitsu Productions, who has been actively cooperating with Japanese musicologists in an attempt to achieve high-quality audio-visual documentation of Asian performing arts.

Only a few days ago in Hanoi, I presented a paper entitled "*Traditional Music and Dance: A Need for Transcontextualisation and Revitalization*" during the seminar held jointly by the Institute of Theatre and Cinema (ITC) and SPAFA. I shall now repeat one portion of the paper, because it has much to do with the topic of tourism.

Every performing art has its own "text". What I mean by "text" is not lyrics or the song text but rather the whole spectrum of performance, including all the musical expressions as well as body movements. In contrast to text, each item

of performing arts has its own context, in which it is performed. This context of performing arts is so versatile as to include the setting of the performance space and time and the historical, cultural situation.

If you understand my theory of dichotomy - text versus context - then we can proceed to the next stage of my theory, i.e. transcontextualisation. The style of a performing art can safely be preserved even if its context may be changed radically. If we take an example from **Hue**, we notice the case of the music and dance traditions in the context of the royal palace. As we all know, there does no longer exist the royal palace in Vietnam, but we can and do witness the remnants of the court traditions.

Strictly speaking, the music and dance traditions that we can appreciate from this tradition can no longer be called "court" music and dance, because they have already undergone the process of transcontextualisation. Without the real context of the royal court, they are only existing in the context of the historical sites of the royal court in the Socialist Republic of Vietnam.

Nevertheless, it is our task to transcontextualise this ex-court music and dance tradition in various forms. As a matter of fact, this very task is the subject of a newly established project called NNVN - "**Nha nhac and related traditions - revitalization of the court music for the future context**". This project was proposed by me right here in this room last year in March during the UNESCO conference and was authorized by UNESCO. The project is now being supervised.

It is being supervised by two Japanese musicologists, Prof. Dr. TOKUMARU Yoshihiko and myself, and assisted by our Vietnamese and Filipino friends, Prof. Dr. Tran Van Khe and Prof. Dr. Jose MACEDA as advisors.

We have decided to undertake a basic research as the first step, which was begun in October last year and will hopefully be continued until September next year with the support of the Toyota Foundation. We have formed a research group, consisting of Vietnamese, Japanese, Chinese and Korean members in different fields such as musicology, chereology, Vietnamese language, culture, and history.

The major objectives of this first stage of the NNVN project are to:

1. Study the historical documents related to the court music of Hue;
2. Collect and document properly the earlier audio and/or visual materials, including tapes, photographs, videotapes and so forth;
3. Undertake a high-quality audiovisual documentation of the living musician and dancers in all aspects, including performance

knowledges, training methods, knowledge of making instrument and costumes;

4. Encourage the artists to train younger generations.

After two years, perhaps, we will face the second stage of the NNVN project, for whose implementation we are planning to persuade the Japanese Government to support us. Our goals are :

- 1) To transcontextualise the former court music and dance traditions to fit to the future context of intranational and international affairs;
- 2) To establish an institute of Nha Nhac and related traditions so that the artists may be safely protected and encouraged to train the younger generations; and
- 3) To activate the transcontextualised performing arts both in intranational and international cultural programmes.

It was only last week that our research group undertook the first field research with the assistance of Mr. Nguyen Xuan Hoa, Vice-Director of The Culture and Information Service of the Thua Thien - Hue Province as well as of Mrs. Tran Thi Thuc, co-ordination/advisor of Culture project, Ministry of Culture and Information, Hanoi. And with pleasure I shall report to you concerning the results of the field research as well as forthcoming activities in the very near future as follows:

First, we have already witnessed that transcontextualisation of the former court music and dance traditions is being promoted on various levels such as:

- a) The performances for the tourists in the former royal palace, hotels and on the boats;
- b) Educational programmes in a junior high school and within the framework of the Hue Monuments Conservation Centre under the direction of Mr. Thai Cong Nguyen and
- c) Performances on a professional level by the troupe, the art director of which is La Thi Cam Van.

Second, our research group made a proposal to the Hue University Conservatory of Fine Arts and Music to establish a new department of Nha Nhac studies thereof. The main reasons for this proposal are:

- (i) There are at least three excellent musicians over 80 years of age, whose knowledge of the performing arts of the court traditions is so rich and versatile that we should regard it an urgent task to encourage them to transmit their knowledge to younger generations;

- (ii) These programmes should be placed within the framework of an officially and socially acknowledged institution. Fortunately, Hue University agreed with us and on the very next day, they showed us a written proposal with the assistance of Prof. Dr. To Ngoc Thanh, Director of the Vietnamese Institute for Culture and Arts. In order for them to realize this idea of opening a department of Nha Nhac studies in September this year, they will have to formulate the basic concepts in more concrete details and at the same time on our side in Japan, we must try our best to find financial resources. But I must stress here that the financial support from Japan is to be focused on the early stage of the programme, probably for the first five years, and after that, the programme should hopefully be financially quite independent from foreign supports, by way of, for instance, having the teachers and the trained students become involved in performances of professional quality both domestic and overseas.

Third, we felt it equally urgent to undertake historical investigation of the court music and dance traditions in various directions : e.g.

- (a) We should collect photographs, old recordings in S.P. Records and open-reel tapes;
- (b) We should transfer these materials with the use of digital technology, for the old forms are facing critical damages in fact, some of them are already of no use;
- (c) We must collect and investigate the written documents and historical sources, including the ones written in the 19th century in Chinese characters; and
- (d) We should plan a series of international seminars on the subject of Nha Nhac in Vietnam, in Korean, gagaky in Japan as well as the already, extinct Chinese court music and publish the reports in Vietnamese, English and other languages

A **fourth** result of our fields research was that we made professional - quality audio - visual documentation of the performances by several groups in Hue. In this regard, we are grateful to Mr. Takahashi Mitsu. The copies of these new materials will be given back to Hue. But for that purpose, it is necessary that officially recognized institutions take responsibility for keeping the materials safely, as well as for planning a programme for the public to have access to these materials.

A **fifth** result of our field research was that we are finding several channels of inviting the performing groups for overseas performances ,e.g. in Japan.

To sum up, the court music and dance traditions of Hue are right now in the process of transcontextualisation in various forms for the benefit of already existing artists, to be educated young generations, the citizens of the Hue province and the whole population of Vietnam so that the Vietnamese people may become culturally more identified by way of better understanding their own past and of creating new traditions for the international contest to be developed further. When we can realize all these dreams, we, the members of the global community of homo sapiens may become rightfully proud of the Vietnamese culture as an integral part of human culture.

This is the end of my paper. Now I would like to ask Mr. TAKAHASHI Mitsu to show us a portion of a TV programme, to which he devoted himself. The short programme is about Bali, an island which has attracted thousands of tourists, but still preserving the traditional culture and at the same time enhancing new creation. In this programme, Mr. TAKAHASHI, as the TV camera man follows the activities of a young Japanese musicologist Mr. MINAGAWA who has learnt the Balinese music culture, including gamelan ensembles in various forms. I hope this Balinese case may be considered as a model case of positively evaluating tourism as a new context of performing arts for its active and meaningful transcontextualisation.

IN SEARCH OF AN IDEAL ITINERARY

by Pham Lan Huong

UNESCO entrusted me with a mission: to find an ideal itinerary to visit Hue and its region.

In my search, I have seen beautiful landscapes, admired wonderful sites, I have met some very, very nice people but I have not found the ideal itinerary. Because, first of all the ideal is too subjective a notion. But above all, it would be difficult for a visitor with a moderately demanding taste who has interest in the culture of Viet Nam, past and present, in its people, and who would like to spend his vacation in Hue to be fully satisfied at the present state of things. So, I changed the subject into: “ IN SEARCH OF AN IDEAL ITINERARY”

I would like:

- First to make some observations collected during my search;
- Then suggest some ideal of itineraries in order to diversify tourism in the Hue area
- And at last share with you a few ideas on possible development of services and traditional handicraft in Hue for the use of tourism.

For me, what makes Hue so exceptional is not only its historical sites which are impressive by its size and so meaningful to any Vietnamese. It is also exceptional by its landscape, its fields and beaches, its old traditional houses hidden in discreet gardens, its dinh forgotten along the side of a road, the Perfume River with its little islands and its floating village afar, its food stands with their specialities, and its people who have a softness and poetic elegance about them. Hue is a place inhabited by a soul, a place full of harmony and grace.

Those qualities have always attracted many tourists in Hue, mainly Vietnamese, but for the last few years, Hue has become a main and growing attraction for the international tourists.

Viet Nam is a very *in-place* nowadays. Beautiful pictures of a country so exotic and appealing to the Western imagination, romantic films made by famous cineasts and actors, dynamic travel agencies promoted that phenomenon. But the

main reason for this rush is the idea of : “ **let’s go to Viet Nam now before it gets spoiled by too many tourists and by too many buildings.**”

The quest for an authentic experience of Viet Nam at the dawn of its economic development is the attraction number one. I remember: the first foreign groups of tourists who came to Viet Nam a few years ago were delighted. They happily accepted the discomfort of the trip, the shortcomings of the hotels restaurants and service because in return they were given true hospitality and kindness. They could admire unspoilt landscapes and make unprepared experiences. Historical sites were so romantic to visit then! But Viet Nam is to develop as the rest of the world, and it has to challenge the tourist market competition.

Paradoxically, today Viet Nam has more hotels, some even very comfortable, many good restaurants and a very active tourist network. But visitors seem to be less happy and more demanding . And as time goes by, the growing number of tourists will request more care and attention because they will feel there are less excuses for Viet Nam to give insufficient tourist services and accommodations.

The more tourists, the more contacts with the population there will be. New contacts between different cultures often bring:

- ⇒ Misunderstandings
- ⇒ Misinterpretations (by wanting to do the right thing, one can misinterpret the needs and wishes of the foreign guests and do the contrary of what is expected)
- ⇒ Tensions and consequent loss of harmony which are detrimental to social order and tourism.

In my search for ideal in Hue, I heard some complaints. Let’s use them as practical examples in order to try out solutions and gather suggestions. Foreign visitors complain that:

1.
 - Hotel and services are not satisfying
 - Service is bad and inefficient

Suggestions: (i) A school for hotel business has to be created in Hue; (ii) But before the existence of such a school, short classes for basic hotel services could be organized urgently; and (iii) also classes for cooking and arranging your table attractively.

2. ▪ “Restaurants are not good enough and not always clean”:

Suggestions: (i) Delicious Hue specialities, banh beo, banh nam, banh loc, banh khoai etc. should be served in nice little cafe-restaurants, clean, comfortable and simply decorated with Vietnamese handicrafts; (ii) Big hotels should improve their cooking because meals are bland and tasteless; and (iii) Cooking schools for traditional Vietnamese food with contest and prize should be organized creating real incentives for the students and future restaurant owners.

3. ▪ ”Natural sites being spoilt by construction”

- Lang Co, near Hai Van Pass: big and long electric poles
- Big concrete Hotel on Non Nuoc Beach, Da Nang
- in Hue itself, there is a project for a hotel that will be built on the little island - Con Hon - across the Huong Giang Hotel. If that project is realized, some of Hue’s soul will vanish with it.

- “Besides the historical sites, which are monotonous to visit after a while, there is nothing to do”

Suggestions: (i) We could suggest that cooking classes be open for tourists, showing them how to make nem and a few other easy dishes; (ii) Martial arts classes: Karate, Tae Kwon Do, Yoga, etc.; (iii) Bonsai nurturing and Hue landscaping lessons can be given; (iv) Kite making and flying; (v) Tourists could visit the ceramic kiln in the Citadel; and (vi) Diversification with different tours: trekking and other sporting activities for instance.

4. ▪ “Historical sites are boring after a while because they seem empty and tend to look identical after two visits, we feel lost and disoriented in the Citadel”

Suggestions: (i) A 3-dimensional model at the entrance of the Citadel with existing buildings as well as the ones which have disappeared should be placed with the indications and explanations on how and when they were destroyed; (ii) A little map of the citadel (the one from UNESCO for instance) should be included in the price of the ticket; (iii) A sign at every empty place should indicate what stood there before.(iv); Traditional Court dance, historical theatre and music concert, Hat Boi theatre could take place on the empty places at night. In order to avoid the folkloric aspect of repetitive performances, the artists should have a large repertoire, or create new pieces of theatre or music; (v) The Opening of the Museum of Hue which is awaited with impatience will give a more vivid and interesting knowledge of the Nguyen court life; (vi) It would be good to draw a plan and policy to bring back objects from the Royal family: by purchases and donations for furnishing or decorating the empty rooms; (vii) More guards will be

needed to prevent vandalism and to give out the basic explanations; (viii) Gardens and artificial ponds: the best gardeners and landscapers for classical gardens have to be found and hired. They should work on the recreation of the gardens in the Citadel and at the tomb sites, reshaping the landscape and giving the place some very welcome shade during the hot hours; (ix) Along the path, when one turns on the left after the throne Palace, vendors should be encouraged and helped to sell good traditional souvenirs, or good quality handicrafts beside water, soft drinks, ice cream and coconuts, not the bric a brac that nobody wants to buy and which is unworthy of the place; and (x) Aspect of the Citadel at night: the side and back gates: simple spotlights - with neutral light could create the best visual effect. The same simple and neutral spotlights should be used to light all the other significant monuments: the Ky Dai and the Ngo Mon. So, the form and character of the monuments will not be distorted. Authenticity is one of the main criteria in museology.

5. ▪ Some tourists say: "visiting the tombs becomes quickly monotonous"

Suggestions: In order to awaken tourists' interest (i) a translation of the tomb stele (stone) inscriptions should be placed by the stone; and (ii) a short summary of the Emperor's life, a description of his personality, what he did - what happened during his reign, etc.

6. ▪ "Entry tickets to the tombs are too expensive"

Suggestions: (i) Different types of tickets for one, two days or a week, for one person or a large family covering all the tombs should be welcome options.

7. ▪ "Too many children and beggars deprive tourists of their privacy, of romanticism, and freedom" - an example: excursion to Gia Long tomb by boat: a dozen of little girls follow the tourist as soon as he sets foot on the bank of the river and escort him up to the site for the 1.5 km walk from the river, creating clouds of dust and heat around him, insisting to sell him drinks, chewing gums, and other things that he does not need. What he needs, would be a nice, cool, wet towel which is nowhere to be found, some rest in the shade and silence, and some time alone for reverie. These children's families should be helped to open stands or buvettes at the village and sell appropriate articles for the travelers. Another example: Dong Ba market: many children and beggars harass visitors, making a visit to the market an unpleasant experience.

8. ▪ "There are no good souvenirs to buy"

Traditional handicraft items: prints, basketry, wood carvings, lacquerware, should be the answer to this problem. The main problem is the quality of the items. The general idea is to produce cheap articles in order to sell, if they are too expensive, the clients don't want to buy them, they say. It is still difficult to make people understand that what is important is the *quality*. In certain traditional handicraft, new designs and patterns could be created for the tourist's use. The production of black boring lacquerware with mother-of-pearl inlay should be changed into something more creative and useful.

The Vietnamese authorities are worried of the:

- "Difficulty of ensuring the independent traveller's security".

Security is not only a problem that can be solved only by the police, it is also a social matter created by too large a gap between the two communities of people: the rich tourists and the poor locals. (at least that is how the locals see it) That is why it is so important that a maximum of people could benefit from tourism and that the gap be not so shocking.

- "Vandalism on the sites is increasing":

More guards are needed and local people have to be educated to respect the site of the World Heritage but also any other monuments.

- "Wearing shorts and shirtless visitors on the location of tombs are offending our feelings and disrespectful to the memory of our ancestors":

A sign warning tourists to dress properly and that shorts and shirtless outfits are prohibited at the tomb sites have to be placed at the entrance of each site.

- Some Vietnamese, descendants of the Royal family are hurt and unhappy:

"They have invented new games to amuse the tourists : to disguise as Nguyen Kings and Queens for dinner or to dress up as mandarins or as court people is not a very dignified way of presenting the Vietnamese history to foreign visitors". Some tourists even say it is of bad taste and tactless and the Nguyen Phuoc Toc people (the descendants of the Nguyen) complain of the lack of respect to the memory of their ancestors, who after all were our own kings.

- Ong Tao restaurant and its toilets near the ancestors worshipping temple (Trieu Mieu) is really not where it should be.

Dignity of our people : In order to avoid tensions and justified critics, DIGNITY is a criteria always to be remembered when dealing with foreigners. Tourists want and will respect our beliefs if we do not forsake them.

Those were a few complaints I gathered here and there. Things are not uncontrollable yet, but there is enough to create tensions and problems in the near future.

In order to avoid a concentration of tourist activities and a burdening of the historical sites, other itineraries and activities must be organized.

How to Diversify Tourism?

The regular tour of 12 days for VN include 3 or 4 days for the Hue - Da Nang - Hoi An area.

- That means 1 and 1/2 or 2 days for Hue. This is too short. The tourists are exhausted, confused and find no time to rest: the result is the lack of interest and enthusiasm during the visit. Complains and bad mood are often the reactions.

- Solutions:**
1. Extend the tour to one month or 3 weeks minimum, with 3 or 4 days in Hue alone;
 2. Limit the number of places to visit during the 12 days in Viet Nam;
 3. Encourage people to choose Hue and its region for the two weeks with attractive tours, if not, then two weeks.

We have studied cultural tours for visitors who have special interest in art, culture, or sports. In order to get the appropriate guides, they should ask the Conservation Center to provide them with guide-experts and scholars:

1. Tour on Studies of Religions and Traditional Beliefs

1. Buddhism:

- a) Thap To Lieu Quan: stupa of Lieu Quan Patriarch (5 kms from Hue) : Chinese Buddhism of 18th century;
- b) Thien Mu (tombstone of Nguyen Phuc Chu end of 17th century) the building itself 18th century: Mahayana Buddhism;
- c) Chua Tu Hieu: 19th. century: Hinayana.

2. Communal gods:

- a) Lang Lai The (3 kms): temple, communal house and spirit house;
- b) Lang Duong No (5 kms).

3. Ancestors cult

In some old houses in Hue, we can still witness the Vietnamese ancestors' cult .

4. Popular belief

- a) Dien Hon Chen : study Goddess Y-A-Na with occasional trance and medium sessions;
- b) Symbolic events for chamanic beliefs: Lang Sinh prints and events such as wrestling or boating for health wishes.
- c) Lang Thanh Phuoc: temple of Ky Thach Phu Nhan: Cham Civa found hazardly but venerated as animist stone.

5. Chinese temples:

- on Chi Lang street or Thanh Ha village or Ba village: many Chinese common halls for various Chinese communities.

6. Catholic churches:

- a) Dong Chua Cuu The - Hue
- b) Nha Tho Phu Cam
- c) Nha Tho Phuong Duc

7. Protestant church:

- Nha Tho Tinh Lanh

II. Tour on Architecture

- 1. Royal architecture - Citadel
Lang Gia Long
Minh Mang, Tu Duc, Khai Dinh, Thieu Tri,
Cung An Dinh, Dong Khanh
Dien Voi Re (royal arena)
- 2. Dinh - Dinh Lai The
Dinh Duong Xuan
Dinh Kim Long
Dinh The Lai Thuong
- 3. Chua Phat Giao - Chua Thien Mu
Chua Tu Hieu
Chua Bao Quoc
- 4. Nha ruon, nha roi - Many in the city (ask for guides)

5. Cham architecture - Lieu Coc
Thanh Loi (wall)

III. Nguyen Dynasty Tour

1. Quang Tri: Thanh Thuan Chau (foundation of the Citadel of the Nguyen origin);
2. Tra-Lien: near Quang Tri (there is still a bronze statue representing the uncle of Nguyen Hoang , the ancestor of the dynasty);
3. Chua Thien Mu: Nguyen Phuc Chu stele:
4. Citadel;
5. The Nguyen tombs;
6. Nguyen Phu Tho (cultural places of the old private homes of the close family members of the emperors):
7. Nguyen Phuoc Toc association gathering the descendants of the Nguyen dynasty. The association is taking care of the Nguyen tombs which are not under the responsibility of the Conservation Center and they celebrate the anniversary dates of their ancestors. Many information can be obtained from them.

IV. Champa Tour

1. Hue Thap Lieu Coc
2. Thanh Loi
3. Thanh Hoa Chau
4. Champa collection in the Hue Museum
5. Da Nang Cham Museum
6. My Son
7. Tra Kieu

V. Contemporary History Tour

Vietnam Airlines has recently organized special package tours for American veterans in the Hue area for two days. They can add the Military Museum of Hue to their tour.

VI. Trekking and Sport Tour

Thua Thien-Hue Tourism Bureau has planned an itinerary of 6 days from Da Nang to Hue including the “must” sites such as the Citadel, the tombs, and the following locations:

a) Adventure on Ho Chi Minh Trail

- A Luoi visit to the ethnic minorities such as people of Pako, Van Kieu, Ta Oi;
- Ho Chi Minh trail: from A Luoi to Dak Krong - Khe Sanh;
- Brows people village, Dong Ha Town on Highway 9, DMZ, underground tunnel system of Vinh Moc;
- Pho Trach - An Lo
- back to Perfume River from Bo River.

b) Trekking

The Hue Thua Thien Tourist Bureau has also organized a trekking tour: including Lang Co beach then Bach Ma ascent in two days.

VII. Traditional Handicraft Tour

1. Bronze casting: Phuong Duc (Hue): since the 17th century, this village has produced bronze bells and incense burners for the temples. They are still making the same objects and would do anything to order.
2. Wood block printing: Sinh Village. This village specializes in printing amulets in a very lively and naive manner. The style and mode of printing are traditional but not the colours and paper.
3. Ceramic : Phuoc Tich village (40 kms from Hue) , the ceramic kiln of the Conservation Centre in Hue.
4. Wood carving: My Xuyen village (40 kms from Hue) : engraved wooden furniture and architectural structure.
5. Non La hats: Trieu Son village;
6. Shell incrusting: Dia Linh Village

Those tours are very specialized and will not be very popular, I am afraid. To remain in the normal current, the ideal tours for one day, 2 days and 3 days in Hue are likely to remain the most in demand.

If you have one day to spend in Hue, what should you do?

Itinerary # 1

- Morning by car to : Tu Duc tomb
Citadel
Thien Mu Pagoda
- Lunch on boat
- By boat to : Dinh Thanh Phuoc
Thuan An beach
- By car to : Duong No village (visit to dinh, mieu, den Ho Chi
Minh house)
Back to hotel
- Evening : Court music and theatre



Itinerary # 2

- Morning by car : Citadel
Thien Mu Pagoda
- Afternoon : Lunch on boat while going to:
Gia Long tomb
Swim in the river after Gia Long tomb
Visit Belvedere Vong Canh to watch sunset
- Evening : Court dance and theatre



If you have 2 days in Hue:

Itinerary # 1

Day 1

- Morning : By car to Citadel, Thien Mu pagoda, Minh Mang
Tomb
- Afternoon : By car to Lang Co beach
- Evening : Dinner at Lang Co

Day 2

- Morning : Trekking up to Mount Bach Ma
- Afternoon : Picnic
- Evening : Back to Hue
Court dance and theatre



Itinerary #2

- Day 1 : Use Itinerary #2 of one-day stay by boat
- Day 2 : Visit ancient traditional houses in Kim Long village
(dinh - den - chua)
Lunch in one of the traditional houses
Music on boat

If you have three days to spend in Hue:

Day 1

- Morning : Citadel, Thien Mu Pagoda
- Afternoon : Lang Co beach

Day 2

- Morning : By boat visit Tu Duc tomb
Dien Hon Chen
Minh Mang tomb
- Afternoon : Swim in the river Vong Canh
- Evening : Visit the City

Day 3

- Morning : Duong No village (architecture: dinh, chua, Mieu)
 : lunch at a traditional ancient house
- Afternoon : Thua An beach
- Evening : Good meal at the floating restaurant
 : Court dance and theatre.



How to Diversify Traditional Handicraft for a Sustainable Tourism Development

- First, for local use: hotel constructions will certainly need local handicraft and professional skills such as:
- Wood carving and furniture: example: the wood carvers who are presently working on the restoration of the Gia Long tomb are excellent .
- Wood-block prints: look for new designs, using traditional methods and colours
- Bronze casting: Mr. Ng Van Sinh from Phuong Duc can do excellent casts. His family is in the profession for many generations.
- Ceramics: the Conservation Centre produces beautiful , traditional ceramics for the restoration of the site, but can also take orders from outside.
- Non la and basketry : there are many beautiful things in the market, but the use is too limited. New utilizations have to be found.

PRESERVATION AND DEVELOPMENT OF HILLTRIBES' HANDICRAFTS IN A LUOI DISTRICT, THUA THIEN-HUE PROVINCE

*by Truong Dang Khoa, Project Officer
Nordic Assistance to Viet Nam (NAV)*

Ladies and Gentlemen,

It is an honor for me, as a representative of NAV - Nordic Assistance to Viet Nam - to participate in and present at the Workshop on Sustainable Tourism Development in World Heritage Sites - Planning for Hue. I would like to wish all of you good health and happiness.

1. Introduction to NAV

Being an NGO receiving funds from nordic countries in which NORAD is one of the main funding agencies, NAV has been working in the province of Thua Thien-Hue since 1992, supporting various kinds of rural development activities including the sectors of agro-forestry, health care, education and micro-enterprises at the different ecological zones of the area. Since 1994, the target groups of the programme are ethnic minorities, women and children who are falling in a vulnerable situation that tends to increase in mountainous areas.

2. Why Talking about the Ethnic Minorities and their Crafts at this Workshop ?

As this workshop is dealing with sustainable tourism development in World Heritage sites, I would like to present some thought and intention for the preservation and development of Ta Oi ethnic minority's traditional culture shown through skills and handicraft products.

There are several reasons for talking about this but the most important issue for me is to have your attention on the ethnic minorities that when we are trying to preserve the ancient constructions of Hue Cultural Complex remains and intangible culture, it should not be forgotten that a segment of the population - the ethnic minorities - who are living not far from Hue whose very beautiful tangible and intangible culture are likely to face the risk of being faded out because of the

negative impacts of the marketing economy as well as the fast growing economic growth. Appropriate action is urgently needed.

3. An Introduction to A Luoi District

The district A Luoi, near the Laos border, lies some seventy kilometers west of Hue, consisting of 21 communes. 12 communes are spaced out along the main road - the former Ho Chi Minh trail - while the remaining nine are in more isolated areas in the hills. A Luoi was the scene of very heavy fighting during the recent Viet Nam war. The district centre is on a broad plateau surrounded by mountains, many of which still show effects of saturated spraying of defoliants which included agent orange during the war time. Before peace was declared in 1975, the entire population fled to Laos, and while there, many were involved in guerrilla activities. After years of deep hardships and sufferings they returned to rebuild their lives once more with almost nothing in terms of material resources. Severe famine has struck on several occasions which has necessitated a temporary return to the mountains, but generally, people have settled back into the locality and have slowly managed to stabilize their living conditions at a subsistence level.

There are four minorities, Pa Co, Ta Oi, Pa Hi and Ka Tu together with lowlanders, making a total population of about 30,000 people. A Luoi is accessible by road from Hue and although the track is currently very rough and unmetalled, it takes 3 hours by car through striking mountain sceneries. Another metalled road via Quang Tri Province can also be used, though this is 3 times longer. Local authorities are hoping to build up tourism in the future by attracting visitors as well as hikers interested in the history of the region and the culture of the minorities.

As part of the A Luoi Peoples Committee's stated responsibilities, there is a commitment to maintain the district identities of the four ethnic minority groups. Craft skills are seen not only as an expression of identity, but a means to strengthen the local economy, generally through diversifying skills and resources available as far as possible. As in other areas of Viet Nam, several skills have been lost through the competitions from other products and a preference to adopt the Kinh-style clothing. Skills remained including rattan and bamboo basket weaving, wood carving, making of musical instruments, smoking pipes and cotton fabrics weaving for decoration cloth, skirts, blankets, belts, loin cloth, scarves, bags, etc.

4. Ta Oi Ethnic Minority's Weaving

The skill with the greatest potential for development is the Ta Oi's weaving. This is done by women using cotton on backstrap loom which is very

labour-intensive and time-consuming. A special skill, according to craft consultants, which does not exist anywhere else all over the world nowadays is that beads are simultaneously woven into the cloth when the cloth is being woven. This makes Ta Oi's cloth more beautiful and unique. An indicator for the hard-working involved is that a skillful woman is able to weave only 4 centimetres of cloth without beads or 2 centimetres of cloth with beads per hour (the width of a piece is often about 70 centimetres). According to archaeologists, excavating the ancient tombs in Southeast Asia, especially in Cambodia, they found thousands of beads made of sea shells around the bones. This indicated that weaving with the use of beads had dated back 3,000-4,000 years ago. But now the skill almost disappeared.

Weaving has cultural and religious significance for Ta Oi minority, which is expressed in the use of cloth in ritual as well as in negotiation for bride prices. The cloth is a symbol of wealth and beauty. The sale of cloth is also an important additional source of income for the local households. Women continue to develop their skill throughout their lifetime and act as trainers for the young generations. The typical colors are black with red, yellow and blue stripes. Cotton used to be grown and natural dyes used to be popular; but now chemical dyes and machine-spun yarn are purchased from the local market.

Local minority villagers themselves express a great deal of interest in keeping the use of their traditional cloth. However, low productivity, labor-intensification implying high price of their cloth make it impossible. Besides, a similar cloth but of far less quality and of a much cheaper price made by modernized looms in the western highland, south of the central region is likely to occupy the market and replace gradually the local traditional cloth.

5. Efforts of Local Authorities to Preserve the Traditional Weaving

Efforts have been made by the District People's Committee in the past to improve both weaving technology and the supply of raw materials but without success. Supply of cotton yarn was state subsidized until subsidies were removed. A new technology loom was introduced and rejected because weavers said it was too hard to use. Moreover, the loom itself was very large, and would have been difficult to fit into anyone's home.

Recently, the provincial Department of Science, Technology and Environment and the Department of Industry and Handicraft have been in cooperation to produce another new loom that seems feasible. The new loom has been brought to A Luoi and practised by the local weavers. Further action is still pending.

6. NGO's in General and NAV in Particular Support the Crafts Activities

A number of non-government organizations working in Viet Nam have formed a network to support handicraft development among poor artisans. The goal is to help producers increase their incomes and preserve their traditions. The group has begun by supporting a research project to determine what kind of skills and markets exist in Viet Nam for crafts, especially those provided by ethnic minority producers. Training for NGO project officers is being conducted to enable them to develop and support the producers' group. This includes a study tour to Thailand to learn the experience of some well-established groups there. Three pilot projects introduced their handicrafts at the Hanoi International Women's Club Christmas Charity Bazaar on 3 December 1994 and at another sale held at the United Nations International School in Hanoi on 26 February 1995.

Since NAV started supporting the handicraft programme, we have met several difficulties. Some of these are necessary to be noticed as follows:

- "*hurting and gathering*", batter the level of local agricultural mono-economy;
- local people being traditionally isolated and used to subsidizing and central economy leads to lack of links, access to information of markets outside;
- local people have no ideas or orientation and sometimes are indifferent to getting out from their interlocked poverty cycle.

NAV-supported craft programme's long-term objectives are aimed to help poor minority villagers increase their family income through the sale of crafts, to enable local producers to form their own self-financing micro-enterprise in which eventually producers will be able to handle and maintain the craft production for sale at a profit.

In order to achieve the above-mentioned objectives, NAV's plan of action are to support 3 pilot projects: (1) Ta Oi women cotton cloth production enterprise, (2) rattan products weaving project and (3) a Vietnamese Alternative Trading Organization based in Hanoi and Hue selling crafts on behalf of the poor producers.

At this stage, producers do not aim at producing a great volume of products but pay attention to the organization of the micro-enterprise, costing, pricing, quality control and design. The cloth is used to be tailored for more than 30 articles such as vests, jackets, rucksacks, purses, bags, scarves, pen-cases.

The two sales in Hanoi and market surveys show that the handicrafts made by Ta Oi minority are very interesting to foreign tourists, expats working in Viet Nam and Vietnamese who have a good income. However, it is a long way to go before the minority producers in A Luoi can independently produce and sell their products at a profit and the production is managed in a stable way. If there is effective co-operation from other individuals, agencies and organizations, the way will be somehow shorter, the work will become more meaningful and the probability of success will be more certain.

We believe that helping the minority segmentation in maintaining their traditions is to contribute to preservation of Hue world cultural heritage and to facilitate sustainable tourism development in Hue.

Hopefully, this presentation in one way or another fits into the theme of the workshop. Your comments and questions are highly appreciated and welcomed. Let's hope Hue will forever deserve the recognition of World Cultural Heritage.

I am grateful for all your attention and inquiries. Thank you for giving me the chance of presentation. Thank you for listening.

SUSTAINABLE TOURISM DEVELOPMENT

- Mr. Peter Aderhold, Ms. Louise Twining-Ward, Mr. Tom Pedersen - *Economic and Non-Economic Effects of Tourism in Hue - First Results from a Preparatory Study*
- Mr. Peter A. Hill - *Tourism Development and Investment in Asia*
- Mr. Peter Holden - *Tourism Development - A People Oriented Approach*
- Mr. Paul Gonsalves - *Sustaining People's Culture in the Context of Tourism*
- Mr. Pham Trung Luong - *The Direction of Hotel System and Infrastructure Development for Tourism in Viet Nam*
- Mr. Nguyen Van Vinh - *Tourism in Hue, World Heritage Site*
- Mr. Charles Benoit - *International Investment in Viet Nam - Advantages and Obstacles*

ECONOMIC AND NON-ECONOMIC EFFECTS OF TOURISM IN HUE - FIRST RESULTS FROM A PREPARATORY STUDY

*by Peter Aderhold, Louise Twining-Ward, Tom Pedersen
Bureau for Tourism Research and Planning*

In the context of the Workshop on **Sustainable Tourism Development in World Heritage Sites: Planning for Hue**, Dr. Peter Aderhold's Bureau for Tourism Research and Planning has been asked to elaborate a preparatory study on the economic and non-economic effects of tourism in Hue.

The objectives of this study, which will be completed by the end of June 1995, are the following:

- to identify the strengths, weaknesses, opportunities and threats to tourism development in Hue.

This is undertaken by collecting, in co-operation with Thua Thien-Hue Province Tourism Administration, all available statistics and data necessary for future tourism planning including:

- i) information on existing tourism infrastructure;
 - ii) estimation of income from tourism in the Thua Thien-Hue Province;
 - iii) income from tourism in the Hue Monuments Cultural Complex;
 - iv) positive and negative effects of tourism for the preservation of the Hue Cultural Complex;
 - v) potential conflicts between tourists and local people.
- to sketch out scenarios and suggestions for a sustainable tourism development in Hue.

Over the past week we have begun the process of asking questions and critically analyzing current tourism plans. It was a self-learning process which worked by directing the knowledge and experience of key individuals from the People's Committee of Thua Thien-Hue Province, Tourism Administration, Hue UNESCO Working Group, and the tourism industry towards central questions on current and future development.

It is not possible for us today to provide a full report of the research team's findings and conclusions as the process of analysis and consolidation of material is not yet complete. However, from our discussions and data collection we have built up a picture of current interests in tourism, and the expectations of the people of Hue. For the benefit of the discussions over the next two days we will now provide an overview of the present state of tourism development in Hue and our impressions of the opportunities and problems facing Thua Thien-Hue Province.

Overall Evaluation of Hue as a Tourist Destination

Viet Nam is situated in the fastest growing tourism region in the world. Viet Nam has potential, both to attract a significant proportion of international visitors to the South-East Asia region, and recently the removal of restrictions on internal travels has also encouraged a strong growth in domestic tourism.

Viet Nam competes with other neighbouring countries in the region for its share of international tourists. Its unique selling points include:

- the Vietnamese people, their friendliness and open-minded personality;
- the beautiful and varied landscape of Thua Thien-Hue Province;
- the cultural capital and former Imperial City of Hue.

Hue has some very strong tourism products which are just beginning to be realized and reap substantial benefits for the province. However, in order to identify Hue's market position its strong points should be considered relative to the competition from other countries in the region.

Hue, with its delightful location on the Huong River, its Imperial Palace, monuments and pagodas represents a living cultural attraction. We feel that the future of tourism development in Hue is a combination of culture, experience of everyday life in the present bustling town, the surrounding landscapes, and last but not least, the people of Hue themselves.

In contrast to many tourism destinations in the region, a large and increasing proportion of the visitors to Hue are domestic. After an unstable and war-torn past Viet Nam is now witnessing the longest period of undisturbed peace this century. The people of Viet Nam, many for the first time, have the chance to see for themselves their countries' inheritance, and are taking full advantage of their new found freedom.

A great deal of caution and long term planning is needed, however, in Hue's tourism development. We have witnessed the consequences of failure to match the pace of conservation with the pace of tourism development in other

countries all over the world. The result can be overcrowding, deterioration of cultural monuments, urban sprawl and even social problems. Bearing these experiences in mind, it seems as if the future for tourism in Hue lies in preservation and maintenance of its tangible and intangible cultural heritage.

The preservation and maintenance of cultural assets however cannot ignore the pace of economic development which has been running at 7-8% for the last three years. But, at the same time, development of tourism and other economic pursuits should not obliterate the town's character and its inheritance which goes back hundreds of years.

From our preliminary survey, and later in our report, we will try to sketch out how tourism can be planned for the long term benefit of the people and culture of Hue.

From the investigations we have so far carried out it appears that Hue is in the first phase of its tourism development process. At this point we pinpoint three critical questions:

- How many tourists can we expect, how many do we want, how many can we manage?
- What kind of tourists and what kind of tourism will we have?
- How fast do we want tourism to develop?

The economic and non-economic effects of tourism are greatly influenced by the answers to these questions.

What are the Opportunities Hue Provides for Tourism and What are the Opportunities Tourism can Provide for Hue?

The diversity of the tourism attractions in Hue, both those in the city itself and outside, provide many opportunities for tourism development. The World Heritage site itself, is of course the major asset of the tourism system in Hue. The Imperial Palace, the tombs and the pagodas that make up the Hue Cultural Complex are such a significant attraction that visitors are initially willing to compensate their service expectations to visit them.

It is also the living city's atmosphere, with its charming houses, bicycles and cyclos, outdoor restaurants, easy-going population and relaxed way of living that make Hue an attractive place to visit. The beauty of the Perfume River that separates Hue into two is the most important natural asset. The river landscape and boat villages are often sold as brochure images influencing visitor expectation. In addition, the local populations' strong *Hue identity* and pride in

their culture and history brings the tourist sites alive and adds to the visitor experience.

Opportunities for tourism development are not restricted to the city itself, but are widely distributed over the province. The beaches at Lang Co, Bach Ma, and Canh Duong, the Cau Hai lagoon area, and the mountain areas such as Tuy Van are examples of these. Hue also has the opportunity to sell tours to the Ho Chi Minh trail that visit many villages in the North of the province.

The development of these attractions will provide economic and social opportunities for the people in Hue. That is why it is so important that tourism development takes place without damaging these assets. Through the charging of entrance fees at cultural sites tourism provides funds needed to preserve and maintain them. The monuments in Hue are expected to provide a revenue of approximately 9 million Dong this year.

Other economic opportunities provided by tourism include the stimulation of many sectors of the economy, the creation of jobs and the earning of foreign currency. Tourism is a labour intensive service industry that relies on a wide range of supporting services, so as it expands, both direct and indirect employment opportunities will increase.

Social opportunities are linked to the economic ones; the increase in per capita income leads to improvements in the standard of living, education, health care as well as a broadening of understanding from cross-cultural interaction, and pride and re-evaluation of Hue's cultural inheritance.

What are the Problems of Tourism now and which will be Created in the Future in Hue?

When attempting to answer the questions we posed at the beginning of this paper, we must consider that in order to develop a successful and sustainable tourism industry, more than just tangible and intangible cultural and natural assets are needed.

The means by which tourists are transported to and within the province, the accommodation which they stay in while visiting the monuments, the restaurants they eat in, the management of tours, the cultural sites, and the explanations and guiding services provided are all vital elements of a destination's tourism infrastructure.

Although Hue is strong in terms of attractions, it is still weak and undecided in many areas of infrastructural development. Visitors to Hue complain about poor value for money, and many tourist services in Viet Nam are indeed

more expensive and of lower quality than in other countries in the region. Long years of war and isolation from the international community, have left the country severely lacking skilled work force especially in tourism where it had little prior experience. The lack of appropriately trained staff is already becoming a major problem in hotels, and this will have worsened by the end of the year when 800 new hotel rooms are expected to be completed in Hue.

Transportation is fundamental to the development of a tourist destination, to the extent that maximum number of arrivals each year are determined by the capacity of the airport, the port in Danang, and the road and rail link to Ho Chi Minh City and Hanoi. A good guideline on the question of how many tourists can be expected in Hue is the capacity of these transport services.

Going on to the question of how many tourists Hue can manage, we need to consider if the number and type of existing and planned hotel rooms is sufficient to accommodate the yearly distribution of tourist arrivals considering the present average length of stay at 1.6 nights. The carrying capacity of the main tourist attractions, the number of tourists that can visit sites each hour without causing deterioration of the sites, also urgently needs to be calculated.

The willingness, ability and resources available to Thua Thien-Hue Administration to address these central issues is fundamental in deciding the phase timing of tourism development in Hue.

Conclusion

We have had the opportunity today to give an overview of tourism development in Hue, the possibilities, and the problems it faces now and in the future. In the pre-study which will be submit to UNESCO in June, we will go into a more detailed analysis of these points, and in consideration of the three central questions, sketch out a series of scenarios and strategies for a sustainable tourism development in Hue.

The report will be written and designed to be the first stage of the tourism planning process in Hue. As such, it will attempt to give on one hand immediate practical advice, and on the other hand give an indication of more long-term objectives and goals in the planning and development process.

Thank you very much for your attention.

TOURISM DEVELOPMENT AND INVESTMENT IN ASIA

*by Peter A. Hill, Vice President Operation
Century International Hotels*

Introduction

Tourism may be described as “the practice of people travelling outside of their home communities for rest, recreation, sightseeing or business.”¹

With diversity in demand and interests tourism destinations should focus on particular segments which can be reasonably satisfied in terms of resources and facilities. The *twin foundations* of the tourism industry are considered to be the destination area’s attractions and hospitality. Research indicates that visitors are attracted to destinations by both nature’s resources and man-made or cultural attributes and its heritage.

After the Doi Moi decree, tourism in Viet Nam began to develop and will take-off as a consequence of the lifting of the trade embargo by the Clinton Administration in February 1994.

Tourist arrivals in Viet Nam will grow from 250,000 in 1989-1990 to a forecast 3 million after the turn of the century.²

At the same time shifts in travel preferences are changing the demand for hotel accommodation. Solutions should be compatible with the objectives of sustainable destination management.

What is sustainable destination management. It can be thought of as meeting the needs of present tourists and the host region while protecting and enhancing opportunity for future development.³

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1. Scerbak G. *Tourism: A Bandwagon? The Battle River Experience*, Alberta Planning Journal, 1988, p. 67
 2. Hobson, J.S.P., Heung V.C.S., Chon, K.S. *Vietnam's Tourism Industry can it be kept Afloat*, The Cornell HRA Quarterly, 35 (5), pp. 42, 49
 3. Anon. *An Action Strategy for Sustainable Tourism Development*, Vancouver: Globe '90, March 1990, p. 3

Development

Before one breaks ground to build a hotel or looks at ways to modernize a hotel or tourist facility, one must have the money.

To acquire financing, you must be able to show investors that your new facility or renovation will be profitable.

What are your anticipated construction costs and expected revenue? Is the hotel large enough to meet demand? Is it located in the right city location within a city? Who is your competition? Have you priced your room appropriately? Is your management team qualified, and is there a supply of labour?

At Century International, we go through the above questions many times a year, assessing the proposed investment and seeing if it as we say “*stacks up*”, can we substantiate the feasibility of developing or renovating a particular hotel or resort, with a focus on providing for long term economic, cultural and environmental benefits to the region.

Today when investors and operating companies talk about income from the operation, return on investment, more and more of them are also asking what impact there will be, not only in terms of local improvements to the economy and increase in disposable income, but what the effect will be on the environment.

As one goes about identifying both sides of the project, looking at ways of managing the impact of tourism, marketing of destinations, it is important that we develop copartnership within and outside the industry.

With the anticipated growth in hotels, restaurants, and entertainment in Hue, these developments not only have to meet the tourists high expectations, developers and local communities, financial objectives must also be met. Yet they must offer minimal negative effects on the environment.

Problem

In many tourist destinations traditional hotels which are both capital and manpower intensive have come under cost pressure and competitive pressure. Consequently, the hotel sector is undergoing a phase of restructuring and ultimately reform.

What effects will these changes in the hotel sector have on the tourism industry? How will these changes influence the competitiveness of tourism destinations?

As tourism is a system, changes in one component - hotels - affect all other components.⁴ It is therefore essential to plan, manage and control all new hotels (and renovations) within the context of the destination.

Analysis

Effective destination management requires an understanding of the peculiarities of tourism on a global level, and the effective application of management techniques to achieve desired results.⁵ A tourism destination can be a village, city, region or a nation.

Tourism destination development should be viewed as an opportunity for communities to capitalize on tourism potential as a means of diversifying their local economy.

Sustainable tourism management is in the best interest of visitors, residents of the host community, and industry practitioners. Therefore, investors, developers and operators should aim for the essential outcome for tourist activities namely: satisfaction and harmonious relationships between visitors, residents and industry practitioners.

Sustainable destination management has three major dimensions and hinges on ensuring that:

- visitors are satisfied with the quality of service and other critical aspects of their visit;
- the host community residents are able to improve their standard of living, and
- the tourism industry performs profitably.

Therefore, the tourism planning process should not only focus on the feasibility, investment analysis, project development aspects, and operational issues, but also the economic, social, cultural, political and ecological impacts of the project.

Within this context, how resources are deployed and the potential harm that can be done to the environment, due to faulty design and/or lack of training, are key issues and a matter of concern both to the government, the industry and the public.

4. Gunn, Clare A. *Tourism Planning*, New York: Francis & Taylor, 1988

5. Go, Frank M., Milne, David, Whittles, L.J.R. *Communities as Destinations: A Marketing Taxonomy for the Effective Implementation of the Tourism Action Plan*, *Journal of Travel Research*, Vol. XXX (4), pp. 31-37

Potential Responses

Amid signs that the future will be more unpredictable and unstable, the number one challenge for managers will be to maintain a degree of control of the direction of their organizations. To achieve sustainable destination development managers should be able to:

1. Comprehend the shifting context in particular with regard to communities which have a strong concern for the environment versus places where "bad planning has had an adverse affect on tourism, such as Pattaya Beach in Thailand".⁶
2. Co-operate and learn collectively in a network comprised of suppliers, producers/operators and buyers in order to create jobs, increase tourist arrivals, and lobby the government to tax fairly and wisely.
3. Operate in an ethically and environmentally responsible manner. According to a recent poll conducted by the Association of British Travel Agents, tourists will look for new destinations if favourite destinations become too polluted. The poll indicates that 63 per cent of the tourists surveyed are concerned about environmental quality of the destination they visit and 88 per cent are of the opinion they are becoming increasingly environment-conscious. Environmentally compatible tourism development is not only right but also sound business.
4. Preserve a sense of place in communities. Hotel development determines to a great extent the type of tourism that is likely to develop in a destination area. The responsible development of hotels which is sensitive to both quantitative (size) and qualitative dimensions such as architectural style, impact on the *sense of place* in the host community. Hotel developers should make an effort to preserve the sense of place in communities.
5. Be involved in education and training. Long term success and sustainability depend on organizations which make education and training an ongoing agenda rather than an occasional exercise. It is essential that industry, education and government form an effective partnership to raise the standards and skills employers expect from employees.

6. Jenkins, C.L., Henry, B.M. *Government Involvement in Tourism in Developing Countries*, *Annals of Tourism Research*, 9 (4), pp. 499-521

Construction Cost

Within Asia hotel construction costs are running at around USD 1000 per square meter excluding land for a 3 star mid-market hotel of international standards.

EEE cost are running approximately around USD 15,000 per room.

Based on these costs, a 12,000 square meter or 200 room hotel will cost USD 15 million to build and equip.

That works out to USD 75,000 per room. Giving one a selling price of USD 75.00 per room per night.

Century has opened this year an international 4 star hotel for USD 65,000 per room. We have been asked to do this by achieving a space utilization ratio of 80% rooms 20% support services. By building to market needs one is able to offer the investor what they want and the Tourist Market.

TOURISM DEVELOPMENT : A PEOPLE ORIENTED APPROACH

*by Peter Holden, Programme Director
Ecumenical Coalition in Third World Tourism (ECTWT)*

Just two years ago, the Educational Division of UNESCO sponsored a historic gathering of indigenous professional educators from several Pacific countries in Rarotonga, Cook Islands. The purpose of the meeting was to assist UNESCO clarify its response to the UN World Decade for Cultural Development and to provide ways for UNESCO to understand the contribution of Education to Cultural Development.

At that gathering, Colin N. Power (Assistant Director General for Education, UNESCO, Paris) gave the key-note address *Culture, Development and Education - the Role of UNESCO*. His address is worth reading and I commend it to you, but today I would like to point to the relevance of his opening paragraph to the issues we are discussing here in Hue:

“Culture,” says Carlos Fuentes, “is a seashell where we hear voices of what we are, what we were, what we forget and what we can be
”Without this seashell individuals and groups have great difficulty in finding their way. Indeed, the relentless and overwhelming technology and world view of the west, together with the problems of economic survival, have precipitated a cultural crisis in most parts of the non-western world. It is a crisis of the legitimation of the existence of smaller cultures and their claim for a place in the future world.

Culture is a seashell...without this seashell individuals and groups have great difficulty in finding their way.

Our agenda here in Hue is also culture - people’s expressions of **what they are, what they were, what they forget and what they can be**. Our particular focus is the preservation of world heritage in the context of tourism. As we proceed with our rather heady discussions, I want to bring us back to the origins of what we may call **world heritage** to the subjects of the gigantic phenomenon known as **tourism**, to the purpose of **preservation**. I want to bring us back to **people**.

Perspectives

There is more than one way to look at anything. Some of you will look at me and see “European”, some will look at me and see “male”, some will look at me and see “old”. Your perception of what you see comes from within yourself. It is your perspective. None of these descriptions is necessarily wrong, all of them hold some truth, but all of them also hide some of the reality of who I am.

It has been interesting for me during the past week to compare the news coverage of events in this country. I have been watching television beamed from the USA and I hear repeated references to the “Viet Nam War”, I hear references to 50,000 US soldiers lost in the war. I compare these with local news where there is no mention of the “Viet Nam War”, there is reference to a much longer struggle against colonization, I hear not of 50,000 casualties but of 2 million. Without going into an ideological discussion, let me say that neither of these accounts is wrong, at the same time each of them hides some realities. The difference is not a difference of fact, it is a difference of **perspective** on the facts.

Tourism

We are here to discuss tourism and its implications for cultural heritage. Obviously there is more than one perspective on tourism. If you are in the tourism industry as an investor, your perspective will be on the percent returns it can bring to you; if you are a hotelier, you will be looking at room occupancy; if you are in Government, you will be looking for foreign exchange and infrastructural development; if you are a worker, you will be looking at a well paid job; if you are a social planner, you will be looking at sustainability; if you are a tourist, you will be looking at tourism from the perspective of whether it can meet your needs for rest or recreation or for encountering human culture. I won't go on.

It is probable that each of us in this room is looking at the same phenomenon and the same consequences but we are seeing different sides of each. I want to make clear that the organization which I represent is biased. It looks at tourism from the perspective of **people**. By **people**, I mean ordinary people, not investors, not government officials, not writers, not tourists but local people, the people whose lives are or will be affected (either positively or negatively) by tourism.

Third World People

More precisely, we are looking at tourism from the perspective of Third World people. Now, I know that term is no longer in vogue (if it ever was) but it is a useful term none the less. Now that we can not identify a geographic Third

World, the term is perhaps even more useful. There are Third World people in every country, on every continent. The term is used for people without power and without influence, usually without economic resources or at least without economic resources to spare. Certainly they are not the people who can invest, not the people who can control decision making, not the people who will get well paid jobs and secure futures and most certainly not the people who can ever aspire to be tourists themselves. They are the world's majority. They are the people who can only **react** or **adapt** to the decisions and actions taken by the world's powerful.

The causes for the powerlessness of the masses of our world lie deep in international politics and history. This is not something you are responsible for nor is it the issue we are addressing here today. I am not asking you to reform the world. There are, however, some things you can do about it and I will address those in a moment, but before that, let us look at the **content** of the people's perspective.

It is our overwhelming experience that from the perspective of these people, Third World people, tourism produces net loss.

Let me offer you a poem written by a Third World person - a lawyer. He grew up in a small rubber growing village by the sea and when he returned to it from law school, he hardly recognized his village. It is a poem about tourism, it is also a poem about unfulfilled promises - and worse:

When the tourists flew in

The Finance Minister said
"It will boost the economy
the dollar will flow in."

When the tourists flew in
local food became scarce
prices went up
but our wages stayed low

The Interior Minister said
"It will provide full
and varied employment
for all the indigenous."

When the tourists flew in
we could no longer
go down to our beaches
the hotel manager said
Natives defile the sea-shore.

The Minister of Culture said
"It will enrich our life
contact with other cultures
must surely
improve the texture of living."

When the tourists flew in
the hunger and the squalor
were preserved as a passing
a chic eye-sore!

The man from the Hilton said
"We will make you a second paradise;
for you it is dawn
of a glorious new beginning!"

When the tourists flew in
our men put aside
their fishing nets
to become waiters
our women became whores.

When the tourists flew in
What culture we had flew out the window
we traded our customs
for sunglasses and pop
we turned sacred ceremonies
into ten-cent peep shows.

When the tourists flew in
we were asked to be "side
walk ambassadors"
to stay smiling and polite
to always guide the "lost" visitor.

*Hell, if we could only tell them
Where we really want them to go!*

Cecil Rajendra

Unfulfilled Promises and Worse

This is a strong poem, an angry poem. Not your everyday *legalese*, not a passionless brief rolled up in red tape. Yet the lawyer in the poet is obvious. His poem is a law suit about unfulfilled promises - broken contracts - broken contracts with the community. But the anger is not only at broken contracts, it is anger at horrific long-term and irreversible consequences not even hinted at in the promises of government or industry.

If you study the poem carefully, you will see consequences in terms of economics, social consequences, environmental consequences. We could add to the list of the poet, we could all point to erosion of cultural values as well as the destruction of global and local heritage caused by tourism. The arguments are not new to you, they are all only too familiar - they are the realities I am working with day to day. They are the criticisms the tourist industry tries to defend or deny. I do not want to expand on the negative consequences here, my colleague, Paul Gonsalves, will address these issues shortly.

What I do want to say is that the negative consequences are not inherent in tourism itself. Tourism is not of itself destructive of people's lives, communities, environment, culture and economies. The problem does not lie with tourism itself, it lies with the way in which tourism is developed. It lies in a "development" process which ignores people or treats people like objects, or treats people like obstacles in the way of development.

Tourism Development: A People Oriented Approach

I really hesitate with such a title to my paper. I hesitate because whilst I am aware of a variety of legitimate perspectives, I fail to see how any perspective can be legitimate when it ignores people, how any approach which sees people as objects and not as active subjects in their own development, their own culture and their own communities can be sanctioned. But, of course, I am naive. This is what does happen when decisions affecting people are made in the wrong places.

A Conference of Indigenous People from Asia and the Pacific which we sponsored in March this year strongly affirmed that there are many indigenous people's groups which are not willing to participate in tourism development but are actually anxious to do so. Just as strongly, they are affirmed that they will actively resist the **imposition** of tourism on their communities.

They affirmed participation; they oppose imposition.

I believe that this double affirmation is something which tourism developers and planners need to know about and take seriously. Too often there is conflict, there are victims, there are losers when there need not be.

A **people oriented approach** to development of any kind and tourism development in particular is an approach which treats local people seriously; treats them as partners. It is an approach which honours **their** culture, **their** wisdom, **their** lands, **their** heritage. It is an approach which takes their views seriously and modifies the development plan in the light of the aspirations of the local people. This is very different from a development strategy which imposes a model devised somewhere outside on local people.

Secondly, a **people oriented approach** is an approach which works with the local people. This implies that the local people are true partners in every stage of the planning and implementation process and that local people are able to enjoy a fair return on the investment which they have made in terms of the natural, cultural, environmental and human resources which they commit to the project.

I am aware that this may sound idealistic, unbusinesslike, unprofessional and probably impractical and unrealizable. Perhaps so, but consider the alternative: No "development" and certainly no tourism development can in any sense be "sustainable" without the informed participation and willing co-operation of local people.

That is exactly where we (representing the movement of **people** concerned about tourism) can help.

Why and How We Can Help?

Captains of industry have their own perspectives (and vested interests), expert consultants have their own perspectives (and vested interests), government agencies and multilateral government and semi-government agencies have their own perspectives (and vested interests) and, of course, local people have perspectives and a vested interest which is very clear - they want to survive, they want to preserve their heritage, they want a future for their children, they want to put the **seashell** to their ear and be enriched and enabled - they do not want to **lose their way** (to quote Colin Power again).

These perspectives and preconceived outcomes can be in conflict with each other. The **people oriented approach** demands a resolution of the conflicts before disaster strikes all parties or (to quote the poet: **before** the tourists fly in).

As an international voluntary body, the Ecumenical Coalition on Third World tourism has 15 years' experience of working with local people. We are in touch with resource persons from all over the world, we have experiences to share - not the experiences which we have read in the text books or the newspapers, but experience from the blood and tears of people for whom it is too late to make a real change, those people whose **seashells** have already been washed away with the sewage or sold cheaply to tourists.

Specifically, we can facilitate processes where local people can be encouraged and empowered to make informed judgements about how they want development to proceed in their own community.

My colleague and I thank you and the various organizers and sponsors to this Workshop for the opportunity to speak of a people oriented approach. We would be even happier to be able to play a role in ensuring that the people oriented approach becomes a reality here in Hue.

Thank you.

SUSTAINING PEOPLE'S CULTURE IN THE CONTEXT OF TOURISM

by Paul Gonsalves

Ecumenical Coalition on Third World Tourism (ECTWT)

Introduction

The Ecumenical Coalition on Third World Tourism, an international NGO, was established in 1982 by Third World churches, in response to the profound impact of tourism upon Third World communities. In its work, the Coalition focuses on the effect that tourism has on people; encourages an awareness of the role of tourism in development models; is a forum for people affected by tourism to express their views and hopes; denounces unfair practises in tourism and stimulates research and action for justice in tourism.

We do not promote tourism in any form, although we have engaged in and facilitated discussions and debates on so-called *alternative tourism*. Instead, our role is to be responsive to tourism issues - socio-cultural, economic, ecological and political - from the perspective of people at the receiving end of tourism (Third World *host* communities), and to support their struggle for wholeness and meaning in life.

Our purpose in participating in this Workshop is to present some of the experiences of Third World people whose daily life is greatly influenced, even moulded, by the tourist encounter. Our purpose is to speak on behalf of those whose self-perceptions are ever being constructed and re-constructed by what John Urry calls the *Tourist Gaze*¹. Our purpose is to urge the people in Viet Nam to learn from such experiences, as this country embarks upon an international path of economic liberalization and globalization, such that the choices made, including those for tourism development, be well-informed and guided by wisdom rather than mere expedience.

Hue in the Context of Recent Tourism Trends in Viet Nam

ECTWT has long followed with interest tourism development in Indochina, in the context of rapid social, political and economic changes that have

1. Urry, John. *The Tourist Gaze: Leisure and Travel in Contemporary Societies*, Sage, London 1992.

taken place in the region, still underway. Most recently, we have produced a dossier on this subject², analyzing tourism trends within larger perspectives, followed by a report on tourism development in Viet Nam over the past two years.³

The inferences, to our minds, are frankly disturbing, in terms of the kind of tourism being developed, and the pace at which it is taking place. If similar experiences of other countries in the region are any indication, the consequences will be severe for ordinary Vietnamese people, the country's agricultural base, and its unique culture. Whilst national prosperity may be a desirable objective, it ought not to be at the cost of crucial considerations such as these.

Moreover, underlying the purposes of this Workshop, there appears to be a sense that although some mistakes are taking place elsewhere in Viet Nam in regard to tourism, these ought to be avoided whilst planning a new model of *cultural tourism* in Hue, a seemingly reasonable and laudable aim. This raises several questions, however, and I hope this meeting will attempt to respond to at least some of them.

First, since the purpose of this meeting is to plan *responsible / appropriate* development in Hue, can this take place in isolation of what is happening in the rest of Viet Nam? If so, how responsible is it really? Does *appropriate* development in one region rationalize inappropriate development elsewhere? Is Hue a model to be showcased, whilst ignoring the implications of mega-resorts planned for Danang, Dalat/Nha Trang, Ha Long Bay and elsewhere? Are plans for Hue a justification for what is happening further afield? Will Hue be the expiation - to use a theological paradigm - for the sins of Vietnamese tourism? Or is this just an example of industry's current fascination with niche marketing strategies?

Tourism and Peoples' Culture - Inappropriate Examples

We have no formula to offer on sustaining peoples' culture in the context of tourism. The relationship between culture and tourism has been discussed and researched over and over again, and none of the issues thus raised have been resolved, to the best of our knowledge. My paper is, therefore, not a *how-to-do-it-right*: instead, I will present experiences of ordinary people in relation to culture and tourism; some of the lessons we have learnt from them and some guidelines for assessing cultural tourism projects from this perspective. Hopefully, such issues

2. *Indochina Spotlight*, ECTWT, Bangkok, December 1994.

3. Vietnam: Showing the Way?, in: *Contours*, 7 (1), ECTWT, Bangkok, March 1995 (appended to this paper)

will be carefully considered by planners of tourism not just in Hue, but for Viet Nam as a whole.

To start with, let us take a look at what's happening at other Asian destination renowned for its cultural tourism. We could call what follows an *alternative tour* of a place familiar to many international tourists for its beauty, its gentle people, its cultural heritage: a look beneath the surface.

A controversy is currently raging on the island of Bali in Eastern Indonesia over a major tourism project being planned, the **Bakrie Nirwana Resort (BNR)**, overlooking the sacred Hindu temple of Tanah Lot⁴. Students, farmers, religious leaders and many other Balinese have protested the project on religion-cultural grounds, raised issues of land acquisition, displacement of communities in the vicinity of the BNR project, and so on.

Underlying all of which is the basic issue of what tourism in Bali, since the early 1970's *hippie* era, has already done to Bali's people and culture. "How much more can we take of this without totally obliterating our identity as Balinese?", they ask. Since many Balinese have already sold their lands to tourism developers and moved either to other parts of Bali or *transmigrasi* areas elsewhere in Indonesia, will they become *strangers in their own land*?

The government's response to local concerns over BNR has been to quell protests by force, as well as attempt to win over a degree of public opinion. A study evaluating the impacts of the project was released by the Governor in September 1994, with some apparent concessions. The Governor has since authorized the development to proceed. In addition, a similar project, still shrouded in secrecy, is planned near the Sakenan temple, another sacred site. An appeal against BNR was launched early 1995 by Balinese citizens and others, asking for international intervention to stop the project.

Not far away, is yet another disputed project: the Rp 80 bn **Garuda Wisnu Kencana** monument at Nusa Dua, plans for which reflect what might be termed as an *edifice complex*⁵. Critics of the project say that in no sense is the GWK monument illustrative of Balinese cultural heritage, and that its sole purpose is to promote tourism to an island which is already overcrowded. All of Bali, they contend, is being turned into a "*Hindu Theme Park* where everything is made quaint and neatly packaged for the sake of foreign eyes". With an eye on future profits, the government has neatly side-stepped criticisms of GWK, and construction is going ahead.

4. See *Contours*, 6 (6), June 1994 and 6 (7-8), November 1994, ECTWT, Bangkok.

Whilst a detailed discussion of these issues (and the context of Indonesian tourism in which they are located) is not possible in this brief presentation, these cases are cited to illustrate some basic issues regarding tourism and sustenance of peoples' culture. I will return to these later in this paper. Also, while I used examples from Bali, similar conclusions can be drawn from data elsewhere, Goa or Ladakh in India, the Kathmandu Valley in Nepal, Tana Toraja in Sulawesi, Chiangmai in Thailand, or a score of destinations in the Pacific islands. All of these have at some point of time been promoted as cultural tourism destinations, but now display socio-cultural and ecological impacts similar to those encountered at other mass tourism destinations, of varying degrees and kinds.

Tourism, Modernity and Cultural Identity

Fanon, in his classic revolutionary work of the early 1960's, *The Wretched of the Earth*, predicted that international tourism, then in its infancy, would transform the Third World into "the brothel of Europe"⁶.

Given the history of colonial exploitation, it is hardly surprising that in places as far flung as Goa and Hawaii, tourism has been accused of neo-colonialism, sexism and racism, and resulted in strong resistance by local people. Their fears and critique are not groundless. Despite renewed interest in some art forms and costly restoration of crumbling remnants of the past, tourism has exacerbated social tensions and led to a debasement of indigenous values and practices. It has done little to ensure economic self-reliance or safeguard cultural integrity, not to speak of basic human dignity. Women, children and ethnic minorities are amongst those affected most negatively by the impact of Third World Tourism.⁷

Partly, this can be attributed to the fact that culture has repeatedly been viewed by the tourism industry in the limited sense of built heritage (historical buildings, architectural styles, archaeological sites, etc.) and cultural expression (dance, music, arts and crafts) - tending towards *monumentalising* culture.⁸ This takes place to the complete exclusion of the reality of which it is part: peoples'

5. *Ibid.* See also: John McCarthy. *Are Sweet Dreams Made of This?, Tourism in Bali and Eastern Indonesia*, IRIP, Northcote, Australia 1994.

6. Fanon, Franz. *The Wretched of the Earth*, Presence Africaine, Paris 1963

7. See e.g. Harrison, D. (ed.). *Tourism and the Less Developed Countries*, Belhaven, London 1992

8. A good discussion on this may be found in: Krishna Menon, A.G., *The Effects of Tourism on Culture and Environment in India, Case Study: Jaisalmer, Khajuraho and Goa*, The Indian National Trust for Art and Cultural Heritage and Indian National Commission for Co-operation with UNESCO, New Dehli, June 1993.

life and knowledge systems, their unique *weltanschauung* encompassing the natural and transcendent, everyday customs and mores, familial and social relationships, the annual cycle of planting, tending and harvesting, and the celebration of *rites de passage*.⁹

Such an interpretation is at best ethnocentric and fragmentary, at worst a display of cultural insensitivity and naivete. How else can one explain the all too common, obviously demeaning portrayal of native people either as illiterate, happy-go-lucky people whose only objective in life is to either serve tourists as waiters, cooks, entertainers or even as tourist attractions, on the flip-side of which they are perceived as touts, whores and rip-off artists. Much less than being a harbinger of international friendship and cultural exchange, tourism has accentuated cross-cultural stereotypes, led to mutual distrust, and accelerated cultural change (read *Westernization*) through the *demonstration effect*.¹⁰

Moreover, many cultural tourism projects are located in areas considered by indigenous peoples as their home. Faced with threats from *development* projects such as dams, resettlement projects (such as in Tibet or Indonesia's *transmigrasi*), agro-industry, displacement from traditional lands, and so on, they have clung on to their culture as a basic source of identity. Whilst tourism in such areas, notably Tibet, has helped limit some of the more excessive forms of exploitation of ethnic minorities, it has also brought to the fore issues of culture and identity in the face of modernization.¹¹

Ironically, ethnic culture has frequently been used to promote the uniqueness of a tourism destination. Sadly, behind this transformation of culture into entertainment lies all too often a history of enslavement, enforced poverty and genocide. The commoditisation of culture for the sake of earning dollars is bad enough: it is reprehensible when it does so at the expense of a peoples' misery.

Cultural Values and Heritage Valorization

Whilst issues such as the above might not, at a first glance, appear to be relevant to tourism development in Hue, I raise them here because of two reasons: one, the large number of ethnic minorities in Viet Nam, 53 (excluding the majority Viet or Kinh constituting 80% of the population) and, second, the stated

9. See Rossel, P. (ed.), *Tourism: Manufacturing the Exotic*, International Workgroup for Indigenous Affairs, Copenhagen 1988.

10. UNESCO, *The Effects of Tourism on Socio-Cultural Values*, *Annals of Tourism Research*, 4 (2), 1976.

11. See *Tourism and Indigenous People: A Resource Guide*, ECTWT, Bangkok, March 1995, and *Breaking Out of the Tourist Trap: Parts One and Two* (special issues), *Cultural Survival Quarterly*, 14 (1&2), Cambridge, USA 1990.

aim of this meeting to assist Viet Nam in *valorizing* its cultural and natural heritage. Whilst I have already struck a note of caution on the issue of ethnic minorities and tourism, I am also troubled by the concept of heritage valorization.

To me, the idea of valorizing heritage seems to be akin to cultural commodification, or the monetisation of something that is essentially *invaluable*, that has significance primarily within its own context: the people and place where it belongs. Uprooted from these, it lacks meaning, it is devoid of *true* intrinsic value, though an external *artificial* worth may be assigned to it.

Moreover, what methods will be used to valorize heritage? What are the norms to be applied, the standards against which it will be measured? Are these likely to be internationally laid-down criteria, imported into Viet Nam, or will local wisdom be the cornerstone of the assessment process? I am reminded here of the well-known passage attributed to Chief Seattle in 1854, extracts from which read:

How can you buy and sell the sky, the warmth of the land?

The idea is strange to us. If we do not own the freshness of the air and the sparkle of the land, how can you buy them?

Every part of the earth is sacred to my people. The sap which courses through the trees carries the memories of the red man.

So, when the Great Chief in Washington sends word that he wishes to buy our land, he asks much of us. The Great Chief sends word he will reserve us a place so that we can live comfortably to ourselves. He will be our father and we will be his children. So we will consider your offer to buy our land. But it will not be easy. For this land is sacred to us.

I do not know. Our ways are different from your ways. The sight of your cities pains the eyes of the red man. But perhaps it is because the red man is a savage and does not understand. This we know: the earth does not belong to man; man belongs to the earth. All things are connected like the blood which unites one family. Whatever befalls the earth, befalls the sons of the earth. Man did not weave the web of life: he is merely a strand in it.

Although the above relates primarily to the relationship between land and people, it can as easily be read in the context of cultural traditions and heritage. As plans for valorizing Hue's cultural heritage begin to take shape, I trust the guiding wisdom will not merely be tourist-oriented and commercial, but a genuine and sensitive attempt to restore to the people of Viet Nam what belongs to them.

Tourism, Land and Culture: Interdependencies and Conflicts

The broader view of culture incorporates both the material and non-material aspects of culture, as also its *context*. The economic bedrock of culture is basic to this perspective, and in the context of primarily agrarian societies, land becomes crucial in the shaping of a peoples' culture. This is all the more true where land is commonly held, whether as a traditional indigenous practise or as an expression of professional state ideologies such as socialism.

A *functional* analysis of the tourism industry requires an examination of how it conducts itself in real situations. If land is a critical element in cultural development, we must assess tourism's relationship with culture in terms of its interaction with land. The picture that emerges, from several Third World situations, is a depressing one, overall, in this regard. Conflicts between tourism and local communities, whether in the courts of law or outside, fall generally within the following categories: land acquisition, usually well below the going market value, and often using strong-arm tactics; questionable deals such as behind-the-door conversion of notified lands for commercial purposes benefitting the industry; violation of construction norms, as well as issues related to the impact of projects on land ecology. All impact the basic relationship between a people and their land.

Data on this is widely available, and I will cite some from India¹²: the CHOGM land grab case in Goa; the Agonda, Ramada and Kempinski hotels, also in Goa; the Konarak Hotel and the Puri-Konarak tourism development area in Orissa; the East Coast Road in coastal Tamilnadu; the Sterling, Dalmia and Pleasant Stay resorts in Kodaikanal, a Tamilnadu hill station; the Bekal Special Tourism Area in Kerala; these are just a sampling of data available, which include in several cases, court records. The new trend towards golf tourism, each resort requiring hundreds, even thousands, of acres of land, serves to exacerbate an already critical situation in many Asian countries, most notably Thailand, but also in Hawaii, which serves as a playground for the Japanese, and elsewhere in the Pacific.

Perhaps the most striking example of conflicts between tourism, land and culture is the bulldozing of traditional burial grounds in Hawaii to make way for new resorts. The destruction of sacred sites hardly contributes to cultural revival. In view of such a record, I must confess to a strong sense of pessimism when it comes to the question of tourism being a positive force in the preservation of peoples' culture.

12. Detailed information on the Indian cases available from Equations, Bangalore.

Ensuring a Place for People and their Culture in Hue

Part of the statement by critics of the Garuda Wisnu Kencana reads as follows: “a monument is nothing but dead matter if it doesn’t represent something dynamic from the people of the place where it is located. Furthermore, a monumental work is created for a noble purpose, and most often with a spiritual intent - as were Borobudur and Prambanan.” Inferences can be drawn from this to show ways by which a peoples’ cultural heritage can be sustained and enriched in the context of tourism development.

Foremost, tourism development which aims to be culture-sensitive has to take place with the complete approval of local communities in the area, and their regular, ongoing participation in every stage and process of tourism decision-making. This does not just mean local or regional governments, but also intellectuals, artisans, craft-producers, ethnic minorities, students, women, NGOs working with marginal groups in the area, and so on. There can be no compromise on this basic democratic principle.

Secondly, it is necessary to ensure that people who have an ancestral association with a site (trustees, priests, caretakers, guards and so on), be an integral part of future development plans for the site. Too often have the rights of such people been denied, their lands forcibly taken away from them, to be replaced by outsiders with no affinity to the site. An arresting example of this is provided by the experience of residents of Borobudur in the early 1980s, when it was declared a World Heritage site and restored by UNESCO. Subsequently, the Indonesian government announced plans to build a tourist park around the temple, and its intention to acquire land from the residents. Although residents said they should be integral part of the renovations, their claims went unheeded, and military force was used to move them out, resulting in several deaths.¹³

Thirdly, interpretations of heritage must take care to incorporate multiplicities: sites often mean different things to different people, even amongst locals. Care must be taken not to privilege one or the other interpretation over others, often done either to simplify matters for the tourist, or to cater so-called *popular* taste. This can lead both to the degradation of a site - physically and in terms of the values associated with it, as well as contribute to tensions between different groups in the host community.

Finally, renovation of cultural sites must go hand in hand with efforts in at least two related directions. One, which ensures that the socio-cultural base of

13. Borobudur Cries Out, *Contours*, 1 (5), ECTWT, December 1983, and *The Cost of the Tourism Industry on the People of Borobudur*, Human Rights Forum, 1 (1), YLBHI and LP3ES, Jakarta 1985.

Hue is protected to the greatest extent possible. For example, traditional water supply and sewage systems, however *non-modern* they might appear to developers, must be revived, even rebuilt, if need be.

Critics of the Garuda Wisnu Kencana propose an alternative to the monument: a comprehensive program to increase the quality of life by repairing public infrastructure ... this would reflect our sense of responsibility as people, and a creativity and imagination that is sensitive to concrete problems. If this could be achieved we would truly have created a *monument* to be proud of.

Additionally, existing economic activities and occupations ought not be ignored or sought to be transplanted with tourism-related work. On the contrary, conscious effort should be made to upgrade skills in these areas, improve productivity, instilling a sense of pride in such activities, and in general, creating a conducive atmosphere for their continued development.

Tourism cannot contribute to preserving or re-building the cultural and natural heritage of a place. Statements such as "tourism will help retain the ecological harmony of a place" and so on, projecting the industry as the *saviour* of a locale, are patently false. Instead, efforts by local people to protect, revitalize, redefine and regain their cultural and natural heritage, within a rapidly changing political and economic context, might include a place for *some* tourism-related activities.

As indigenous peoples from Hawaii to Ladakh have amply demonstrated¹⁴, they are prepared, not merely to face up to the challenge of tourism, but also to organize their own tourism, provided it fits into larger objectives of self-determination and self-reliance.

14. See *Tourism and Indigenous People: A Resource Guide*, ECTWT, Bangkok, March 1995, and *Breaking Out of the Tourist Trap: Parts One and Two* (special issues), *Cultural Survival Quarterly*, 14 (1&2), Cambridge, USA 1990

THE DIRECTION OF HOTEL SYSTEM AND INFRASTRUCTURE DEVELOPMENT FOR TOURISM IN VIET NAM

by Pham Trung Luong

Head of Section for Science and Economy - ITDR

In each country tourism resources are considered as the first important factor for attracting tourists, so the infrastructure, the tourism services' quality, material- technical facilities are serving as factors for tourism development.

There are many landscapes, historical - cultural relics in Viet Nam, which are valuable for attracting tourists but Viet Nam's Tourism Branch has developed slowly in comparison with other countries in the region. The infrastructure systems is still at a low level, tourism service facilities are limited in both quality and quantity. The tourism labour force is limited in professional knowledges, foreign languages... The State's management for tourism activities is not tightly and synchronously so the effects reached are not equal to tourism's great potentials of Viet Nam.

The contradiction between the growing number of tourists and the capacities of hotels, services and between tourism development and the infrastructure's development have blocked Viet Nam's Tourism Branch's development.

Viet Nam Tourism Branch's activities have been carried out since 1960. However, the Viet Nam Tourism Branch's business activities have really started since 1990, displayed on the main targets of the number of tourists, incomes, capacities of hotels, services and management activities. In 1994, Viet Nam's Tourism Branch received more than one million foreign tourists and over 3.5 million domestic ones. In order to satisfy demands of the increasing amount of tourists, they have paid attention to invest in, to upgrade and to build many accommodations, including many of international standard hotels. In 1989, Viet Nam's Tourism Branch had about 18,900 rooms in which only some thousands were international standard rooms. In 1993, that figure reached up to about 31,000 rooms with 18,000 international standard rooms. From 1988 to 1994, there were more than 100 investment projects in the tourism field with the total investment capital reached up to approximately 2 billion USD. However, the

accommodations in Viet Nam has not satisfied the requirements of quality and quantity yet. The recreation and entertainment area resorts are still so poor in Viet Nam. The entertainment types are monotonous and in small scale; and there was no synthetic entertainment centers, resorts so retention of tourist are limited.

Many effective kinds of tourism such as: conference, fairs, festivals, study tours, sports, traditional festivals, etc. have not developed yet.

The qualities of tourism products are at low level and the potentials of handicrafts, souvenirs, etc. have not exploited yet, so we could not stimulate tourists to pay more money and by this the society's income of Tourism is limited.

The Tourism's direct labour force is increasing rapidly. In 1992, there were about 21,500 employees of State-run enterprises, this figure increased by 36,800 in 1993 (increased 72% in comparison with 1992). Now, total of Tourism's direct employees is 120,000 including 92% hotel's employees and 8% employees working on business and service. However, Tourism's labour force has not been trained professionally by a systematized programme. In the recent years, there were only 2 kinds of professional education: secondary training and higher training in Hanoi and Ho Chi Minh city. The infrastructure in Viet Nam is still at a low level. At the present, there is about 7% of the total 11,000 km national highway in the whole country having standard quality. The remaining highways are downgrading seriously with low qualities.

Viet Nam's railways have high density in comparison with the Southeast Asian region (0.077 km/100 km²). Nevertheless, railways are only developed in the North of Viet Nam with low quality, in particularity of bridges and 10/13 tunnels of the system has been broken down.

There were only three international airports in total 15 operating airports: Hanoi, Da Nang, Ho Chi Minh city. However, the abilities of airline's service are limited.

In general, Viet Nam's seaports are used to transporting goods with total capacity is about more than 10 million tons/year. Shipping Tours have just exploited for some years ago.

In the recent years, the Vietnamese Government has tried to improve the country's backward infrastructure system. They have paid attention to invest in, to upgrade the communication systems, water supply, electric supply system and electric power network such as: national highway No. 1A, No. 5, airports, seaports, Hoa Binh's hydro-electric power station, telecommunication network, etc. but in comparison with the development requests, Viet Nam is still at the low level (compared with other countries in the region).

In the past year, because of the change of management organization's mechanism and the implementation of the multi-components economic policy and open-door policy. The management and Organization of economy in general and of tourism in particular have changed a lot. This change has fueled establishments of many tourism enterprises, hotels, restaurants, transportations, tourism services, etc. with various kinds of scale, level, ownership and the change has contributed actively to the Tourism development of the country.

Together with improving the infrastructure system, the main directions of the material - technical facilities for tourism have been determined in the master plan for tourism development in Viet Nam to the year 2010. The major substances of mentioned are as follows:

Hotel Investment

- To concentrate on building two different hotel groups: relay hotel and provisional residence hotel (1 to 3 star) and high quality hotel from 4 to 5 stars.
- Relay and provisional residence serve tourists according to their routes: until year 2000, the whole country would need 25,000 rooms (Northern tourism Zone: 10,000; North-Central Zone: 2400 and South-Central Zone: 12,600 hotel rooms). A capital investment is about 1,478 million USD (the annual average is 211 million USD). There would be additional need of 51,200 rooms in 2010 (Zone I: 20,200; Zone II: 10,700 and Zone III: 20,300 rooms) with a capital of about 3,039 million USD.
- High quality hotel from 4 to 5 star: concentrated for tourism centres. In Hanoi and Ho Chi Minh City there should be investment for building of large scale hotels of more than 200 rooms. Until the year 2000, there would be a need of 13,800 rooms (Zone I: 6,600; Zone II: 800; and Zone III: 6,400 rooms) with a capital of about 1,530 million USD (the annual average is 218 million USD). There would be additional need of 28,200 rooms (Zone I: 14,000; Zone II: 3,500; and Zone III: 10,700 rooms) with a capital of about 3,160 million USD

Besides the two biggest mentioned cities (Hanoi, HCM City), some hotels of high quality from 4 to 5 star should build in some coastal cities and provinces such as Ha Long, Hue, Da Nang cities, Van Phong (Khanh Hoa province), Ba Ria Vung Tau province. Joint ventures with foreign countries for building hotels of high quality from 4 to 5 star in important tourism areas are encouraged by Viet Nam Government.

Tourism Area Investment and Entertainment Facilities:

There should be more concern for diversification and raising the quality of VietNam tourism products, increase their possibility of attraction and retainment of visitors. Besides, there should be more investment to repair and to upgrade of scenic destinations and relics for the protection of tourism environment and sceneries.

At present in Viet Nam, many big investment projects with a capital of hundreds of millions USD for tourism areas such as Non Nuoc (Da Nang City), Thuan An (Hue city), Ha Long (Quang Ninh province), Van Phong Bay (Khanh Hoa province), Dan Kia (Dalat city) coastal area of Ba Ria - Vung Tau province etc. have begun to operate.

For the tourism axis from Hue to Da Nang, tourism projects should be concentrated on preservation and exploitation of architectural cultural heritage (Hue city) together with natural heritage along the axis of Hue - Lang Co - Hai Van Pass - Son Tra - Da Nang and ancient city of Hoi An. Some tourism destinations in surrounding with revolutionary heritage (Quang Tri) or Phong Nha Cave (Quang Binh) should need investments for development. Besides, attention should be paid to projects of infrastructure in the development of a tourism route with Lao (Laos) and Thai Lan (Thailand) via the Trans-Asia road to Myanmar, Malaysia and Singapore in the near future.

In order to implement the mentioned directions and substances for tourism development in Viet Nam, the main measures should be made as following:

1. **Tourism planning development:**

Based on the master plan for tourism development in Viet Nam up to year 2010 approved by the Viet Nam Government on 1 March 1995 is the tourism planning for three tourism zones; for the main tourism centres and for every province of the country must be carried out with an attention to environmental protection and national culture preservation.

2. **Closed integration with other related ministries is needed:**

For implementation of investment projects for infrastructure and material-technical facilities development. In this matter, special co-operation between National Administration of Tourism and Ministry of Culture and Information is very important for preservation of culture heritage and tourism serving.

3. Education and training for tourism personnel and cards, especially in the field of tourism management and business.
4. Study and application of modern technology for tourism management and business activities.
5. International co-operation, especially in the field of information exchange, education and training, visit exchange, etc.

TOURISM IN HUE, WORLD HERITAGE SITE

*by Nguyen Van Vinh
Economic Assistant, Saigontourist*

Ladies and Gentlemen,

The general planning of tourism development specifies that the Viet Nam territory can be divided in three tourism zones in accordance to their criteria and characteristic products:

Zone 1 (Northern Viet Nam)

Zone 1 includes 23 provinces from Ha Giang to Ha Tinh with the Hanoi Capital as the centre linking the triangle: Hanoi, Hai Phong and Ha Long to form the reactor of the tourism growth. The essential tourism activity radius consists of:

- i) The area of historical, cultural, artistic vestiges;
- ii) The area of national culture;
- iii) The area of landscapes:
 - seaside resorts such as Ha Long, Bai Tu Long, Cat Ba, Do Son, Sam Son, Cua Lo
 - Lakes such as Hoa Binh, Ho Tay, Ho Ba Be, Yen Lap, etc.
 - Highlands such as Tam Dao, Ba Vi, Sapa, Yen Tu, Mau Son, Fansipan

Zone 2 (Centre of Viet Nam)

Zone 2 consists of 5 provinces: Quang Binh, Quang Tri, Hue, Quang Nam - Da Nang and Quang Ngai. There exist the following basic tourism products:

- i) The cultural heritage of the Nguyen Dynasty in Hue, the Cham culture in Quang Nam - Da Nang;
- ii) The typical vestiges during the national resistance in Quang Tri;
- iii) The destinations for relaxation and leisures along the coast of Thuan An, Canh Duong, Lang Co, Nam O Bay, Non Nuoc Hoi An, My Khe and in the mountainous resorts such as Bach Ma, Ba Na, Grottoes in Phong Nha, Quang Binh.

Zone 3 (Southern Viet Nam Centre and Southern Viet Nam)

The two tourism sub-zones, one in the Southern Viet Nam Centre including 9 provinces and one in Southern Viet Nam with 16 provinces, the centre of which is Ho Chi Minh City to form three triangles of tourism growth:

1. Ho Chi Minh City - Nha Trang - Da Lat;
2. Ho Chi Minh City - Can Tho - Kien Giang;
3. Ho Chi Minh City - Bien Hoa - Vung Tau.

Every destination has its specific scenery that the tour operators can use their initiatives and experiences to attract the tourists.

The Viet Nam country and people have a very long history of which the historians speak of over 4,000 years of civilization. During such a long period, in the course of struggle for the salvation and protection of the territory, our ancestors have built and left behind countless historical vestiges, tangible and intangible cultural heritages from Nam Quan Border Gate to the Cape of Ca Mau. However, several of these vestiges and heritages were buried and destroyed through the dust of time due to no restoration or preservation. Often aggressive wars were the principal reason causing the destruction of the above-mentioned historical vestiges and cultural heritages.

Especially Phu Xuan, which is today Hue, in accordance with the contemporary history, during the Trinh and Nguyen conflict, has many times changed its rulers. The Trinh army under the leadership of Hoang Ngu Phuc coming from Thang Long in 1774 to chase Nguyen Phuc Thuan Lord and occupy Phu Xuan (Hue), if without intervention from Le Quy Don Scholer, all the wooden constructions built during the previous Lords would have been used as firewood for coin melting. After wiping out the forces of the Trinh Lord, Nguyen Hue proclaimed himself Emperor, made Phu Xuan his Capital in 1788 and built several typical premises of the current time, which were demolished by Nguyen Anh, who pursued Quang Toan King in 1801 and occupied Phu Xuan. As a result, all the structures hardly built by the Tay Son during 14 years from 1788 to 1801 were exterminated including the mausoleum of the linen clad hero Nguyen Hue.

Finally, during the 30 years resistance for the national liberation, innumerable constructions of the Nguyen Dynasty and the Vietnamese people were destroyed during the war. Not only the tangible cultural vestiges but many historical documentation and books were burned.

Hue, a World Heritage Site

Dating back in history, the imperial Phu Xuan Citadel of the Southern country was built by the Nguyen Lords since 1687 on Hue's present location. In 1786 Phu Xuan was occupied by the Tay Son and used as their capital from 1788 until 1801, when it was taken over by Nguyen Anh Lord. Nguyen Anh ascended the throne and proclaimed Gia Long Emperor and since then established the Nguyen Dynasty with 13 successors respectively: Gia Long, Minh Mang, Thieu Tri, Tu Duc, Duc Duc, Hiep Hoa, Kien Phuc, Ham Nghi, Dong Khanh, Thanh Thai, Duy Tan, Khai Dinh and Bao Dai.

Location and Construction of the Hue Capital

To glorify its new dynasty, the Nguyen royal family (1802-1945), especially under the first two kings, Gia Long and Minh Mang, enlarged the Phu Xuan area and built the capital manifold bigger. As advised by geomancers, Gia Long King chose the location as it is today, on an area of 500 ha and a 10 km perimeter on the Northern bank of the Perfume River to build his capital. Perfume River, Ngu Mountain, Hen Islet and Da Vien Islet played decisive roles in the master planning of the new capital. During the first few decades of the 19th century, the imperial citadel was originally made of earth. Tens of thousands of workers were mobilized to build the ramparts 6 m high, 2 m thick and 2.5 km long and zig-zag moat 30 metres across and 4 m deep around the Imperial Enclosure Dai Noi or Hoang Thanh. the initial designer was the french military architect Vauban. the capital was a strong fortress for the protection of the central organs of the Dynasty. The Ngu Binh Mountain was used as the shield for the capital. Hen and Da Vien Islets were super naturalized and personified as "the left blue dragon" and "the right white tiger" to safeguard the sovereignty.

The interior of the citadel is the Imperial Enclosures (Hoang Thanh) or the Forbidden Purple City (Tu Cam Thanh) with over 100 big and small structures, among which are dozens of multi-coloured luxurious palaces destined for the great national ceremonies, where the king and highest ranking mandarins worked daily and where the imperial families resided.

Farther to the south of the Perfume River are 7 mausoleums of the kings from Gia Long to Khai Dinh built in the middle of the tranquil hills full of artistic sceneries and human livelihood philosophy.

Among these structures and scattered on both banks of the Perfume River is the Nam Giao Platform, where the Kings worshipped the God, the Literature Temple in memory of the Sages and where stelaes of doctors were erected, the Military Temple in memory of famous Generals and where stelaes of military

academic doctors exist, the Tiger Arena (Ho Quyen) where fights between tigers and elephants were organized for the distraction of the kings, Hon Chen Temple dedicated to the Goddess Mother of Cham, originally called Thien Ya Na Mother by the Hue inhabitants, dozens of famous pagodas of different styles, multicoloured, luxurious palaces belonging to the princes and princesses and the mansions of the nobles.

Although the total number of these structures were heavily damaged over the years and by wars, in comparison to other ancient capitals in Viet Nam such as Co Loa, Hoa Lu, Thang Long and even in other countries in Southeast Asia, the Hue Capital is still preserved to a certain extent, the principal structural sceneries are relatively preserved in their entirety.

Hue is the World Human Heritage

At the 17th Session of the World Heritage Committee in Cartagena, Colombia from 6-11 December 1993, UNESCO decided to recognize Hue vestiges complex as the common cultural heritage of humanity. On 2 August 1994 the recognition ceremony was solemnly organized at the Hue royal palace. since then the Hue vestiges became the first property of our country recorded in the World Heritage List. the properties are divided into two kinds: cultural properties created by man and natural properties existing in the nature. The Hue culture is tangible and intangible and deserves to be respected and preserved in the tourism development planning. Hue vestiges are valuable culturally, historically and legally because they meet the following criteria:

- i) Symbolizing genuine artistic achievement, a masterpiece creating by human work;
- ii) Having great value in the construction technologies and architecture in the urbanism to highlight the beauty of the scenery of the world cultural area;
- iii) Symbolizing an historical architectural complex of an important historical period.

So far, the World Heritage List represents 443 common property of humanity including 344 cultural properties and 99 natural properties in 95 countries all over the world.

Being recognized as a World Heritage site, Hue has a great prospect in attracting tourists from all over the world. Hue will be the destination included by the tourism organizers in their tour programmes for marketing and promotion. To some extent, Hue brings the glory to the people, the prestige to the country as to

the traditional culture and art benefited from our ancestors, useful to the social and economic life through the cultural tourism activities.

Geographically, Hue is located in the centre of Viet Nam, 650 km from Hanoi in the north and 1000 km from Ho Chi Minh City in the south, among a natural poetic scenery with a variety of traditional artistic features. Thanks to the specific historical, cultural, musical, artistic, architectural features of the ramparts, royal palaces, mausoleums, and temples at a high historical and artistic value together with museums, monuments of famous personalities, the geographical names in the two resistances against aggression, the reputable landscapes such as Perfume River, Ngu Mountain, Bach Ma National Park, Thuan An Beach, Lang Co, Cang Duong, Tam Giang Lagoon Hue has great potential in tourism.

In accordance with the division of tourism resource areas, Thua Thien-Hue schedules to establish three basic sub-zones of tourism: (1) the first area with Hue city and its surroundings, the radius of which is 20 km, can attract high class tourists thanks to the network of historical and cultural vestiges and the reputable landscapes as aforementioned; (2) The second area with Hai Van Pass, Bach Ma, Lang Co, Canh Duong devoted to the leisures and sports, recreation in the mountains and sea; and (3) The third area including A Luoi, Ho Chi Minh Trail linking with the road No 9 in Khe Sanh Lao Bao.

Potential and Perspective of Hue Heritage

In the present tourism development of Viet Nam, Hue heritage possesses really great potential and bright perspective but also puts the Hue authorities and Thua Thien-Hue tourism Department before important challenges: Investment of capital to build infrastructures, upgrading the quality of services, professional staff training, language teaching, environment preservation, historical and cultural vestiges protection, security and safety assurance for tourists.

For the exploitation of all Hue potential, we strongly believe that Thua Thien-Hue Tourism Department has necessary proposals to the National Administration of Viet Nam Tourism, enlarges the co-operation with Hanoi Tourism, Saigon tourist and other provincial Tourism Authorities, approaches the world tourism market to introduce Hue historical and cultural heritage together with other tourism products. Regarding the investment with foreign partners, if our understanding is correct, the tourism complex in Thuan An and Hen Islet is processing the formalities for the approval of a USD 300 million project.

Thua Thien-Hue is considered as the promising area for investors interested in the joint venture in tourism and other economic fields.

Today, in the enthusiastic and encouraging ambiance of the Seminar with the topic: Tourism Development in World Heritage Sites - Planning for Hue, jointly organized by UNESCO and Viet Nam National Commission for UNESCO, on behalf of Saigontourist, we wish great success to the Seminar, and that Thua Thien-Hue tourism will acquire many great achievements in its mission and greater economic and financial results than ever.

Thank you, ladies and gentlemen, for your kind attention.

INTERNATIONAL INVESTMENT IN VIET NAM - ADVANTAGES AND OBSTACLES

*by Charles Benoit, Executive Vice President
NAM Enterprises (Viet Nam) Ltd*

Good afternoon.

Mr. Chairman, distinguished representatives, honoured guests.

It is a pleasure for me to have the opportunity to address such a distinguished gathering. I should like to begin by saying a few words of a personal nature. I hope you will forgive for acting as my own translator.

Many years ago, I encountered a proud young lady from the former capital city of Hue. After we had spoken a few sentences in Vietnamese she accused me of speaking "Saigonese". I of course responded that she was speaking "Hue-ese". I still remember her proud answer: "I am speaking Vietnamese; you are speaking Saigonese." Neither one of us would give in to the other. Today, given my return to Hue after many years absence, I admit to speaking "Saigonese".

I also apologize for my late arrival. It was not as some might think -- because I was involved in some important business negotiation. Rather, I was delayed by a holiday, consular inefficiency, and possibly, in my particular case, the invisible hand of the security establishment. I would have much preferred to have been right here when the forum began.

Nearly twenty five years ago I was the Viet Nam country representative of an American philanthropic organization -- the Ford Foundation. In conjunction with both SEAMEO and UNESCO, two of the organizations that are central to this forum, one of our major concerns was the preservation of Viet Nam's cultural and historical heritage. We were able to fund several projects in support of this objective.

At that time Viet Nam was at war. No one needs to explain the threat war poses to irreplaceable cultural monuments. Now, 20 odd years later, although Viet Nam enjoys the peace its people deserve, its needs in the area of cultural preservation are arguably even more pressing.

But my topic is the investment environment in Viet Nam. Given the interest of this group and my own previous involvement, I will do my best to tie in what I have experienced in the course of acting as an investment advisor to this pressing concern just mentioned. I would like to note at the outset that when I speak of investment, I also speak of entrepreneurial activity of various kinds, the very types of activities we normally associate with solely capitalist systems.

In many respects there is more entrepreneurial activity in Viet Nam than in any other country I can think of. Let me try to explain why I feel this way.

In Viet Nam you have the presence of entrepreneurs from every Asian country. Unlike their western counterparts, they are not the recent graduates of business schools seeking an outlet for their new skills. The typical Asian entrepreneur is an experienced businessman, usually quite wealthy, already successful in their own lifetimes, in their own countries. They are determined to replicate their previous personal success at home one more time here in Viet Nam. They have learned from their mistakes the first time. They are in a hurry. They know what they want to do and are convinced that they know how to do it. Here, I am speaking of Koreans, Taiwanese, Singaporeans, the Hong Kong Chinese, and others. Perhaps there has not been such a concentration of engaged entrepreneurial talent in one place since capitalist China moved to Taiwan in the late 1940's.

Viet Nam has also attracted the attention of every large Asian conglomerate. A drive through the streets of Hanoi or Ho Chi Minh City leaves one with a strong impression of their presence. Large white villas emblazoned with corporate logos.

In addition, these groups are fiercely competitive with one another. The Koreans are determined to outdo the Japanese, the Taiwanese want to beat the Singaporeans, etc.

These are very dynamic forces. But there is more. There are thousands of overseas Vietnamese returning home. Some left in the 50's and 60's when Viet Nam was an underdeveloped country, neither independent nor unified. Many others left during the 70's and early 80's when it was very difficult to make a living in Viet Nam. Now they are returning with education, with experience, and often with capital. Many have established themselves as formidable competitors to fellow Asians.

There are also the many pre-liberation Vietnamese entrepreneurs who did not leave in 1975 or during the hard years that followed. They have renewed their previous occupations with a vengeance. They have the experience of having been successful once, and there is no reason why they won't be able to do it again. Many have already proven it.

There is one other indigenous group that accounts for a great deal of capitalist fervor. They are the sons and daughters of those who came to political power in recent years. They have adapted quickly to the new environment and can be found in nearly every economic quarter.

Some of you may think that I have overestimated the Asian entrepreneur and slighted American, French, German, Italian, and other European interests. Indeed, the latter are all present and playing important roles, especially where high technology is concerned.

But in construction, manufacturing, and certainly in trading, it is the Asian entrepreneur that leads the pack. Many of this western group, by being more conservative and perhaps less aggressive, have yet to reach their true potential. In my opinion, that is especially still true of American business interests.

The combination of these investment forces puts a great deal of pressure on the Vietnamese bureaucracy. This is a sensitive subject and also a controversial one. But because it bears directly on the subject of this forum, I dare to raise it. It is here, in my opinion, where the greatest threat to Viet Nam's continued smooth economic development lies.

I am not simply blaming the bureaucracy itself as it is in the process of transition and hard pressed to keep pace with the demands being placed upon it. It is also difficult to speak in general of the Vietnamese bureaucracy as it in fact is made up of many different elements.

There is a wise and very experienced political leadership that has set an ambitious course and is determined to achieve those goals. There is also a group of skilled technocrats, in the north mostly trained in the former Soviet Union, Eastern Europe, or China. Most are eager to learn new skills and exhibit for the most part a very open outlook. Unfortunately, there is also a backward looking segment that frequently represents an obstacle to development in Viet Nam. Anyone who has ever attempted to bring into Viet Nam a modem, a computer disk, or even a book has some sense of what I am speaking about.

Relatively few of the lower level bureaucrats have been trained for the functions they currently perform. Indeed the Prime Minister has given the highest priority to reforming the bureaucracy in order to keep pace with development. But suffice it to say that at present anyone anxious to accomplish something in Viet Nam, whether that be to preserve something old or build something new, will experience many frustrations whenever permits or paperwork is involved.

There is one other factor that contributes to uncontrolled or poorly managed development. The Vietnamese are by tradition a proud people. Their

leaders are supremely confident of the skills of their people and very proud of the natural wealth of their country. It simply hurts them therefore to be seen as more backward than neighboring countries. To be new is modern; to be tall, as in tall buildings, is to be developed. Who is to draw the line where old is to be replaced with new or to be preserved as heritage?

I am aware of eight or nine projects in downtown Ho Chi Minh City that will replace in the next three years three storey buildings with 20 to 40 storey ones. One wonders what will happen to the population density of the inner city upon completion. One thinks of Bangkok, where a large part of this talk was written in a taxi stuck for two hours in a traffic jam. One also thinks of Singapore, which lost so much of its heritage that there is now little to show visitors except a modern, clean city.

In a recent conversation with a Ho Chi Minh City official I inquired whether there was a list of buildings that were to be preserved. He responded positively. I asked how many buildings had been listed. He could only cite three: the Church, the People's Committee's Building, and the Opera House. He concluded: "One should not be too concerned with two and three storey buildings. They are a sign of poverty." I have a fear that the cities of Viet Nam instead of becoming the best of Bangkok and Singapore might instead acquire the worst traits of both.

I would be sorely remiss if I did not end on a positive note because I remain very positive about Viet Nam's future. Four years ago a journalist friend asked me what I thought would happen here. It was still early in Viet Nam's reforms. I frankly admitted that I did not know exactly what would transpire, but that clearly it would be a positive outcome. The reason is simple. The Vietnamese people themselves. Provided that one is associated with partners who share the same mission, a foreign entrepreneur can expect to work with people who exhibit a high sense of individuality, loyalty, responsibility, and initiative. These are qualities that made development a sure thing.

Lastly, and again on a personal note, I want to thank the organizers for making it possible for me to participate this forum. I have been involved in Viet Nam for nearly 30 years. I just learned yesterday that my visa, which expires tomorrow, will not be renewed. I mentioned above one sector of the bureaucracy that is not looking forward. That is just proof. I don't know whether this will be my last visa, but if it is, thank you Viet Nam. I am richer, in the spiritual sense, for having had the opportunity to be your student.

PLANNING FOR CULTURAL TOURISM IN HUE

- Ms. Minja Yang - *World Heritage Convention and the Responsibility of State Parties*
- Mr. Scott Cunliffe - *Protection Through Site Management*
- Mr. Phung Phu - *Architectural Heritage - Urban Planning for the Conservation of the Heritage in Hue*
- Mr. Jean Brunot de Rouvre - *National and Regional Comprehensive Planning: Viet Nam-France Co-operation to Serve the Sustainable Socio-Economic Development of the Thua Thien-Hue Province*
- Mr. Nguyen Thanh Dan - *The Main Plans and Policies on the Cultural-Tourism Development in Thua Thien-Hue*
- Mr. Nguyen Van Hue - *Hue Tourism Development from the Perspective of a Tour Guide*
- Mr. Paul Box - *Application of Geographical Information System (GIS) to World Heritage Site Management*

WORLD HERITAGE CONVENTION AND THE RESPONSIBILITY OF STATES PARTIES

*by Minja Yang, Officer-in-charge for the Asia-Pacific Region
World Heritage Centre, UNESCO Headquarters*

Someone once said to me that inscription on the World Heritage List is like getting an honorary doctorate, you get it on the merit of past prestige without having to make new efforts. Nothing is further from the truth. Contrary to what many may believe, being on the World Heritage entails a lot of hard work on everybody's part, especially for the Government and people of the country where the site is located. Yes, World Heritage inscription is very prestigious, for it brings international recognition of the site as having universal value, as a heritage worthy of protection and preservation for humanity as a whole. But along with this prestige come the obligations and the duties of the States Parties. Given the 15-minute time limit on my presentation this morning, I would like to focus on this aspect of obligations and in the process, correct some common misunderstandings of the aims of the Convention, as a prelude to the issue of integrated planning which we will be discussing today.

It is often thought that the purpose of the Convention concerning the Protection of the World Cultural and Natural Heritage, commonly called the World Heritage Convention, is to place the *wonders of the world* on a World Heritage List. This is one of the aims of the Convention but not the main objective. The Convention was adopted in 1972 by the UNESCO General Conference to mobilize governments, public and private institutions and individuals to protect natural and cultural properties against threats of damage being caused by the type and speed of development that was taking place in the world. Recognizing that the cultural and natural heritage are among the priceless and irreplaceable possessions, not only of each nation, but of mankind as a whole, and that their loss, through deterioration or disappearance would constitute an impoverishment of the heritage of all the peoples of the world, the Convention, through placing on the World Heritage List, properties representative of the natural and cultural diversities of the world deemed to be of universal value, aims to promote practices of sustainable natural and cultural resource exploitation. In adhering to the Convention, the States Parties agree to "adopt a general policy which aims to give the cultural and natural heritage a function in the life of the

community and to integrate the protection of that heritage into comprehensive planning programmes.”

As of end-April 1995, 142 Government have become States Parties to this Convention, making it the most widely accepted international instrument pertaining to the protection of natural and cultural properties. There are today, 440 properties on the World Heritage List, of which 326 are cultural sites, 97 natural sites and 17 mixed sites, located in 100 States. Each of these sites have been inscribed on the List by decision of the World Heritage Committee on the basis of a nomination made by the Government of the country where the site is located. The site’s merit to be on the List is judged in accordance to two sets of criteria, one for cultural property and the other for natural. There is also the condition of authenticity or integrity. Before I speak about these criteria and the notion of authenticity and integrity, I should explain the reason why nominations can only be made by the Government. This is because it is clearly stated in the Convention that despite the world heritage status of a site, the sovereignty of the Government over the site is fully respected and that the Government is responsible to maintain the value and integrity of the site. So, the World Heritage Committee, before approving the nomination, must ensure that the Government in question, in other words, the *owner* of the property, on behalf of the citizens of that country has the capacity to protect and maintain the site. Until there are evidence of adequate national legislation, management plan and funding to protect and administer the site, as well as a functioning national agency vested with the appropriate authority and adequate staff to enforce the law protecting the site, and to implement the management plan, the Committee can defer its approval or even reject the inscription request.

If and when a property deteriorates to the extent that it loses those characteristics which determined its inclusion on the World Heritage List, it should be placed on the World Heritage in Danger List, and subsequently, if the situation cannot be redressed, the Committee can apply the procedure for the deletion of the property from the List.

The criteria for universal value in cultural property are that it:

- A.
 - i) represent a masterpiece of human creative genius, or
 - ii) exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on development in architecture, monumental arts or town planning and landscape design; or
 - iii) bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared; or

- iv) be an outstanding example of a type of building or architectural ensemble or landscape which illustrates significant stages in human history; or
- v) be an outstanding example of a traditional human settlement or land use which is representative of a culture (or cultures), especially when it has become vulnerable under the impact of irreversible change; or
- 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; and,

B.

- i) meet the test of authenticity in design, material, workmanship or setting and in the case of cultural landscapes their distinctive character and components;
- ii) have adequate legal and/or traditional protection and management mechanisms to ensure the conservation of the nominated cultural property or cultural landscapes;

The Committee approved the inscription of the Complex of the Hue Monuments on the basis of criteria (iii) and (iv) above and the Government has undertaken to protect and maintain the integrity of the site, composed of the citadel and the places located on the northern bank of the Perfume River as well as the Tombs of the Nguyen Dynasty and other monuments on both sides of the River as the core World Heritage protected areas and the surrounding *buffer zones*.

The maintenance of the integrity of the site means that no alternation to the site may take place and strict land-use regulations and internationally-accepted conservation norms must be applied when preserving the protected areas. Also in the buffer zones, new constructions or the renovation of existing buildings must be carefully vetted to ensure that it does not negatively impact on the core protected area.

Because land use and commercial, as well as non-commercial activities in World Heritage protected areas, and because of the World Heritage sites' greater attraction to visitors, hence entrepreneurs, the national authority managing it must have a strong legal base and more enforcement capacity. In most countries, despite the difference in the legal system, it is not only the antiquities act protecting cultural relics but also land use laws, town development laws and others that protect cultural properties on the World Heritage. Like any international legal instrument, the World Heritage Convention can only be

effectively applied in a country if the enactment of corresponding national legislation permit it and if the various government agencies at all levels enforce these laws and if the people understand and respect them. This is why the Convention specifically requires the State Parties to undertake educational and promotional activities in their respective countries.

Before concluding, I would like to say that some of the concerns raised by Paul Gonsalves and Peter Holden have very much been the subject of debate by the World Heritage Committee, particularly the greater attention that the international community has been giving to the protection of monumental culture and urban culture. Since the establishment of the World Heritage Centre at UNESCO to act as the focal point of all activities related to the World Heritage Convention, a so-called *global strategy* has been developed with the aim of enhancing the representativity of the World Heritage List, to ensure that the cultures of people who have no architectural heritage or physically less enduring type of built heritage are also placed on the List and protected internationally. As mentioned at the beginning of my presentation, the World Heritage Convention does not provide legal protection to all cultural and natural properties, only to those on the World Heritage List, but by the Convention's spirit, by the obligation it sets out to the States Parties to enact and enforce laws, to establish a national monitoring mechanism to ensure the protection and maintenance of the sites, and to educate the people on the virtues and even self-interest in respecting the conservation of cultural and natural heritage. The Convention is just a piece of paper if we allow it to be, but why not let it be a support, a useful tool and at times even a weapon, in ensuring that sites like Hue, are protected for not only enriching the present but to inspire us to build a better future so that those who cannot aspire to be visitors today can, perhaps tomorrow, see the wonders of the world, and through the experience, have a greater collective conscience. I hope that this afternoon, we can discuss practical measures in the safeguarding and development of Hue and its people.

PROTECTION THROUGH SITE MANAGEMENT

*by Scott Cunliffe, Conservation Architect & Planner
Getty Conservation Institute*

Madame Chair
Distinguished Participants,

I am privileged to have the opportunity to be part of these important discussions on Sustainable Tourism and the World Heritage site of Hue.

Introduction

As a brief introduction, I am a consultant architect and planner. I first came to Viet Nam as an Urban Development Consultant for UNICEF ten years ago. Today, I am here representing the Getty Conservation Institute of the USA.

The Institute is committed to the preservation of cultural heritage worldwide, contributing to scientific knowledge and professional practice through the conservation of museum objects and archival collections, archaeological sites and historic monuments and cities.

The Institute has maintained a keen interest in the Asian region for some years now through projects:

1. In China: "*Conservation of Ancient Sites on the Silk Road*", 1993,
2. A Symposium in Hawaii on "*Cultural Heritage in Asia and the Pacific*" 1991,
3. Participation in the World Heritage Monitoring Mission in Sri Lanka in 1994, and
4. More recently, support for the Asia Society International Conference on "*The Future of Asia's Past*" in Chiangmai, Thailand in January 1995.

My presentation today will focus on the link between **conservation** and **cultural tourism**. By its title, the Workshop **recognizes** the need to **link** conservation with tourism development.

I want to talk about some of the general considerations in the management of cultural sites, and the associated **opportunities** for sustainable tourism and some specific considerations for minimizing adverse impacts. The presentation is aimed specifically at the site managers in Hue, those responsible for conservation here.

I will use **regional examples** to illustrate some key components of site management.

Hue deserves nothing less than a **thorough comprehensive approach** to site management, aimed at protecting the cultural heritage for **future generations** of the Vietnamese people and foreigners alike.

Sustainability can be understood in very similar terms, as something that is carried out in a way that considers the future generations. Conservation and sustainability in fact **share** this common goal.

The components of site management that I will discuss, are aimed at the **preservation of World Heritage** and therefore have direct application to this city of outstanding universal significance.

Cultural Significance and Authenticity

My presentation is titled "**Protection through Site Management**". As mentioned, I will use both regional examples of various aspects of Site Management in Asia, and endeavour to draw in my observations over the last few days here in Hue. The first aspect of Site Management I would like to discuss is **Cultural Significance & Authenticity**

Firstly, I would like to **read** to you a short summary of the main components of the **cultural significance of Hue**. I do this because, before deciding how to protect or care for a site, it is necessary to understand what makes it important. (I use the term **cultural significance** to refer to the qualities that make a site important).

- The east-west axis of the River of Perfumes and the geometric symmetry of the buildings of the Imperial City have been described as a **masterpiece of urban poetry**, unique to the world. These geometries, their views and vistas should not be destroyed or lost.
- Similarly, the coherence of the use of **natural materials** of stone, wood, earth and terra cotta etc. and the eastern philosophies behind the **design** of buildings and structures are also of exceptional significance to Hue.

- Hue is a unique example of **planning and construction of a defended capital** of the early 19th century with the integrity of the urban plan and building design that make it an exceptional example of **late feudal urban planning**.

The level of authenticity is generally **high** given the minimal interventions to the remaining structures.

- On the first day of the Workshop, Ms. Pham Lan Huong and many other speakers described "what makes Hue exceptional" - a place with a soul.

So that is just **some** of the main qualities that we are trying to **protect**.

It is the establishment and understanding of the cultural significance of the site that should help determine how to **care for and protect it**. Therefore, as planners and managers for the protection of Hue, a thorough analysis of the authenticity and character of the site, is an early step in the comprehensive approach to Site Management.

Leading on from our understanding of the cultural significance of Hue, here are a few of the key characteristics that we should be looking to protect. These relate more specifically to the **authenticity** of the site. Describing the authenticity is therefore synonymous with describing the **cultural significance**.

I often use an expanded version of the *test of authenticity* which is a criteria for evaluating World Heritage Nominations described in the Operational Guidelines to the World Heritage Convention. Ms. Minja Yang has described this criteria very clearly in the previous paper. I will use five main headings:

1. Form and Design
2. Material and Substance (or the physical fabric)
3. Function, Use
4. Context, Setting and Spirit, (Historical and Current)
5. Techniques, Traditions, Processes

1. Form and Design

Angkor, Cambodia (World Heritage Site)

Original shape, volume, elevations and structural form is largely intact. Organization of spaces provide a true spatial experience for the visitor as one passes through a series of gates and enclosures. This site maintains a high level of authenticity of form and design from the 12th century, with very little change in 800 years

Hue

Similarly, the Ngo Mon or Royal Entrance Gate to the Imperial City constructed in 1805, maintains that original geometry and building design and symmetry, although certain reconstructions have occurred recently. The mausoleum of Tu Duc (1864) also retains a high level of authenticity and repair and restoration efforts should respect and not diminish that authenticity.

2. Material and Substance

Anuradhapura, Sri Lanka (World Heritage Site)

Physical fabric of sites is often the principle carrier of cultural messages. Stucco and stone here from the 8th & 9th century maintain a high level of authenticity, however are subject to unprotected environmental damage. The Sri Lankans have established a priority to **stabilize** this original fabric

Ayutthaya, Thailand (World Heritage Site)

An advanced state of decay or ruin, however the site retains a high level of authenticity although it's missing walls and roof. Minimal reconstruction for the visitors' interpretation, little new or introduced material used. The foundation walls have been reconstructed to give visitors a sense of the arrangement of buildings on the site.

Hue

Such reconstruction of low foundation walls in the area of the Purple City or Kings Palace could give the visitor a greater sense of the spaces, building materials and arrangement of buildings if the grass were cut to expose the remaining brickwork and terracotta paving tiles.

3. Function, Use

Khokna, Kathmandu Valley, Nepal (World Heritage Site)

High degree of authenticity through continuity of use, original pattern of buildings, streetscape views and vistas. These are living streets, living activities continue, trade commerce, industry, recreation etc.

Hue

At the Di Chua Thien Mu (dating from the 6th century), the riverside Buddhist site on the Ha Khe hill, the cultural landscape and the continued use and function as a monastery are extremely important to the significance and authenticity of the site.

4. Context, Setting and Spirit

Swayambu - Kathmandu, Nepal (World Heritage Site)

Important relationship between site and its environment, setting and in this case, its urban context. The spirit or sense of place is maintained here for a visitor to experience the prayer routines at the base of the monument and the views of the surrounding urban landscape after an exciting climb to the upper platform

Hue

At the sites we visited on Thursday, 4 May, the principle of seeking basic harmony between the natural and the man-made elements of Hue, is essential to understanding the structure of the city. There is a very deliberate, planned relationship between the natural environment and man in the past and this is still present today. Again, this is extremely important for the visitor to experience this harmony with a feeling of discovery and adventure at all the sites in Hue.

5. Techniques, Traditions, Processes

Bungamati, Nepal (World Heritage Site)

Here the villagers of Bungamati in the Kathmandu Valley in Nepal, construct a festive wagon from traditional materials using centuries old techniques. Traditional cultural events of the community form an important part of the cultural fabric, the passing of traditional techniques and skills. This example of cultural continuity is worthy of active support and should be treated as a priority.

Hue

Cultural continuity is indeed a priority in Hue as we have seen from several presentations that have highlighted the important contribution that the 'intangible' heritage makes to the authenticity the visitor can experience. This is an important priority.

So we see that there is much to share with the regional and near neighbours. There is considerable experience in south-east Asia dealing with or managing the same site management needs that Hue is experiencing. I hope the regional office of UNESCO and the World Heritage Centre in Paris will continue to facilitate such valuable regional exchanges as this Workshop today.

Site Management (Process Summary)

All of the slides that I have shown illustrate sites that have a unique, irreplaceable and fragile **authenticity**.

It is critical to clearly identify these **qualities** and the **cultural significance** of the site as an early step in site management.

The term *Site Management* has been used frequently in the past days and it can mean different things to different people. Some think of site management as an administrative activity, who is doing what, tasks, how and when. Still others may regard site management as a master plan, that is, having a vision of the future development of a place and moving forward to accomplish that vision.

I believe that **both** of these are a part of site management, and combined with a variety of other activities, they form the **site management process**.

This is my definition of "*Site Management*":

A comprehensive planning process which ensures that the conservation, enhancement and maintenance of the heritage site is deliberately and thoughtfully designed to protect its cultural significance and authenticity for present and future generations.

We could picture site management as a **big roof** - which protects a site - and under this roof, there are many people and collaborative projects in progress. Under this roof, one can find the cultural values or significance of a site, the documentation, the guidelines, the strategies, the multi-disciplinary team and the vision for the future - which is **always being adapted** to meet new needs and technologies.

There is a logical planning sequence that I apply in site management. It can be thought of as a two part process. The statement of significance, (or the clear definition of the site's cultural values), provides a **practical basis** for the **second** stage: **the development of conservation policies or guidelines**, appropriate to the site.

As a planning process, this procedure is **universal**, and it is applicable regardless of scale - whether the site is, for example, a building or a city. The process is different but the **principles remain the same**.

Conservation and Protection

Conservation policies should be developed to state the ways in which a site is to be **managed** to achieve its **conservation and protection**.

The conservation policies need to provide guidelines regarding the degree of intervention acceptable. Their usefulness is **crucial** when applied in the assessment of the impact of **proposals for development**. I will talk more about this aspect of **impacts** next, particularly in relation to sustainable tourism..

Tourism and Change

Change is inevitable. But with increasing demands for new building development and growing numbers of tourists, such as is occurring in Hue, **managing** change to take a deliberate long term course, requires that we be **visionary** about our thinking **today**.

Protection of the cultural site has a prime objective to minimize adverse impacts of the actions that cause damage or decay. **Sustainable tourism** at a cultural site **shares** this objective. **Sustainable tourism** is dependent upon three main concerns:

- i) The **protection** and enhancement of the site and its setting;
- ii) The **conservation** of cultural significance, i.e. the historic, social and aesthetic resources;
- iii) The **wise use and conservation** of the built and natural resources.

Sustainable tourism therefore needs to **minimize the impacts** of the visitor to the site. The 'carrying capacity' of the site is an important tool for this purpose.

The following is a brief introduction to this planning and management tool.

Carrying Capacity

Carrying capacity is a theoretical, but very powerful management tool, dependent on **Zoning** of the site, **Monitoring** various impacts, and a regular **Review** process. It is an empirical measurement or a maximum **quantity** of visitors to a site that is a **prediction** of an acceptable level of impacts. It is dependent of a system of **monitoring** the variety of impacts of human activities, that is, **monitoring change**, both positive and negative.

The Pacific Asia Travel Association (PATA) describes carrying capacity as "..... *an essential prerequisite to environmentally [sustainable] tourism development*" in the booklet we were all given* .

Here in Hue with visitor estimates achieving one million visitors this century, estimating carrying capacity and applying this as one **regulatory** visitor management tool is essential to the development of sustainable tourism development here.

From my observations over the last few days, carrying capacities at the sites in Hue could be guided by three maximum levels of visitation:

- i) The level of visitation beyond which unacceptable cultural and/or ecological impacts will occur,
- ii) The level of visitation beyond which visitor satisfaction drops unacceptably from overcrowding, and
- iii) The level of visitation beyond which unacceptable change will cause a negative change to local cultural stability and attitudes towards tourists.

The cultural sites in Hue a **non-renewable resources**, and exceeding these types of limits to visitor numbers could result in irreversible damage to this World Heritage Site. Detailed **site monitoring** is the only means of predicting and documenting the level of impacts of human activities. Anticipating the range of tourist activities will assist in establishing appropriate **Zones** within each site. Monitoring can then be carried out in a zone by zone basis, regularly and systematically reviewing certain aspects change in site conditions.

Once Zones are established, carrying capacities are drafted and monitoring procedures are documented, this information can provide a firm basis to the **mitigation** of minimizing of the adverse impacts of tourism, and eventually, to increase carrying capacities by guiding or regulating the visitor exposure to particularly fragile areas, dispersing visitors along specific routes or segregating certain activities etc.

It can be seen from this brief introduction that carrying capacity and impact monitoring go hand in hand, and both are dependent on **specific site conditions**. Carrying capacity estimates should be reviewed annually, alongside the results of monitoring procedures and adjusted accordingly.

Other factors affecting carrying capacity include social and psychological factors (tour group size and frequency, length of stay, visitor opinion accessibility

* See *Tourism at Heritage Sites. A Guide to Planning, Education, Management and Marketing* PATA (attached: Annex 5)

etc. and infrastructure and facility design to name a few. Carrying capacity is then just one example of a management tool that could be of tremendous benefit in Hue. It is a long term planning initiative.

Long term planning initiatives are essential ingredients of site management for the historic towns and cities. The following are a few additional long term management essentials:

Planning for Long Term Results

- **Skills Development**

Young and old have skills development, training and education needs. The **younger generations** are the future guardians of our heritage. Their **training and education** in cultural heritage conservation is an investment worthy of our support. This concept is **fundamental** to long term site management planning.

- **Sustainable Practices**

Sustainability is often described in terms of an **inheritance**, something to be undertaken in consideration of future generations.

In the case of historic towns, the public spaces and streets are living **history** - endowed with continuity, familiarity, identity. The townspeople have **always** been responsible for their town's future.

The people of this Vietnamese town have historically **had** sustainable approaches in their lifestyle, but our global economy has dictated change. The planning and care of cultural sites needs to **continue** to be included in the **daily ritual of community life**.

- **Ecology and the Environment**

The necessity of **interdisciplinary** work at cultural sites should be emphasized. The role of the sociologist, the architect, the engineer, the teacher, the politician and the tourism entrepreneur are evident to many of you.

In this slide, the necessary collaborative roles of the biologist, the hydrologist the engineer and the architect are obvious. The building and environment cannot be separated. Even in less extreme examples, **ecologically appropriate solutions** are a **prerequisite** to responsible and sustainable site management practices.

We are humbled by natural disasters; cyclones earthquakes, floods etc. Systematic **monitoring** can provide a most effective basis for **disaster mitigation**

planning. Monitoring can be a **predictive** tool as is the case here in Antigua Guatemala, where seismic activity is a perpetual concern.

- **Appropriate Technology**

Appropriate methodologies, adapted for local conditions, need to be tested for long term usefulness. And the introduction of **imported technologies** require the utmost **cultural sensitivity**

There often exist age-old and still valid **techniques** with the crafts persons of the traditional community, for example, architectural repair methods or mortar mixes etc. Bricks and mortar brings me to the most **fundamental** contributor to the **care and maintenance** of our cultural world heritage,

- **Communities**

All of the components of monitoring, managing and conserving sites lead back to **the local community**. The local community is at the **spine** and the **heart** of a sustainable management process in conservation.

There is also of course a much wider community with the opportunity to make a significant contribution. All of us here today are part of that wider community. We all acknowledge the role of the local, national and the International communities in the protection and conservation of the worlds cultural heritage.

Summary

I would like to summarize with five brief points:

- i) Decisions for future development and conservation efforts in Hue should be guided by the objective of caring for and maintaining the cultural significance or authenticity of this site of outstanding universal value.
- ii) That a **Zoning Plan** be drafted to clearly delineate such things as:
 - Most Fragile Areas
 - High Visibility Zones
 - Vehicle Traffic Load Concentrations
 - Private Property Zones
 - Arrival and Departure Zones
 - Maximum Foot Traffic Zones
 - Quiet Zones etc.

- iii) That regular and systematic monitoring of a wide range of visitor impacts be initiated by starting with small pilot areas and building incrementally, step by step.
- iv) That an attempt be made at establishing carrying capacities in one or two pilot areas to test its usefulness and to develop a site specific methodology for this purpose.
- v) And finally, to consider a **Seven Year Plan** that works towards celebrating the 200th Anniversary of the Nguyen Dynasty in Hue (1802-2002), at which time the National Government of Vietnam could consider adding to the National Objective of "*doi moi*" (economic restructuring), a new National Objective of "*bao ton*" (cultural heritage conservation).

Thank you all very much for your attention.

ARCHITECTURAL HERITAGE - URBAN PLANNING FOR THE CONSERVATION OF THE HERITAGE IN HUE

*by Phung Phu, Vice-Director
Hue Monuments Conservation Centre*

General Introduction

With merely 400 years of its formation and development, today Hue is a unique historic city. This city had very important positions in the historical evolution of the Vietnamese people:

- 1636 - 1775: metropolis of the South part (Dang Trong);
- 1768 - 1801: capital of Tay Son Dyansty - the last monarchy of Viet Nam;
- 1945 up to now: tourist, scientific and cultural centre of the nation.

Through the ups and downs of history, in spite of the changeable location, Hue has been the convergent point of intellect, talent and material power of the whole nation, and the centre of glorious periods of Vietnamese culture. The precious and sacred culture values are still extant up to now so that Hue is worthy to be inscribed on the World Heritage List.

1. Hue Heritage - the Only Traditional Property of Urban Planning in Viet Nam

Master planning - the architecture of Hue capital city keeps a rather complete historical portrait of the oriental urban building tradition. That tradition created *a masterpiece of urban architectural poetry*, it was based on some notions:

- 1.1 The oriental philosophy, especially absolute notions of *geomantic principles* (the science of winds and waters) and the Book of Changes, as well as ancient geographical science are aiming at the harmonious synthesis of Heaven and Earth and man in the natural environment.
- 1.2 The unique tradition of time honoured ethics in Viet Nam is the cultural behaviour towards nature. Vietnamese people love nature and they have succeeded in creating the wonder of a cultural and ecological environment.

- 1.3 The planning of Hue, the old capital city, expresses the unified coherent effort from the ideas to their expression in architectural language. It escapes from the effects of symmetry, conditioning and detailed consideration about proportion and space correlation in order to build a town suitable for the present and also leaving enough space for future development.
- 1.4 Architectural constructions in Hue are not so big, glorious or brilliant, but are simply like the natural formation of material bodies that were created by the diligence and skill of human beings, to fit the cultural life of man. It is the tradition originating from the plainness that makes the wonder of Viet Nam.
2. **Inherit the Traditional Property - Preserve and Develop Hue Historical City**
 - 2.1 In order to preserve and develop Hue historical city, we inherit scientifically the ancient urban property to enhance and promote historical values completely and correctly.

Hue city in the future must involve the ancient urban portrait and harmonize well with the new city, and be actively developed in the life of culture and tourist economy. To preserve Hue heritage is to build an urban museum with the growing life of a young city with the agglomeration of the ancient relics as the core..
 - 2.2 With the capacity and intellect of scientists and technicians in Viet Nam as well as all over the world, we must concentrate to plan, conserve, promote and use the Hue properties. The Hue Monuments Complex is the first cultural site in Viet Nam to be recognized as part of the World Heritage List, thus becoming an internationally important tourist destinations. We must find the best way to develop cultural tourism, more concentrated on quality than quantity, in order to reduce negative effects brought along by tourism..
 - 2.3 To maintain Hue heritage is to bring up and promote the intangible cultural heritage that is diverse, abundant and unique in Hue (literature, art, traditional crafts, music,...) for the development of cultural tourism..
 - 2.4 Obtaining the achievements of urban conservation and construction in the world, to combine with the particular tradition of Viet Nam and to keep the good results in preserving Hue heritage for Viet Nam as well as the whole world..

**NATIONAL AND REGIONAL COMPREHENSIVE
PLANNING: VIET NAM - FRANCE CO-OPERATION
TO SERVE THE SUSTAINABLE SOCIO-ECONOMIC
DEVELOPMENT OF THE THUA THIEN - HUE PROVINCE**

*by Jean Brunot de Rouvre
Institute for Development Strategy (IDS), State Planning Committee (SPC)*

First let me express my deepest thanks to the organizers of this Workshop on Sustainable Tourism Development in World Heritage Sites, who kindly invited a representative of the French Embassy to participate here in Hue.

The possible conflicts between an uncontrolled development of tourism and the conservation of the World Heritage sites in and around Hue can largely be avoided or minimized through sound integrated and comprehensive planning, encompassing not only the Citadel, not only the city of Hue, but a much wider area, that is at provincial or regional level.

A Viet Nam-France agreement has been signed on 14 September 1994 by representatives of the Institute for Development Strategy (Pt Dr Luu Bich Ho) belonging to the State Planning Committee (Dr Tran Khai, Vice-Pt) on one side, of DATAR (the French National Planning Agency) on the other side, to initiate a 2-year program aimed at training Vietnamese planners with specific focus on Thua Thien-Hue Province.

This programme is twofold: in Hanoi it is largely targeted to the staff of the IDS and other departments of the SPC, as well as of other ministries involved in national and regional planning; in Hue it is targeted to the staff of the province's Planning Committee (Pt Hoang Ngoc Trac) and other services of the province and of the city involved in the planning process. The methodology which is to be developed for Thua Thien-Hue, as a case study, will serve to train staff of other provinces, particularly neighbour provinces of Quang Tri and Quang Nam-Danang.

According to the French approach to comprehensive planning, that is interdisciplinary, inter-departmental process, the joint Steering Committee of the program comprehends several ministries on the French side as well as on the Vietnamese side. In Viet Nam, it includes members of the Ministry of Science,

Technology and Environment and of the Ministry of Construction (Nal Institute for Urban and Rural Planning), but many other ministries are also involved.

The main request of the SPC is to adapt the planning process to the market economy and to the opening of Viet Nam to a fast changing international environment, which makes the socio-economic development of the provinces much more difficult to predict. In France also a new emphasis has been put on territorial planning and development, with a new law approved by Parliament last February, in order to correct the drawbacks of the market economy and achieve a better balance between regions. Here in Viet Nam the purpose is to foster the development of the central region as a third growth pole between the two metropolitan areas of the North and the South, and obviously tourism will fuel a growing share of this development in Thua Thien-Hue Province.

Besides this agreement between DATAR and IDS/SPC, another agreement has been signed at local level in January 1994 between the Nord-Pas de Calais region of France and the two provinces of Thua Thien-Hue and Quang Nam-Danang, and the two cities of Hue and Danang as well. With the support of the French Ministry of Foreign Affairs, the local authorities are funding several projects in the two provinces of Viet Nam, including the contribution of the Lille University to the planning process we have mentioned. Thus, the Viet Nam-France co-operation is twofold: one at central level, one at local level.

During the first phase, most of the training will take place in Viet Nam, including 4 international seminars: the first is scheduled in Hanoi next June, about the methodology and institutions for planning, the second will take place in Hue about coastal management and tourism. During the second phase Vietnamese senior experts will be invited to France and scholarships will be provided to more junior staff. This is likely to last longer than the 2-year program which is only a first step.

The advantage of the regional approach to planning seems particularly relevant in the case of tourism. It is impossible to organize plans for tourism in Thua Thien-Hue without taking into account the nearby facilities of Danang, such as the future international airport, or making the best of the mountains and plateaus around the Ho Chi Minh trail up to the DMZ in the neighbouring Quang Tri Province. This approach suggests different forms of tourism in different places, which may contribute to alleviate the pressure on the heritage sites, one of the main concerns of our workshop. It may thus encourage also the tourists to stay here a little longer.

The Thua Thien-Hue Province has many assets for tourism, and future plans are likely to emphasize the role of tourism industry rather than manufacturing. It has wonderful beaches, one of the biggest lagoons in the world, mountains with outstanding bio-diversity as Bach Ma National Park, due to the contact zone between two types of climate on the Hue and the Danang sides. But this raises also very difficult issues related to the conservation of the natural environment, and tourism must be carefully planned for this reason also.

As for the cultural heritage, one of the main concerns of the provincial authorities is to protect the landscape around the citadel and the royal tombs. This requires special regulations which can prevent any new building in certain areas, or impose constraints on the types of constructions allowed. But for these regulations to be enforced, the provincial authorities are fully aware that they must be understood and approved by the population. The National Institute for Urban and Rural Planning in Hanoi supports the request from the province to draft such specific regulations, justified by the outstanding value of the cultural heritage in this province.

Within the DATAR-ISD/SPC agreement, the French Ministry of Foreign Affairs has also provided hardware and software for a Geographic Information System. Some training has already taken place in Hanoi and it should be available in Hue by middle of the year. The first application of the Geoconcept GIS (developed by Alsoft in France for the National Geographic Institute and other clients) will be the hydrographic system of the Hue lagoon and its watershed basin including the Perfume River. This basin raises very difficult issues such as the chaotic changes in the connections with the sea, the dangerous floods worsened by the deforestation upstream, the coming up of salty water during the dry season. Some of the related projects will be identified for possible funding by the French Development Bank (CFD) and /or the French Fund for the World Environment.

THE MAIN PLANS AND POLICIES ON THE CULTURAL - TOURISM DEVELOPMENT IN THUA THIEN-HUE

*by Nguyen Thanh Dan, Director
Thua Thien-Hue Province's Tourism Department*

On 5 May 1995, during the Workshop we have discussed enthusiastically about the prospects and the challenges in tourism development in world heritage sites generally and in Hue particularly.

Based on the point of views of the Central Government, with the recognition of the advantages and drawbacks in tourist activities of Thua Thien-Hue, and based on the experiences gathered during a period of developing tourism in some countries which have world heritages, Thua Thien-Hue Tourism Service has pointed out the plan and policies for the development in the near future which may build and develop Hue to become one of the three big tourist centers of Viet Nam.

Based on the advantage that Hue is a World Heritage Site, the orientation for tourism development of Thua Thien-Hue is closed between tourism and culture, effective exploration of tourism potentials, particularly cultural-tourism potentials in order to obtain the following objectives:

- **Economic aspect:** Tourism development has to reach the targets of increasing the contributing share of tourism to the GDP, thus creating favorable conditions to improve the growth rate of tourism in moving higher than any other economic branch in the economic structure of Thua Thien-Hue Province.
- **Environment and culture aspect:** Tourism development has to ensure preservation and encourage cultural traditions of Viet Nam, preserve the cultural heritages and natural heritages and protect the natural landscapes and environment.
- **Social aspect:** Tourism development has to create more and more jobs not only for the tourism industry, but also for other related branches, to strengthen worldwide cultural exchanges, to contribute improving intellectual life of the people in the country and to preserve social environments.

Generally, economic effectiveness will be achieved when the tourism service

- attracts a big amount of tourists, although their spending capability is not high, or
- attracts a limited number of tourists, but they spend a lot.

In order to reach the above-mentioned objectives in tourism development strategy, we chose the second way which means that the strategies of tourism production, of prices, of marketing, etc. have been chosen for visitors with high spending. Tourism development does not aim to attract many tourists of low spending levels coming to visit, so that cultural heritages would be destroyed by excessive concentration of tourists, natural environment could be polluted and finally, the social environment may be negatively effected.

According to the direction mentioned above, the Thua Thien-Hue Tourism Branch will work with the following plan:

Dividing Hue tourism zone in three subzones with their own specific products:

- ◆ Hue tourism subzone (cluster) and surrounding with a radius of about 20 km from Hue city centre having many kinds of cultural tourism products (example: visiting cultural heritages such as castles, pagodas, museums, etc. enjoying the royal art and traditional art forms; studying on architecture, music, traditional handicraft, etc.), visiting natural sites, such as Huong River, Ngu Mount, Vong Canh Hill, Thien An Hill, Thuy Tien Lake, Thuan An Beach, Tam Giang Lake, etc.

The main tourism products of this subzone are cultural tourism products, other products will support for the main ones in this tourism subzone. Encouraging to construct the high standards hotels, pushing the hotel construction to the suburb and far from the historical remains.

- ◆ Bach Ma - Lang Co - Canh Duong - Hai Van Pass - Can Hai tourism subzone: The main tourism products of this subzone are resorts, entertainments, theme parks, climbing, etc. The supporting products of this subzone are boating on the Cau Hai lagoon, visiting fishing villages, Tuy Van Mountain, and enjoy the seafood and mountain food of the region.

In this area it is planned to build some big hotels together with bungalows, tourist villages and camping places.

- ◆ Tourist cluster of A Luoi, Ho Chi Minh Trail connecting the road through Khe Sanh - Lao Bao - Dong Ha - Hien Luong Bridge - Quang

Tri ancient citadel, etc. The major attractiveness of this cluster is historical.

The division of the above tourism clusters would attract many visitors to extend their stay, as well as to reduce their concentration in Hue city with many cultural heritages in need to be preserved.

The plan for tourism development from now to the year 2000 in Thua Thien-Hue will be concentrating on the following issues:

1. The master plan for tourism development of the province must be completed as soon as possible, based on the management of construction and development of tourism buildings according to the plan approved by the Government.
2. To mobilize all investment sources to develop tourism technical-material basis, to concentrate on constructing high-level buildings with great size (hotels, entertainments...) in order to satisfy all visitors' requirements. In the construction of technical-material basis emphasis should be made on the strict management of building architecture, building location, waste removing methods, landscape restoration, etc.
3. To formulate product strategy suitable for local tourism potentials, paying special attention to develop the structure and the quality of cultural tourism products, and to develop forms of cultural tourism programs with discovering the life of Hue people.
4. To create and develop cultural tourism products with Hue trade marks such as visiting the Royal Palace, Royal Palace's bedroom, Royal Palace's restaurant, music and ballet in the Royal Palace, Hue's songs on the river, etc.
5. To encourage the development of traditional famous handicrafts in Hue such as pumice laquerware, carved goods, copper goods, etc., to pay attention to the modification of good models, and to produce technology in order to get the international quality standard.
6. To co-operate with the related branches to make plans for upgrading and expanding airport, seaport and infrastructure, especially for the routes to scenic spots in order to avoid traffic jams.
7. To plan parking places, souvenir shops, vendors, public services, etc. at the visiting points, to make direction boards in English at the tourist spots and along the major traffic routes in order to create advantages

for tourists to get to the tourism spots by different means of transportation.

8. To train tourism staff in both quality and quantity by sending them abroad to study or to receive foreign experts to give lectures. In particular the selection and improvement of tourism guides would adequately create favourable conditions for them to make the foreign visitors understand and recognize the worth of Hue heritage, and at the same time persuade tourists to protect and preserve that cultural heritages.
9. Promoting marketing activities, expanding the advertisement methods, introducing the cultural tourism products inland and abroad, and giving the tourists a sense of protection and preservation of cultural heritage, especially for the world's cultural heritages.
10. To concern with tourist activities in other regions and other countries in the world and to study tourism development's experiences in countries which have world cultural heritages to ensure that the tourism development will go hand in hand with the protection of natural and cultural heritages.
11. To co-operate with other branches in local authority to solve the problem of unruled selling, beggars, etc. at the tourist points.
12. To expand and multiply the styles of tourist programs: cultural tourism, resort tourism, seaside tourism, ecological tourism, adventure tourism, etc. to increase the attractiveness of the programs in order to elongate the staying time of tourists and increase their spending level.

The policies for cultural tourism development in Thua Thien-Hue are the following:

1. To encourage the development of many kinds of Hue's original cultural tourism products, issuing rules of hotel constructions in order to develop hotels with medium and big capacity, and high quality and to limit tourism of low level. Confine the building areas for tourist services which should be isolated from the historical and cultural remains. Limit the construction at the center of the city and restore the landscapes along the river banks.
2. To encourage the strengthening of cooperation with foreigners to construct high class, big hotels with over 100 rooms and tourist areas

requiring large amount of investment capital and high technological and management standards.

3. To concentrate on mobilizing all of capital sources and stimulate all economic sectors in participating in tourism development, to make shares for some hotels in order to upgrade them in time suitable for the new business situation.
4. To co-operate with local cultural development to make policies for reasonably exploiting the cultural heritages in accordance with their protection and preservation in a stable tourism development.
5. To make policies for research and rebuilding of the non-physical cultural heritage, to restore the traditional handicraft professions which were partially lost and to use them as the characteristics of the Hue culture.
6. To establish a suitable price policy to harmonize the amount of tourists in the tourism season and the remaining time.

Proposals and Requests:

- ⇒ The Ministry of Culture and international organizations should strengthen investment to upgrade, restore and maintain Hue's cultural heritage recognized as a World Heritage Site so that it becomes attractive to tourists and its real worth should be seen simultaneously, so that they could be protected and exploited effectively and reasonably.
- ⇒ UNESCO and other governmental branches should help Thua Thien-Hue to complete the master plan in tourism development.
- ⇒ Some works affecting the beauty of cultural heritage such as the building and upgrading of the landscapes along the Huong River banks need the funding of international organizations.
- ⇒ Thua Thien-Hue has many projects of investment for tourism development which need the cooperation of inland and foreign investors. Through this Workshop we ask for the concern and help of all the participants here.
- ⇒ The airport and seaport, the main infrastructures necessary for the utilization and preservation of the World Heritage are also calling for help and co-operation.

HUE TOURISM DEVELOPMENT FROM THE PERSPECTIVE OF A TOUR GUIDE

by Nguyen Van Hue

Research and Tour Guide Bureau, Hue Monuments Conservation Centre

Ladies and Gentlemen,

I would like to represent all my colleagues from the Tourism Office of the Hue Monuments Conservation Centre, to put one more item into the discussion. We have been talking about culture, tourism and cultural heritage. What we would like to emphasize is: **to talk about people who work in tourism offices as tour guides**. They play a very important role in introducing the culture and heritage to visitors. In many ways they are ambassadors of the country in general and they also represent the province in particular.

Unfortunately, in recent years the tourism management has not been well conducted. That resulted in different presentations which are harmful to the tourism industry of the province and the significance of the cultural heritage.

In Vietnam a tourism school, *Saigon Travel Service Training Centre* was established in Ho Chi Minh City in 1991, but in Hue there is no school of this kind. Due to the lack of government control, most of the tour guides have different educational backgrounds and they are doing the job illegally.

We can give you an example according to a tourist survey conducted a few weeks ago . One day there are over 100 unofficial tour guides who take tourists to different Hue monuments . They do not belong to any tourism office. This number is double than those who work in the governmental tourism office. Consequently, the official tour guides do not have many things to do. So some visitors say tourists should be careful before they hire a tour guide because these unofficial tour guides know very little about their subject. It is unfair to the official tour guide who brings expertise, patience and enthusiasm to their job.

It is impossible to hold a monopoly in tourism because it is not in accordance with the decision issued by the General Tourism Department. However, Hue is a city with specific characteristics. It is famous not only for its beautiful landscape but also for its large number of historical monuments. So we

think priority should be given to the Hue people themselves so that they can have opportunities to introduce their native city and cultural heritage to visitors.

In order to do that, we are convinced that this concerns many different departments. Not only the national Tourism Department but also the local authorities should be involved in solving this problem.

There should be a co-operation among the tourism offices so that the most important goals can be reached. These goals are:

1. Tourism should be closely related to history and cultural heritage;
2. A tour guide must be experienced not only in foreign languages but also in the history and culture of the province;
3. To give a good impression to visitors and
4. To avoid the loss of the local budget by eliminating the illegal tour guides.

Thank you very much.

APPLICATION OF GEOGRAPHICAL INFORMATION SYSTEM (GIS) TO WORLD HERITAGE SITE MANAGEMENT

*by Paul Box
UNESCO GIS Consultant*

Ladies and gentlemen,

I am working as a consultant to UNESCO, to establish a GIS for the Hue Monuments Conservation Centre.

For those of you who are unfamiliar with the acronyms of the information age, **GIS** stands for **Geographic Information System**.

Following the successful implementation of a GIS at the Angkor temple complex World Heritage site. There has been an increasing awareness of the utility of GIS as a site management and monitoring tool. The GIS in Cambodia was used to record cultural and natural resource inventories and to model alternative zone boundary definition strategies.

Today, I would like to begin by explaining a few of the fundamental technical aspects of GIS, so that you can more fully appreciate the potential functionality of GIS in terms of its application to World Heritage site management. Following the technical explanation: I would like to show you a conceptual model of the GIS that is to be set up for the Hue Monuments Conservation Centre, and then show you some of the map data that was used in the ZEMP project that I mentioned earlier.

A GIS comprises a computerised or digitized map, and one or more associated alpha-numeric databases. The map gives information as to the location of real world phenomena and the database records qualitative and quantitative data relating to each of the phenomena contained in the map.

Data in the GIS is recorded on layers, which can be thought of as transparent sheets similar to the one used on OHPs. Each layer will contain map data of a certain theme. For example roads could be recorded on one layer, rivers on a second and monuments on a third.

Each layer of map data has a database attached which is used to record non-spatial data pertinent to the features recorded on the map layer. One feature will have one record in the database. E.g. one monument in the monuments layer of the map will be linked to one record in the monuments database.

The integration of digital maps with databases, provides tremendous advantages in terms of data analysis and predictive modelling, over traditional alpha numeric database. Attribute data from the databases, can be displayed and modelled in the map, allowing the user to very clearly perceive patterns and spatial distributions of qualitative and quantitative data.

In terms of GIS application to World Heritage site management, a GIS will perform three main functions:

1. The capture and recording of 'baseline' World Heritage site data in the form of cultural, natural and infra-structural inventories.
2. An assessment of the spatial distribution of valuable cultural and natural resources to be targeted for preservation and conservation, by site managers. Their assessment is based on the geographical resource inventories outlined above, together with a value judgement made by site managers, as to the significance of each occurrence of a given resource type. Once the high value areas in terms of cultural and natural resources have been identified, alternative protection zone strategies can be modelled on the GIS. This approach allows for multi-sectoral input and evaluation when devising a conservation zoning plan for a World Heritage site.
3. Monitoring changes in land use patterns and predictive modelling. Once the resource inventory and the protection zone definitions have been completed the GIS can be used to monitor changes in land use patterns within the monumental and buffer zones, together with any adjacent urban areas which usually experience the most severe land resource demand conflicts. Predictive modelling using historic and contemporary data, can be undertaken, to identify potential problems in terms of resource demand conflicts therefore allowing managers to take a proactive rather than retro-active approach to land use issues.

Now I would like to demonstrate with a conceptual model, the proposed GIS for the Hue Monuments Conservation Centre.

**WORKING GROUPS AND THEIR
RECOMMENDATIONS**

WORKING GROUPS AND THEIR RECOMMENDATIONS

WORKING GROUPS

During the afternoon session of the final day (6 May 1995) of the workshop, the participants broke into 6 working groups. Each working group had to recommend concrete actions which can *realistically* be implemented within the next 12 months (until May 1996) to improve the situation in Hue with regard to the promotion of **sustainable** tourism and the preservation of the **authentic** cultural heritage.

The six working groups were asked to recommend on the following specific issues:

Group 1 : Training of Tourist Industry Personnel

Recommendations for the improved TRAINING of *those employed in the tourist industry* in both formal and non-formal sectors, e.g.:

- tourist guides
- hotel workers
- airline workers
- restaurant workers
- vendors
- cyclo-drivers
- others

Group 2 : Diversification into Intangible Culture

Recommendations for the further development of DIVERSIFIED INTERESTS for visitors, both domestic and international, especially into the authentic **intangible culture** of Hue and the integration of the intangible culture into the physical heritage of the World Heritage site, e.g.:

- music, theatre, dance and other performing arts
- plastic arts and handicrafts
- local customs, festivals, ceremonies
- cuisine
- other

Group 3 : Heritage Site Presentation and Management

Recommendations for the enhanced PRESENTATION and VISITOR MANAGEMENT of the physical heritage of Hue, e.g.:

- determination of carrying capacity
- visitor flow
- signage and other interpretive devices
- precautions against vandalism, fire
- visitor comfort services
- etc.

at:

- ◆ Citadel
- ◆ Imperial City
- ◆ mausoleums/tombs
- ◆ temples/communal houses etc. (including those outside of the World Heritage site)
- ◆ archaeological sites
- ◆ others

Group 4 : Environment and Urban Landscape Protection

Recommendations for the **protection** of the ENVIRONMENT and the **preservation** of the TRADITIONAL URBAN LANDSCAPE of Hue, e.g.:

- Perfume River and its banks
- old markets
- old houses
- seascape
- environmental buffer zones around citadel and imperial mausoleums
- other

Group 5 : Local Community Involvement

Recommendations for the encouragement of LOCAL ENTREPRENEURS to maintain LOCAL CUSTOMS AND LIFESTYLES, e.g.:

- education
- awards
- incentives
- investments
- new/addition employment opportunities in culture tourism
- others

Group 6 : Tourism and the Financing Maintenance of Culture

Recommendations for ways to tap the potential “added-value” profits of culture tourism at Hue in order to help FINANCE culture, both physical and non-physical, especially with regard to the added **maintenance and presentation** demands consequent upon the increasing demands tourism places on culture resources, e.g.:

- establishment of a “conservation trust”
- visitor fee structure
- taxes

RECOMMENDATIONS

The Recommendations given by the Working Groups are:

Group 1 : Training of Tourist Industry Personnel

1. To send tour guides on overseas training courses to acquire experience and guidance.
2. To train tour guides directly at the monuments’ sites, for instance with training courses at the Hue Monuments Conservation Centre.
3. To use the experts of the Hue Monuments Conservation Centre to explain the process of preservation to guides.
4. To develop tourism, specifically tourism management and marketing as a subject at school, and establish more tourism schools to meet the strong demand.
5. To educate educators and people in direct contact with tourists, e.g. hotel and restaurant personnel to transportation services like boat, cyclo, taxi, etc.
6. To undertake awareness campaigns through children education at school; through use of the media, newspapers, radio and television and focus the awareness campaigns also on the older generation with a skeptical attitude to the benefits of tourism.

Group 2 : Diversification into Intangible Culture

1. To perform court music, theatre and dance in the historically appropriate locations inside the citadel, specifically:
 - * the courtyard to the south of the throne hall;
 - * the courtyard to the north of the throne hall (between the two audience-waiting halls);
 - * inside the Royal Theatre

and in the Hue area:

- * at the theatre inside the tomb of Tu Duc
 - * in boats on the Perfume River, exclusively for folk music.
2. To undertake a preliminary market survey to evaluate existing traditional Hue handicraft products as well as test the introduction of some new ones with the aim of stimulating and/or reviving traditional crafts and skills practiced by artisans during the Nguyen Dynasty.
 3. To publish and make available to the tourists a brochure listing traditional ceremonies and (lunar) festivals, specifically those which are unique to Hue. With reference to the Recommendations Point 1.6., to the Government of Vietnam of the 7th Session of the Hue - UNESCO Working Group (p.64) intensify efforts to organize an annual festival in which different aspects of the ceremonies and festivals be performed and promoted to the national and international public.
 4. To compose a list of traditional Hue restaurants which at the same time meet certain conditions and standards, e.g. hygiene, charming environment, etc. The list should be limited and changed yearly by an evaluation committee which should be composed of members from different sectors.

Group 3 : Heritage Site Presentation and Management

1. **Education/Information:** To increase the quality of interpretation from guides by offering **on-site** training, from conservation professionals who work at the Hue Monuments Conservation Centre. In this way, the guides will learn more about the site, its history and the process of conservation.
2. **Visitor Satisfaction:** To facilitate donations from visitors by issuing a beautiful certificate, as a memory of their visit to the Hue World Heritage Site, in return for a donation that would say thank you for contributing to the conservation of the Hue World Heritage site, e.g. US\$ 1 / brick; US\$ 2 / tile, etc.
3. **In-Site Conservation And Interpretation:**
 - a) To **select an appropriate pilot area** - building or excavation - for the purpose of interpreting to the visitor the processes of conservation, on-site building conservation and in-site archaeological site conservation.
 - b) To begin the development of multilingual sign maps, guidelines, historical information, etc. Similarly, multilingual signage should be provided for easier orientation, access, interpretation and self-guided touring.

4. Site Management Concerns:

- a) To collect **site management models**, examples of site management plans and strategies from other sites of the Asian region and internationally to review and evaluate, in order to begin the process of comprehensive site management planning for Hue.
- b) To test “**carrying capacity**” as a tourism management tool at one selected pilot area - *Minh Mang Tomb*. A basic zoning plan should be drafted and a system of monitoring major tourism impact should be started.

Group 4 : Environment and Urban Landscape Protection

1. To increase public awareness of the nature, purpose, and necessity of planning regulations. Emphasis should be placed on stressing that not all regulations are preventative and restrictive, and that there also are positive aspects such as incentives, financial and otherwise for sympathetically designed or situated development.
2. To increase signing on site to increase both visitor and local population awareness of the land use zones that have been designated for the city and the land surrounding the cultural complex.
3. To set up on site physical demarcation of site zoning boundaries. This could be achieved by the use of marker posts and would heighten public awareness of the zoning plan and compatible land uses for each zone.
4. To create, by using the GIS, an inventory of historically or architecturally significant structures both within the city and in the surrounding countryside. This inventory would enable site managers to more effectively define a conservation policy, taking into account not only the World Heritage listed structures but other structures which are a testament to the rich history of Hue. In addition, a conservation policy could be devised for the urban area of Hue which would ensure that the well preserved rich architectural and historic streetscapes that characterize the city can be preserved. To ensure an enjoyable and satisfactory visitor experience in Hue conservation of the beauty and character of the city, together with the rural landscape ecology go hand in hand with conservation of the actual World Heritage listed structure.
5. To prepare a discussion paper by the Hue Monuments Conservation Centre, addressing all issues of concern in terms of cultural and natural urban and rural, resource preservation and conservation. This discussion paper could be tabled at an inter ministry meeting of the government agencies responsible for the definition of the Hue development plan. This would enable the Hue

Monuments Conservation Centre to participate more actively in the planning process and bring a strong cultural heritage preservation perspective to the planning process. Issues addressed by the paper might include a discussion of the Perfume River environmental protection zone and compatible land uses within the zone: landscape ecology in the buffer zones surrounding, and other areas visible from the monuments outside the city: urban ecology and preservation of Hue's historic urban fabric within the frame work of the urban area development plan.

6. To initiate that the hydrological network of the citadel incorporating the citadels ponds, canals and moats together with the feeder canals from the Perfume river, be viewed as an integral part of the cultural resource fabric of the site. Execution of a hydrological research project to address issues such as the restoration of the hydraulic system to provide further diversification of visitor attractions in the citadel, study of existing drainage and sewerage infrastructure and the load bearing capacity of the networks and implications of large scale developments on the networks.

Group 5 : Local Community Involvement

1. To gather demographic data and employment data of land use and the local population and income pattern, as well as other social indicators to monitor changes and plans;
2. To link zoning and building/construction guidelines with production of local building material such as traditional tiles, roofing material, lumber, etc. and promote reforestation;
3. To organize the informal sector - trade associations, cyclo-drivers, boatmen, etc. with the objective of better interaction with the tourists. Similarly, establish co-operatives, if appropriate;
4. To initiate public awareness programmes through schools, families, social organizations on "correct behaviour" to inculcate image of self-respect (e.g. prevent begging);
5. To produce foreign language information material on "do's and don'ts", on social behaviour;
6. To establish a market place in Hue where producers of crafts and other goods can sell directly.

Group 6 : Tourism and the Financing Maintenance of Culture

1. To establish a "conservation trust": a trust for collecting funds is the main objective but the rationale is to have all parties to be involved in fund raising.

Besides central and regional, the basic objective is to have a local trust, for example, People's Committee, hotels, tours, operators, joint venture co., etc., not only for conservation, but also for sustainable tourism, specifically **establish the HUE MONUMENTS CONSERVATION AND SUSTAINABLE TOURISM DEVELOPMENT TRUST** with the objectives to find sources and allocate fundings. This trust is proposed to consist of:

- ⇒ Vietnam National Commission for UNESCO
 - ⇒ UNESCO
 - ⇒ National Administration of Vietnam Tourism
 - ⇒ People's Committee of Thua Thien-Hue Province
 - ⇒ Hue People's Committee
 - ⇒ Hue Monuments Conservation Centre
 - ⇒ CODEV
 - ⇒ PATA Vietnam Chapter
 - ⇒ Gms of major hotels
 - ⇒ Major tour operators
 - ⇒ Representatives of JVs Cos
2. To improve visitor fee collection by implementing the following:
 - establish pricing policy for visitors to the Hue Monuments;
 - establish mechanisms such as: package pricing, e.g. a single ticket for several monuments; a single ticket for all the major attractions of the Hue Monuments valid for one week; etc.in addition to single pricing, namely one ticket for each monument;
 - purchasing of tickets available from tour operators and hotels;
 - print on tickets that entrance fees are used for monuments' maintenance;
 - create facilities at monuments for additional voluntary contributions;
 - make an attractive scheme.
 3. To establish accommodation of 5% tax from hotels and guest houses. Use 2% for tourism promotion and 3% for conservation (not to be passed on to guests).
 4. To reorganize vendor operations at sites and charge rental fees to be used for restoration.
 5. To appeal for funds to overseas Vietnamese organizations.
 6. To redirect money collected from artistic performances back to conservation.
 7. To impose US\$ 5 fines for littering.

ANNEXES

Annex 1

P R O G R A M M E

Wednesday, 3 May 1995

Joint Session with UNESCO/SEAMEO Regional Centre for Archaeology and Fine Arts (SPAFA) Seminar on the **Preservation and Promotion of Intangible Culture Through Audio - Visual Documentation: Hue as a Case Study** (28 April - 5 May 1995).

08.30 - 09.30 **Registration**

09.30 - 09.40 **Introduction** by Mr. Dao Viet Trung, Viet Nam National Commission for UNESCO

09.40 - 10.15 **Official Welcome by:**

- * Mr. Le Viet Xe, People's Committee of Thua Thien-Hue Province
- * Mr. Richard A. Engelhardt, UNESCO
- * Mr. Renton de Alwis, PATA
- * Mr. Thai Cong Nguyen, Hue Monuments Conservation Centre

10.15 - 10.30 Coffee Break

10.30 - 12.15 **Hopes and Threats: Opportunities and Dangers of Tourism Development**

- * Mr. Vu Tuan Canh, Director
Institute for Tourism Development Research (ITDR),
Vietnam National Administration of Tourism (VNAT):
Prospects and Challenges for Tourism Development in Viet Nam
- * Mr. Truong Quoc Binh
Department for Conservation and Museology, Ministry of
Culture and Information: *Conservation of Heritage and
Orientation for the Development of Tourism*

- * Mr. Nguyen Thanh Dan, Director
Thua Thien-Hue Province's Tourism Department: *The Main Plans and Policies on the Cultural - Tourism Development in Thua Thien Hue*
- * Mr. Phan Tien Dung, Vice Director
Hue Monuments Conservation Centre: *Hue Monuments Management and Protection in Culture, Tourism Development*
- 12.15 - 13.15 Lunch
- Authenticity and Preservation - The Tangible and Intangible Cultural Heritage of Hue**
- 13.30 - 14.00 *Conservation and Preservation of Traditional Culture in the Onslaught of Tourism: Looking at Asia* by Ms. Heather A. Peters, Research Associate, The University Museum, University of Pennsylvania
- 14.00 - 14.15 *Folklore as an Important Resource in Cultural Tourism* by Mr. Ruang Chareonchai, Director, SEAMEO Regional Centre for Archaeology and Fine Arts (SPAFA)
- 14.15 - 14.30 *Safeguarding Intangible Culture Through Audio-Visual Documentation* by Mr. Chua Soo Pong, Associate Professor, SEAMEO Regional Centre for Archaeology and Fine Arts (SPAFA)
- 14.30 - 15.00 *Hue Traditional, Artistic and Cultural Heritage and Tourism Development in Hue* by Mr. Nguyen Xuan Hoa, Vice Director, The Culture and Information Service, Thua Thien-Hue Province
- 15.00 - 15.30 *Another Theory and Practice of Transcontextualisation of Performing Arts: Toward a Positive Evaluation of Tourism* by Mr. Yamaguti Osamu, Faculty of Letter, Osaka University
- 15.30 - 15.45 Coffee Break
- 15.45 - 16.15 *In Search of an Ideal Itinerary* by Ms. Pham Lan Huong, Art Historian
- 16.15 - 16.30 *Preservation and Development of Hilltribes' Handicrafts in A Luoi district, Thua Thien-Hue Province* by Mr. Truong Dang Khoa, Project Officer, Nordic Assistance to Viet Nam (NAV)

- 16.30 - 17.30 **Discussions**
18.00 - 19.30 Dinner
hosted by the People's Committee of Thua Thien-Hue
20.00 - 22.00 River Tour with Performance of Folk Music and Song

Thursday, 4 May 1995

- 08.30 - 17.00 **Excursion:** *Search for an Ideal Itinerary*
Free evening

Friday, 5 May 1995

Sustainable Tourism Development

- 09.00 - 09.30 *Economic and Non-Economic Effects of Tourism in Hue - First Results from a Preparatory Study* by Mr. Peter Aderhold, Ms. Louise Twining-Ward, Mr. Tom Pedersen, Bureau For Tourism Research and Planning
09.30 - 10.00 *Experiences and Activities* by Mr. Renton de Alwis, Vice President, Pacific Asia Travel Association (PATA), Asia Division (not included in Final Report)
10.00 - 10.30 *Tourism Development and Investment in Asia* by Mr. Peter A. Hill, Vice President Operations, Century International Hotels
10.30 - 10.45 Coffee Break
10.45 - 11.00 *Tourism Development - A People Oriented Approach* by Mr. Peter Holden, Programme Director, Ecumenical Coalition on Third World Tourism
11.00 - 11.15 *Sustaining People's Culture in the Context of Tourism* by Mr. Paul Gonsalves, Ecumenical Coalition on Third World Tourism
11.15 - 12.15 **Discussion**
12.30 - 13.45 Lunch
14.00 - 14.30 *The Direction of Hotel System and Infrastructure Development for Tourism in Viet Nam* by Mr. Pham Trung Luong, Head, Section for Science and Economy, Viet Nam National Administration for Tourism (VNAT)

- 14.30 - 15.00 *Tourism in Hue, World Heritage Site* by Mr. Nguyen Van Vinh, Economic Assistant, Saigontourist
- 15.00 - 15.30 *International Investment in Viet Nam - Advantages and Obstacles* by Mr. Charles Benoit, Executive Vice President, Nam Enterprises (Vietnam) Ltd.
- 15.30 - 15.45 Coffee Break
- 15.45 - 17.30 **Discussions**
- 18.00 - 19.00 Dinner
- 19.30 - 21.00 Royal Dance Performances, Culture and Information Service, Thua Thien-Hue Province

Saturday, 6 May 1995

Planning for Cultural Tourism in Hue

- 09.00 - 09.15 *World Heritage Convention and the Responsibility of State Parties* by Ms. Minja Yang, Officer-in-charge, Asia-Pacific Region, World Heritage Centre, UNESCO
- 09.15 - 09.30 *Protection Through Site Management* by Mr. Scott Cunliffe, Conservation Architect and Planner, Getty Conservation Institute
- 09.30 - 09.45 *Architectural Heritage - Urban Planning for the Conservation of the Heritage in Hue* by Mr. Phung Phu, Vice Director, Hue Monuments Conservation Centre
- 09.45 - 10.00 Coffee Break
- 10.00 - 10.15 *National and Regional Comprehensive Planning: Viet Nam - France Co-operation to Serve the Sustainable Socio-Economic Development of the Thua Thien-Hue Province* by Mr. Jean Brunot de Rouvre, Senior Planning Expert, Institute for Development Strategy
- 10.15 - 10.30 *The Main Plans and Policies on the Cultural - Tourism Development in Thua Thien-Hue* by Mr. Nguyen Thanh Dan, Director, Thua Thien-Hue Province's Tourism Department
- 10.30 - 10.40 *Hue Tourism Development from the Perspective of a Tour Guide* by Mr. Nguyen Van Hue, Research and Tour Guide Bureau, Hue Monuments Conservation Centre

- 10.40 - 11.00 *Application of Geographical Information System (GIS) to World Heritage Site Management* by Mr. Paul Box, Geographical Information System (GIS) Expert
- 11.00 - 12.30 **Discussion**
- 12.45 - 13.45 Lunch
- 14.00 - 16.30 **Working Groups** on *What should be done in the future to work toward the goal of sustainable tourism development while ensuring the preservation of the traditional culture of Hue?*
- 16.30 - 16.45 Coffee Break
- 16.45 - 17.30 Recommendations on the Future Workplan
- 17.30 - 18.00 **Conclusion:**
- * Mr. Le Viet Xe
 - * Mr. Renton de Alwis
 - * Mr. Richard A. Engelhardt
- 19.30 - 21.00 *The Great Culinary Delight*
Dinner hosted by UNESCO

Annex 2

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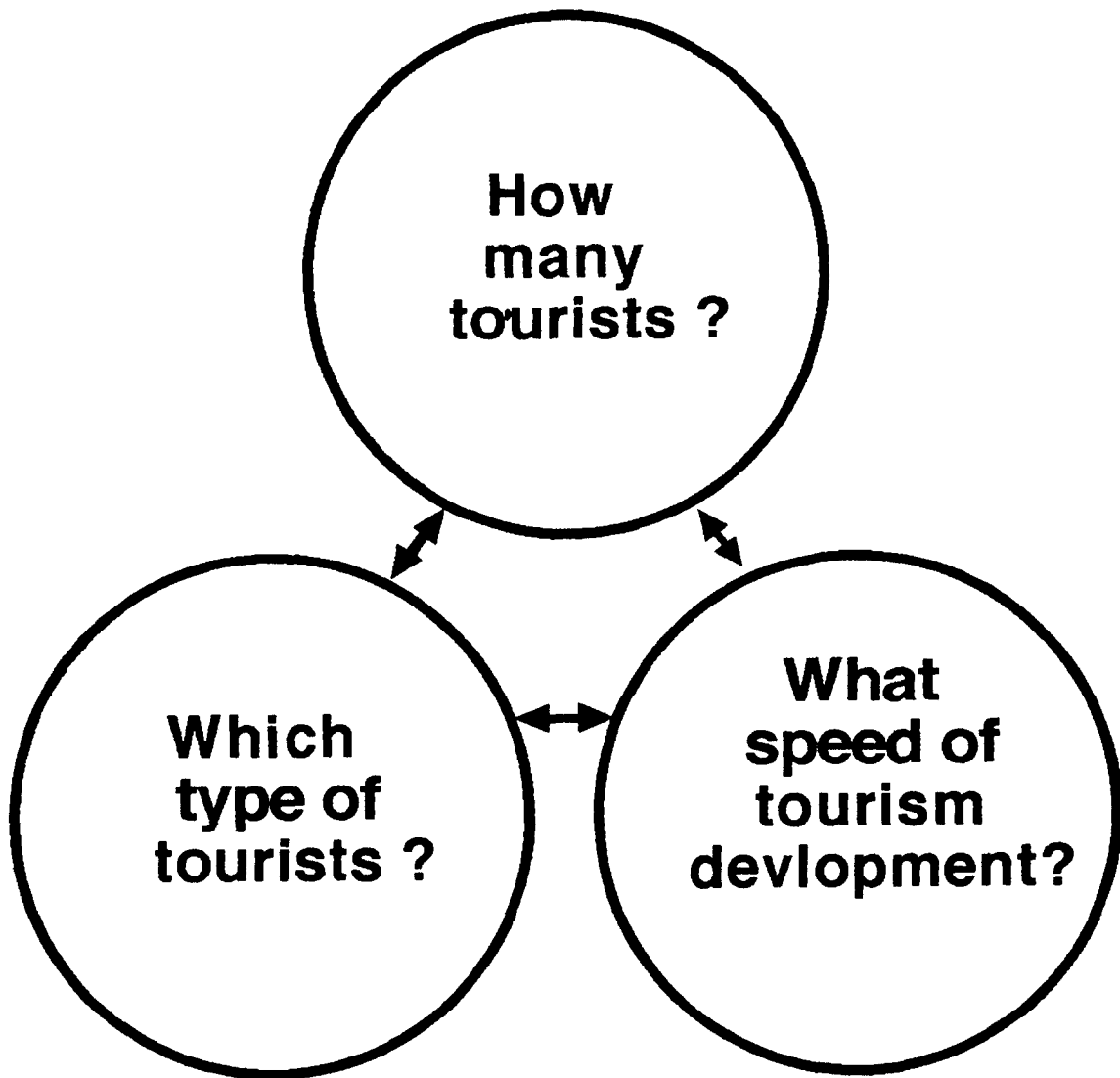
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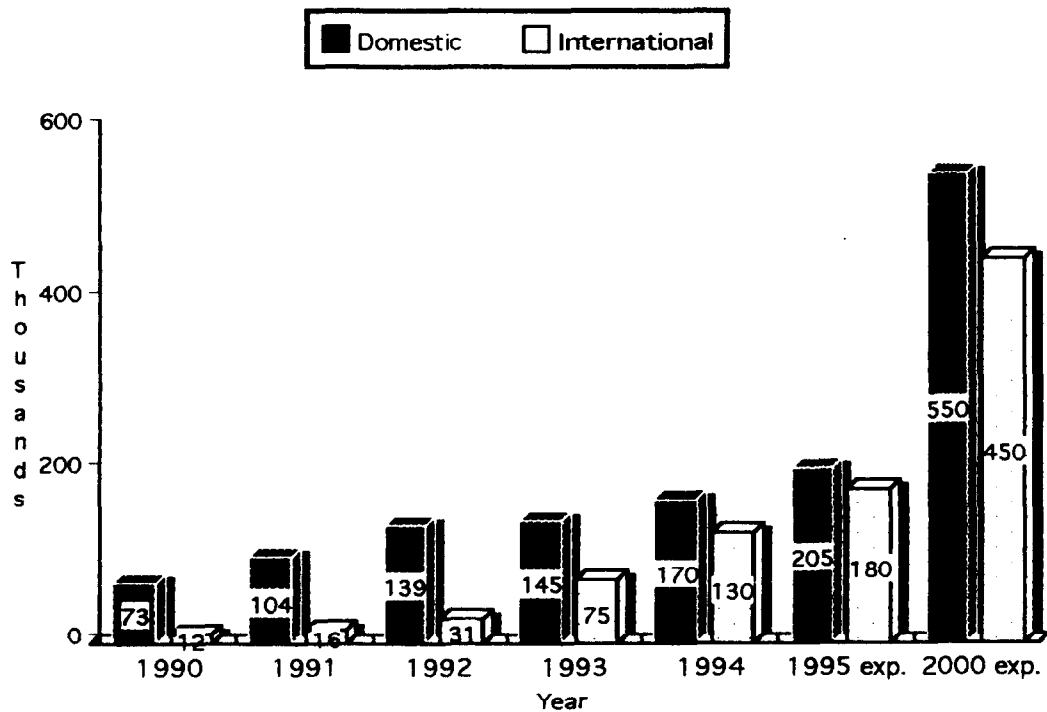
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11. Mr. **Nguyen Trung Son**, Chief of Cabinet
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12. Mr. **Nguyen Xuan Ly**, Official, Party's Committee
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14. Mr. **To Nhuan Vy**, Chairman,
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**3 Central Questions in Connection
with Tourism Development**





Total number of visitors to Hue in thousands : 1990-2000



Bureau for Tourism Research and Planning 1995

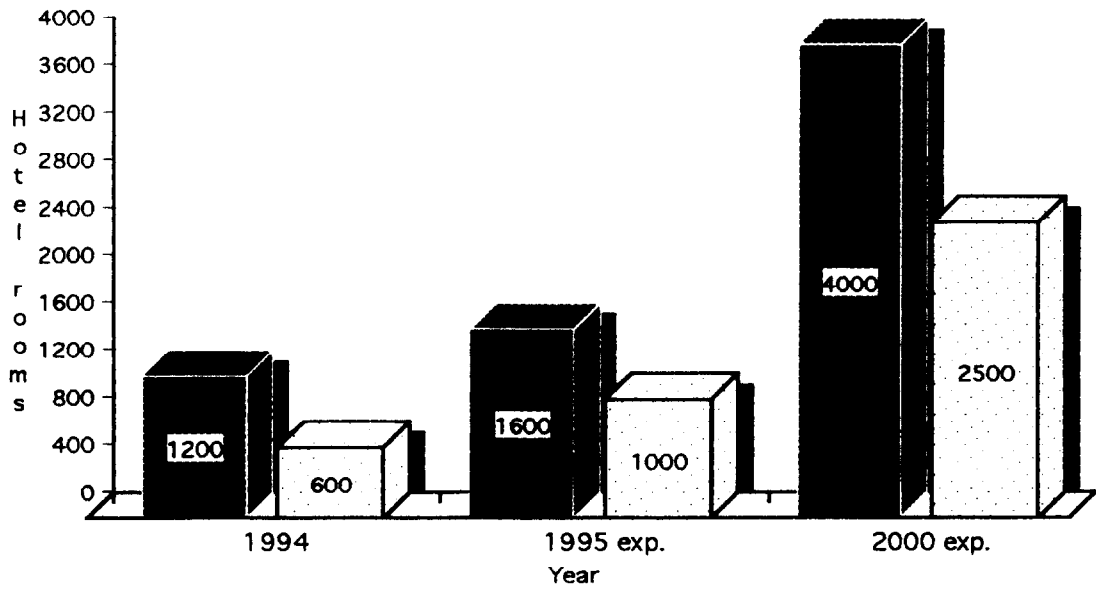
Number of international visitors to Vietnam and Hue in thousands : 1990-2000



Bureau for Tourism Research and Planning 1995

Total number of hotel rooms in Hue : 1994-2000

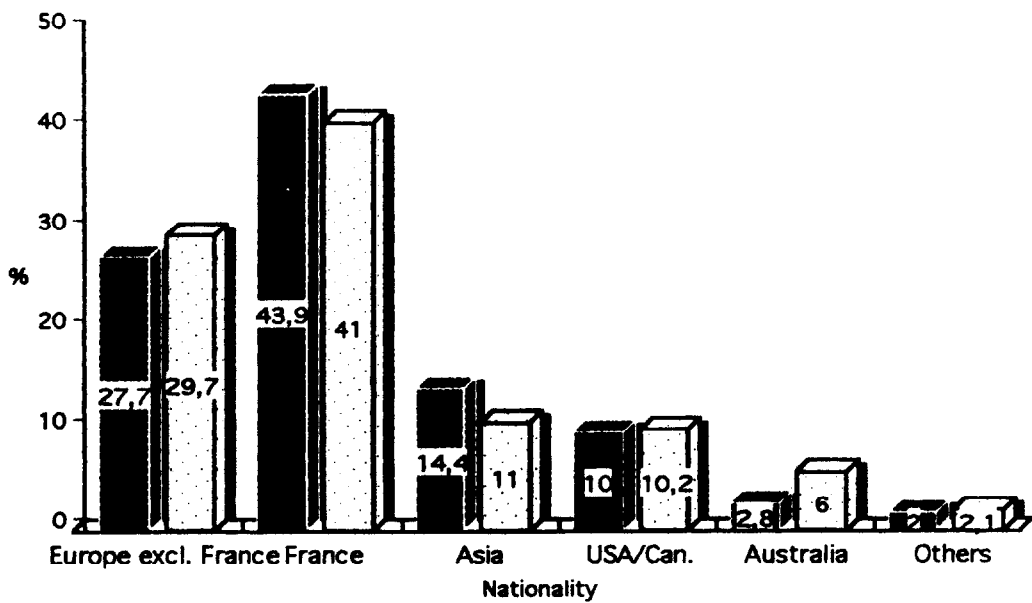
■ Total number of hotel rooms □ Number of rooms with international standard



Bureau for Tourism Research and Planning 1995

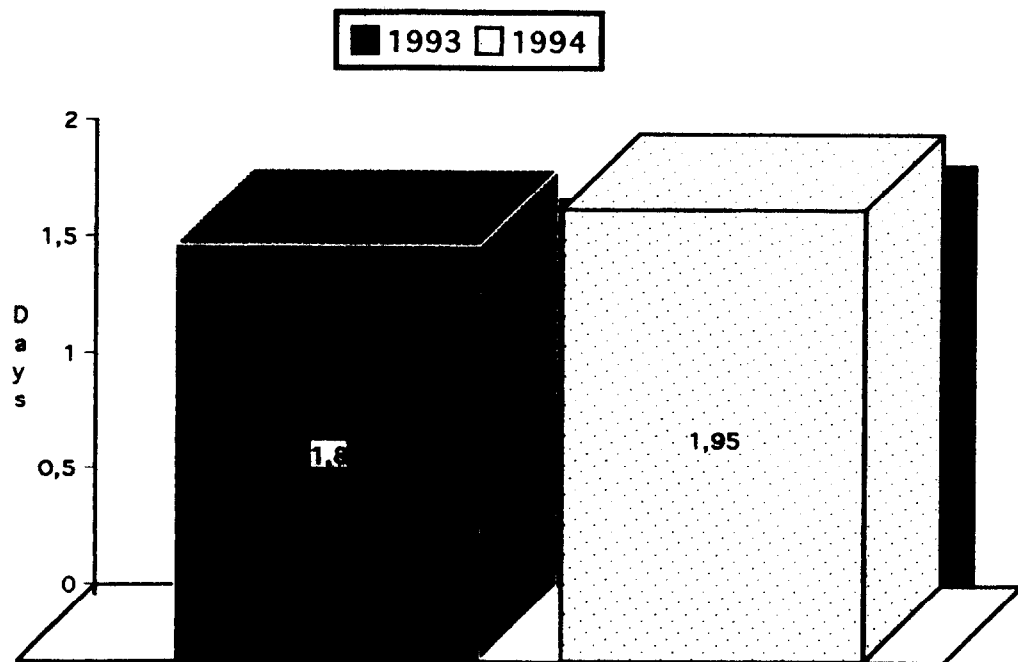
Nationality of international visitors to Hue in percent

■ 1993 □ 1994



Bureau for Tourism Research and Planning 1995

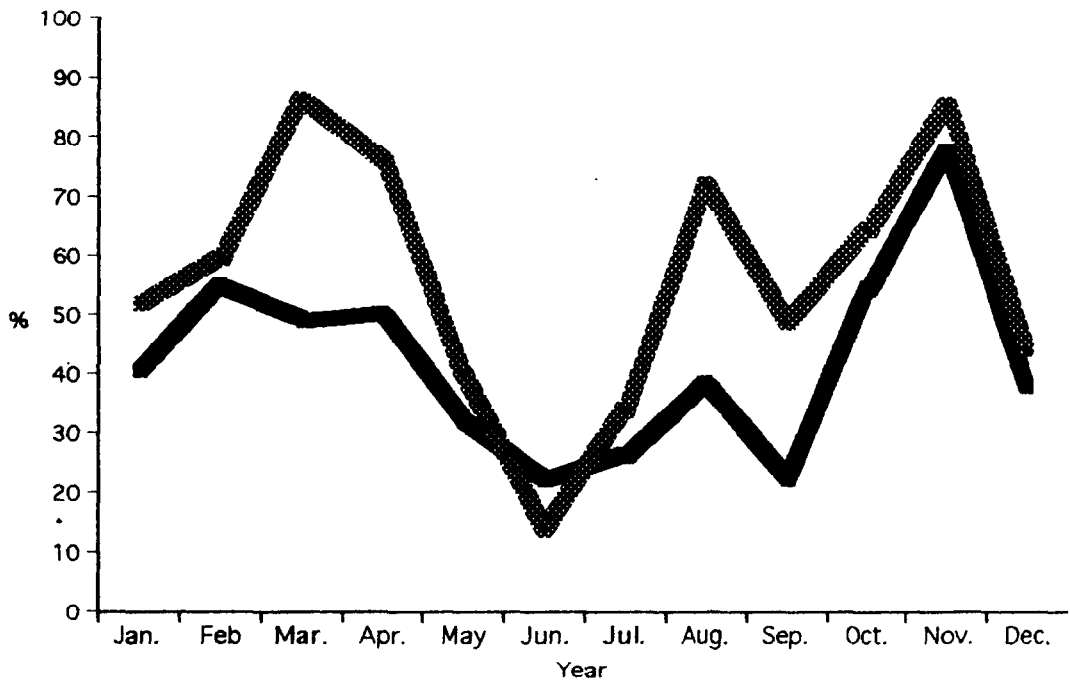
International visitors average length of stay in Hue : 1993-1994



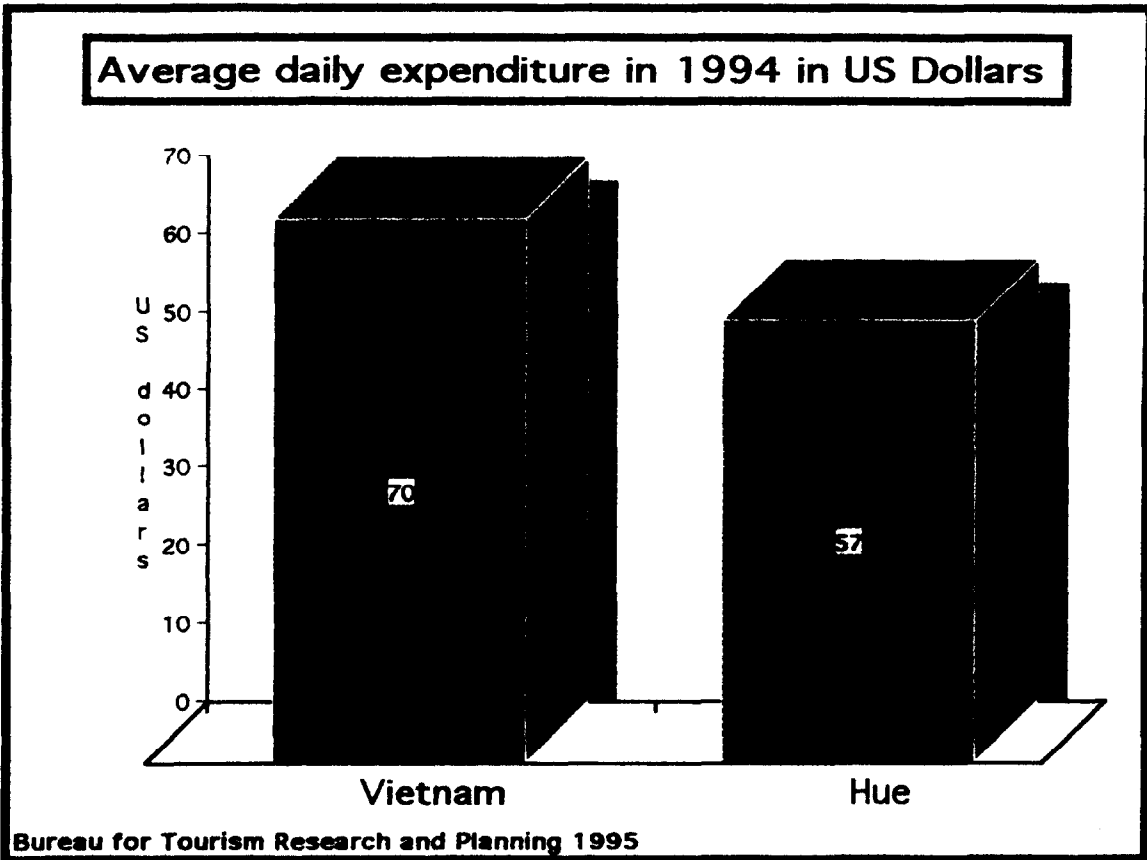
Bureau for Tourism Research and Planning 1995

Seasonality pattern after hotel occupancy in percent : 1993-1994

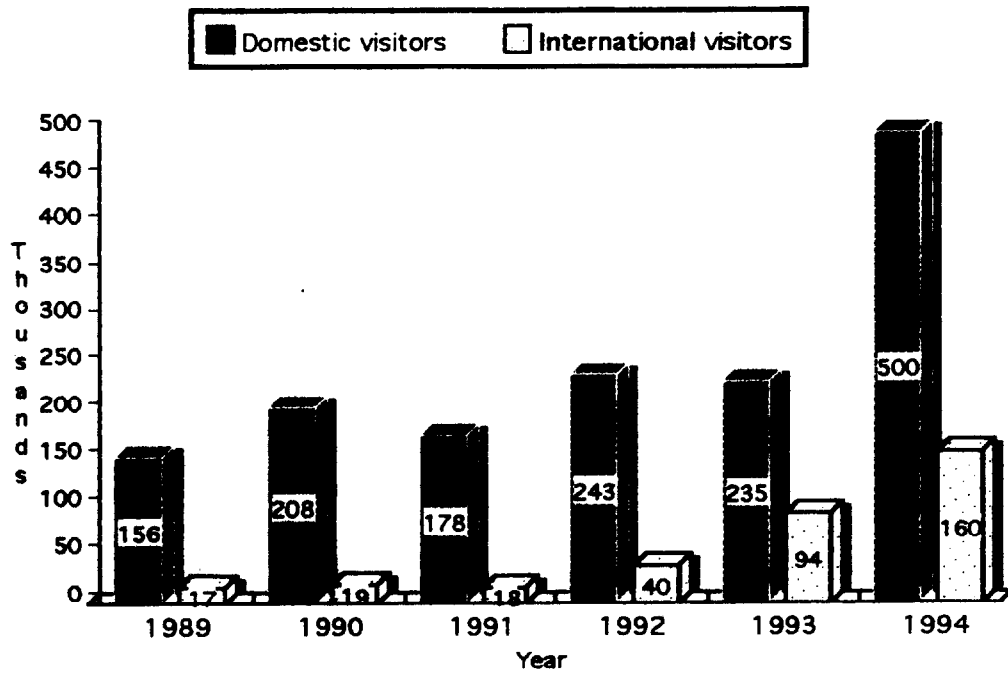
■ 1993 ■ 1994



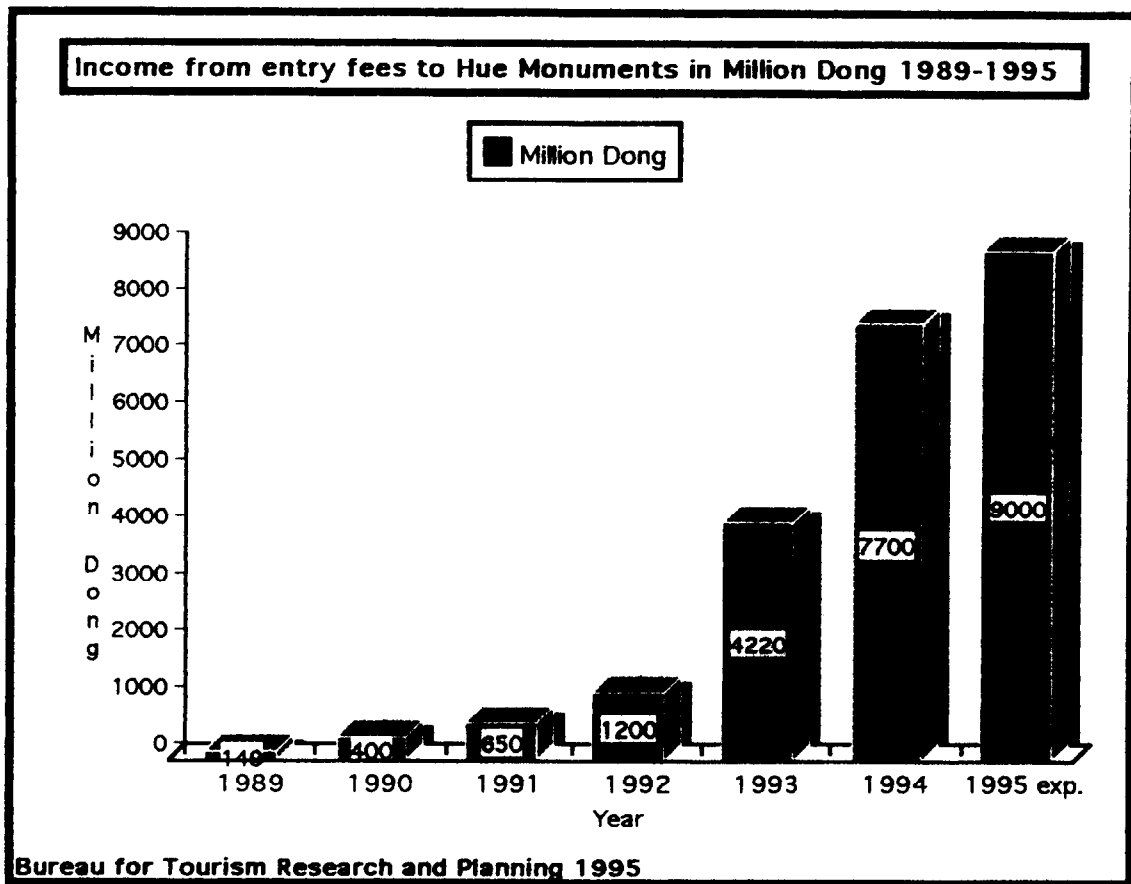
Bureau for Tourism Research and Planning 1995



Visitors to Hue monuments 1989-1994 in thousands



Bureau for Tourism Research and Planning 1995



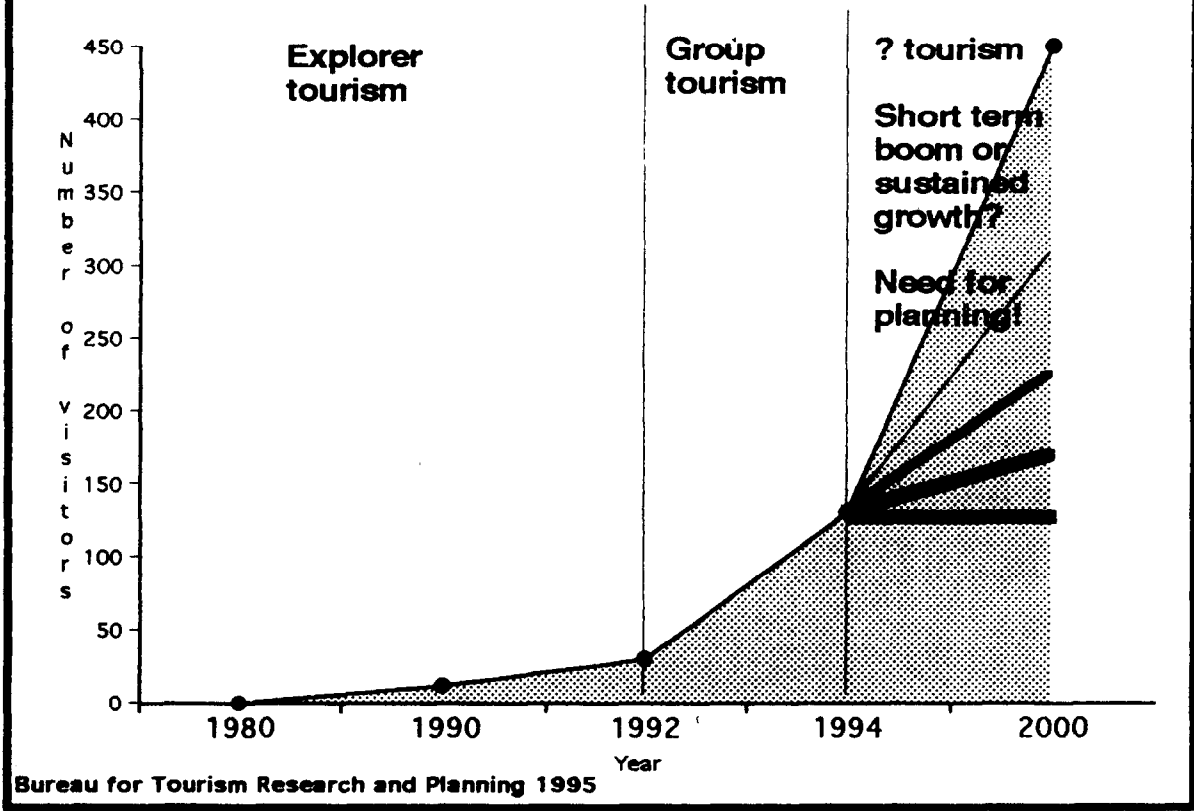
Key Economic Indicators 1994

**Estimated gross income from tourism
in 1994 : US \$ 9 million.**

**Estimated investment in private and
state tourism enterprises in Hue 1994 :
US \$ 10 million.**

**Estimated income from ticket sales at
Hue Monuments in 1994 :
US \$ 700.000.**

Tourism development phases in Hue



Strong/weak points of the Hue tourism complex

Strong points:

- Hue Monument Complex/World Heritage site
- Hue city charm
- Perfume river location
- strong local identity
- diversity of tourism attractions

**Appropriate implementation
of a sustainable tourism
development plan**



Weak points:

- lack of appropriately trained staff
- poor infrastructure
- lack of hotel rooms
- poor value for money
- poor quality service
- unsatisfactory visitor experience of monuments
- limited quality handicrafts

Official expectations for tourism development in Hue

- upgrading of hotel standard
- increase in number of beds
- decrease in political difficulties and red tape
- improvement of infrastructure
- increase in popularity of Vietnam and fame of World Heritage Site

MAJOR GROWTH OF TOURISM TO HUE

Limitations to official expectations

- poor value for money
- high cost of transportation
- lack of trained personnel
- lack of foreign investment
- poor condition of many cultural relics
- short length of stay period

Opportunities/threats to the Hue tourism complex

Opportunities:

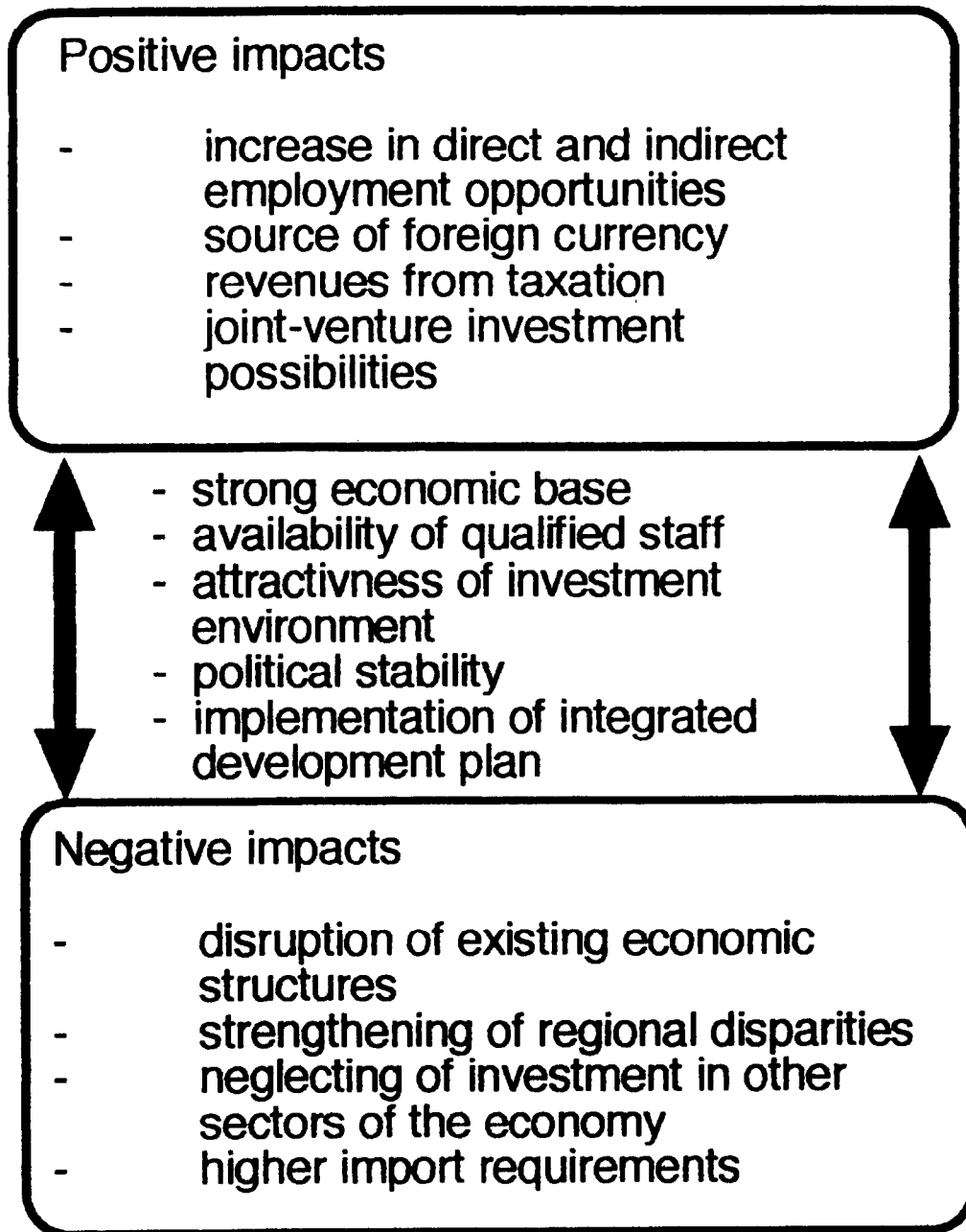
- investment in diversification of product; small-scale tourism development coast etc.
- attracting wider purpose of visit market; sport, culture, birdwatching etc.
- improvement in standard of living
- increased level of education
- major source of employment
- preservation of tangible/intangible culture
- tourism training
- development of supporting industry jobs

**Appropriate implementation
of a sustainable tourism
development plan**

Threats:

- uncontrolled development, scale rather than quality
- speculative short term profit instead of long term sustainable growth
- deteriorating host-guest relationship
- inflated prices
- increased leakages from the local economy
- deterioration of environment from overburdened drainage systems
- physical damage to cultural complex by increased number of visitors

Positive/negative economic effects of tourism in Hue



Positive/negative non-economic effects of tourism in Hue

Positive impacts

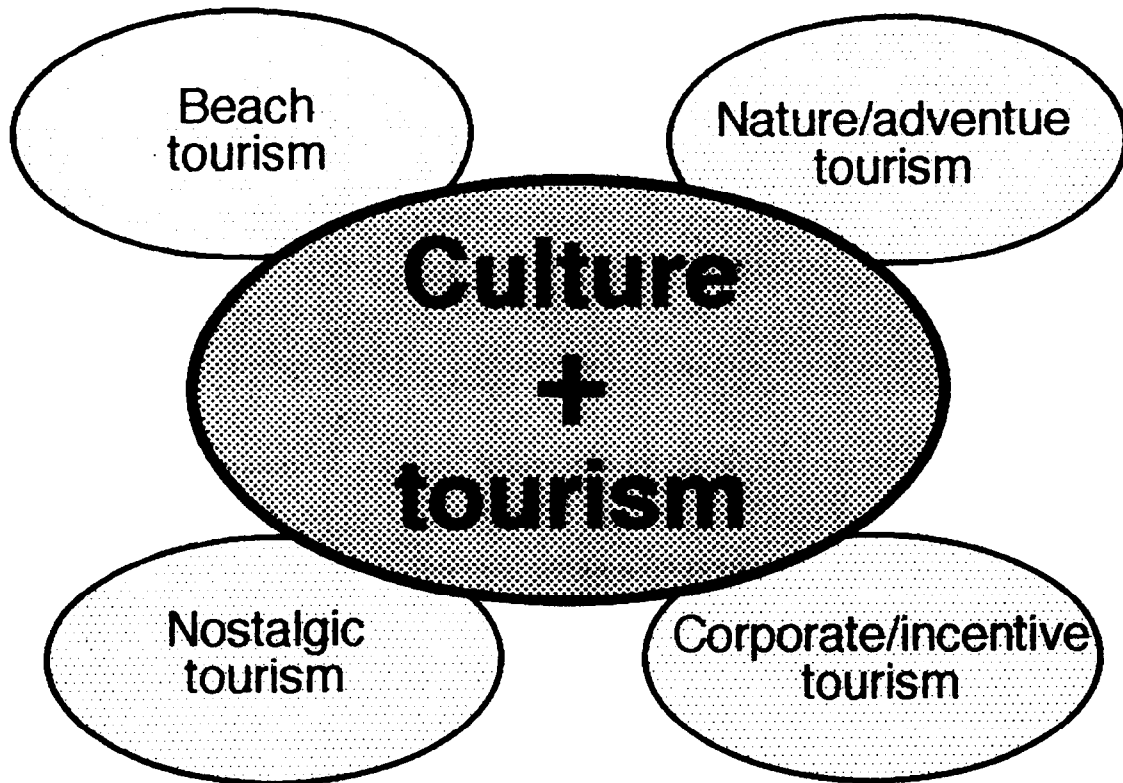
- reducing negative perceptions and stereotypes
- developing pride, appreciation, understanding, respect and tolerance for each other's culture
- increasing self-esteem of host and tourists
- stimulation of education and vocational training

-
- opportunities
 - expectations/stereotype
 - equal status
 - common activities/interests
 - size of group
 - stage of destination's development

Negative impacts

- tension, hostility, suspicion and misunderstanding
- clashes of values
- communication problems
- culture shock

Hue tourist product diversification



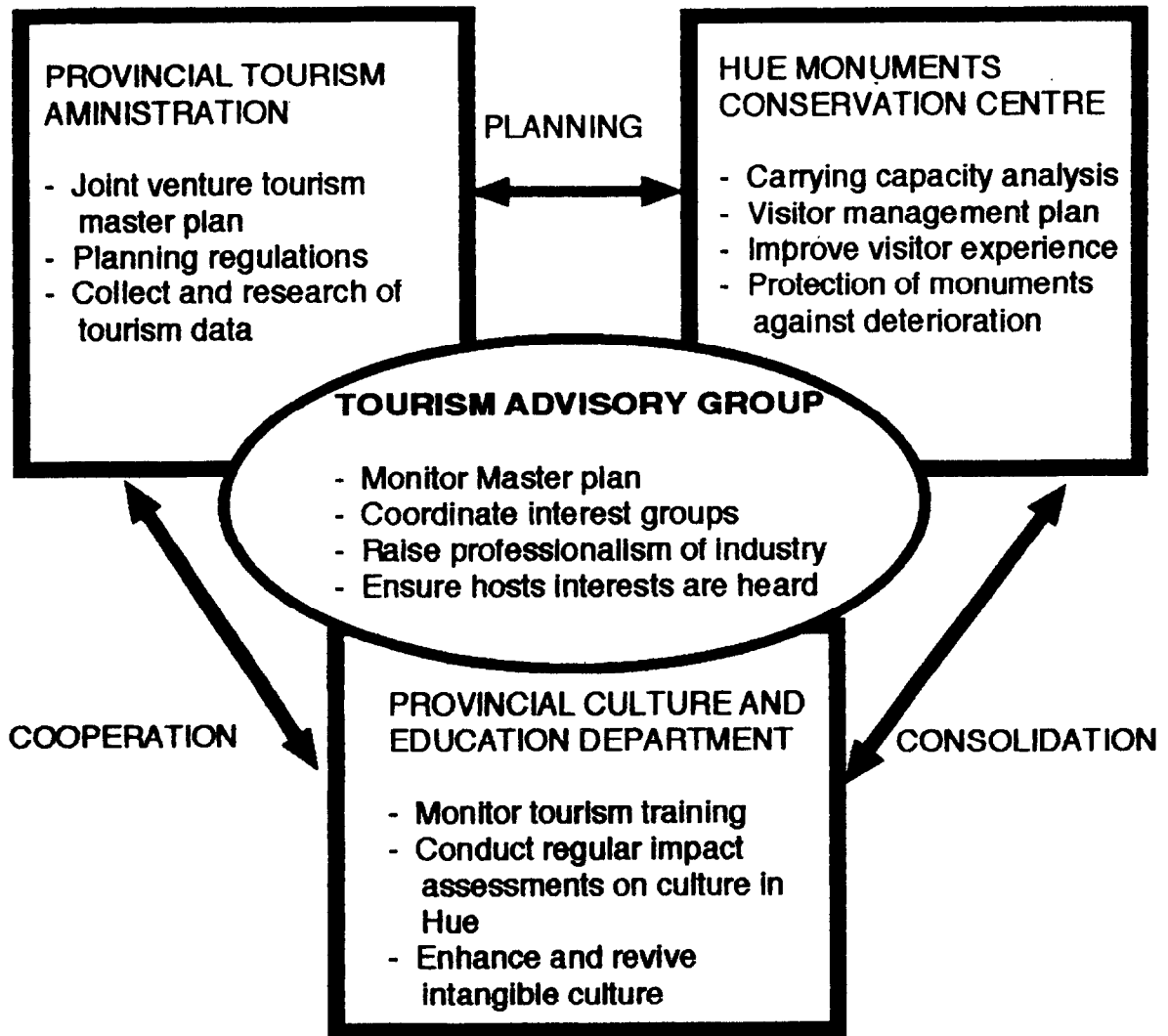
What does sustainable tourism mean for Hue ?

- Balancing the desire to attain fast tourism dollars and the sustainability of the economic, social and natural environment
- Not allowing the economic returns of tourism, however real and significant, to constitute the only criterion for encouraging tourism development
- Integrating tourism planning with other economic sectors
- Involving the local population in tourism plans and proceeding only with their approval
- Reinvestment of tourism profits into education and training
- Broadening the information base of the decision-making process
- Informing and educating tourists to encourage respect and conservation for the environment they visit.

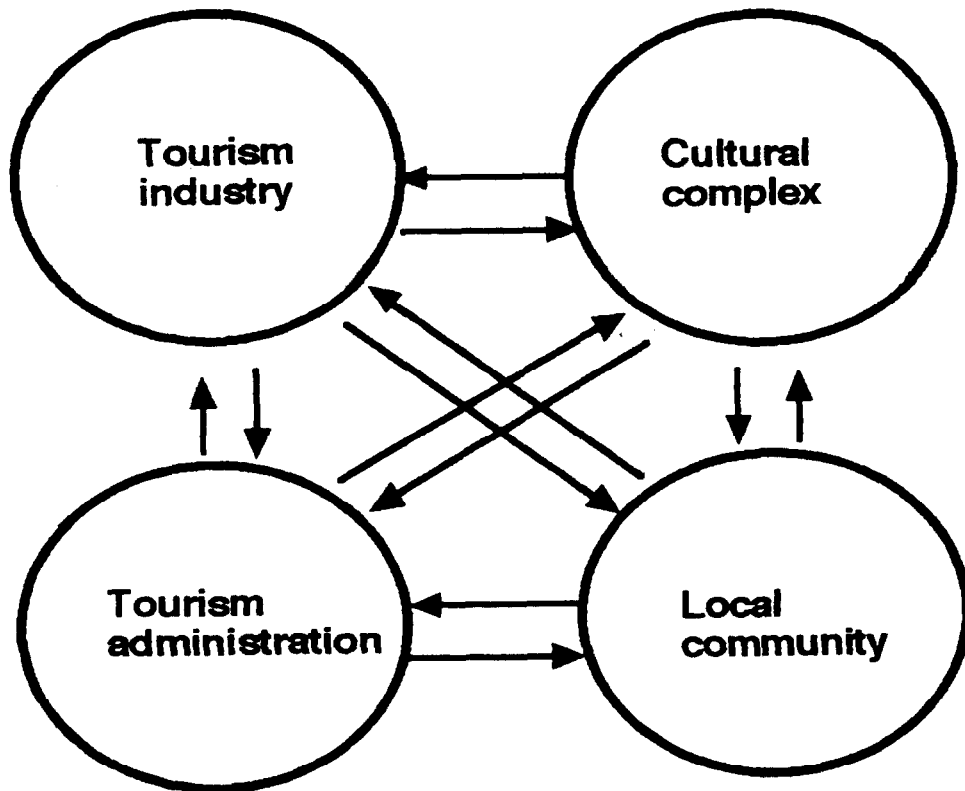
Suggestions for sustainable culture tourism in Hue

- **Establish a Tourism Advisory group**
- **Contract Joint-Venture Tourism Master Plan for the Province**
- **Develop Tourism and Hospitality Education and Training**

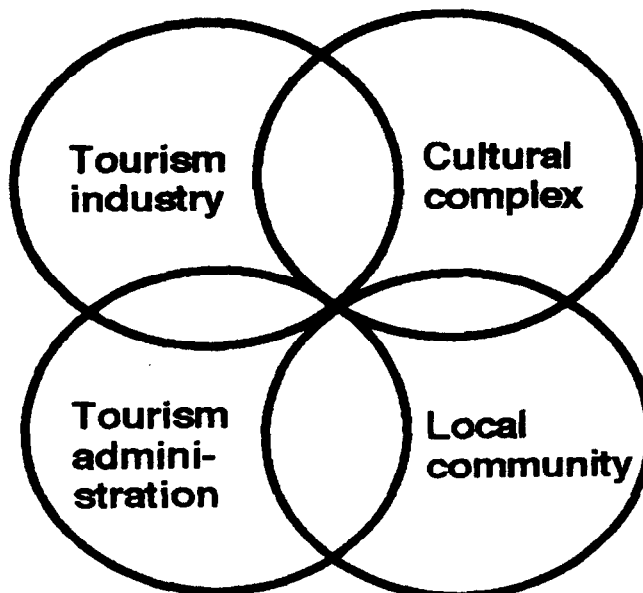
Suggestions for sustainable culture tourism in Hue



Partners for sustainable tourism development in Hue

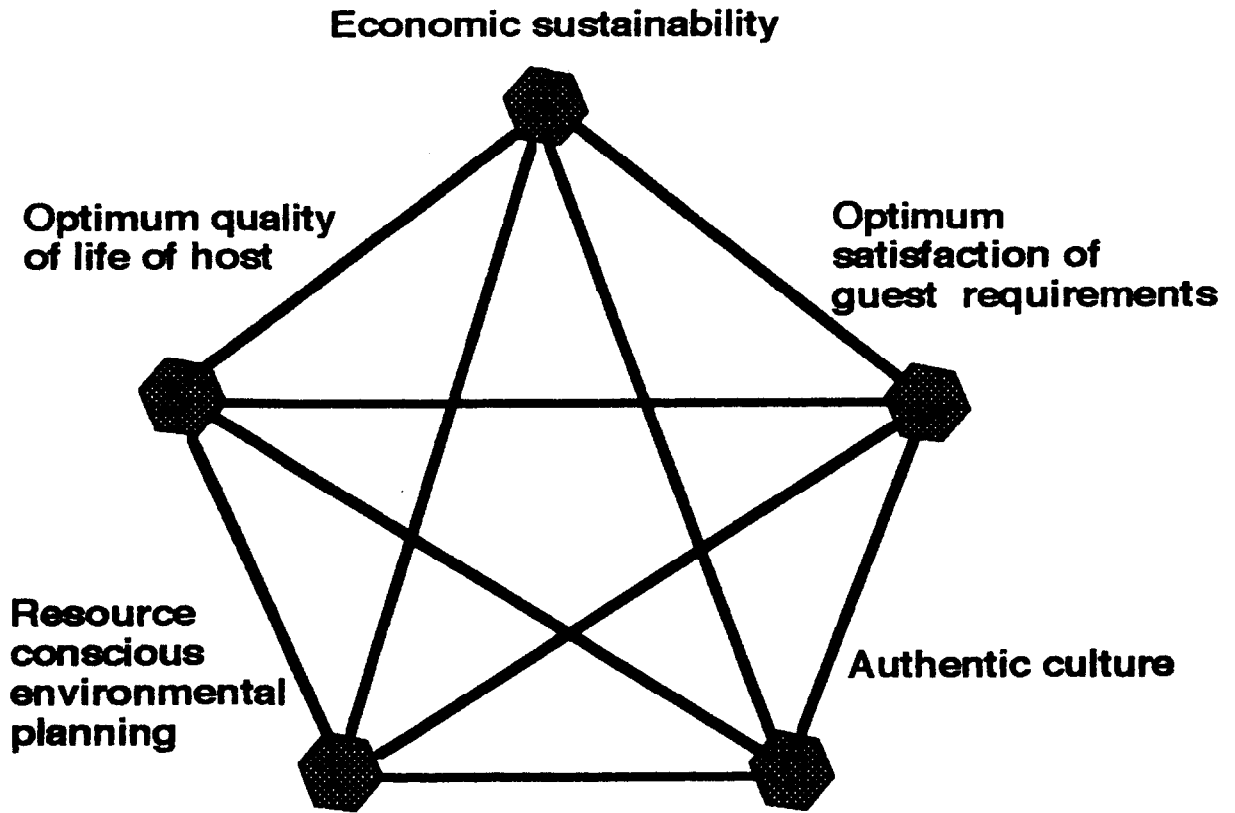


Old style tourism



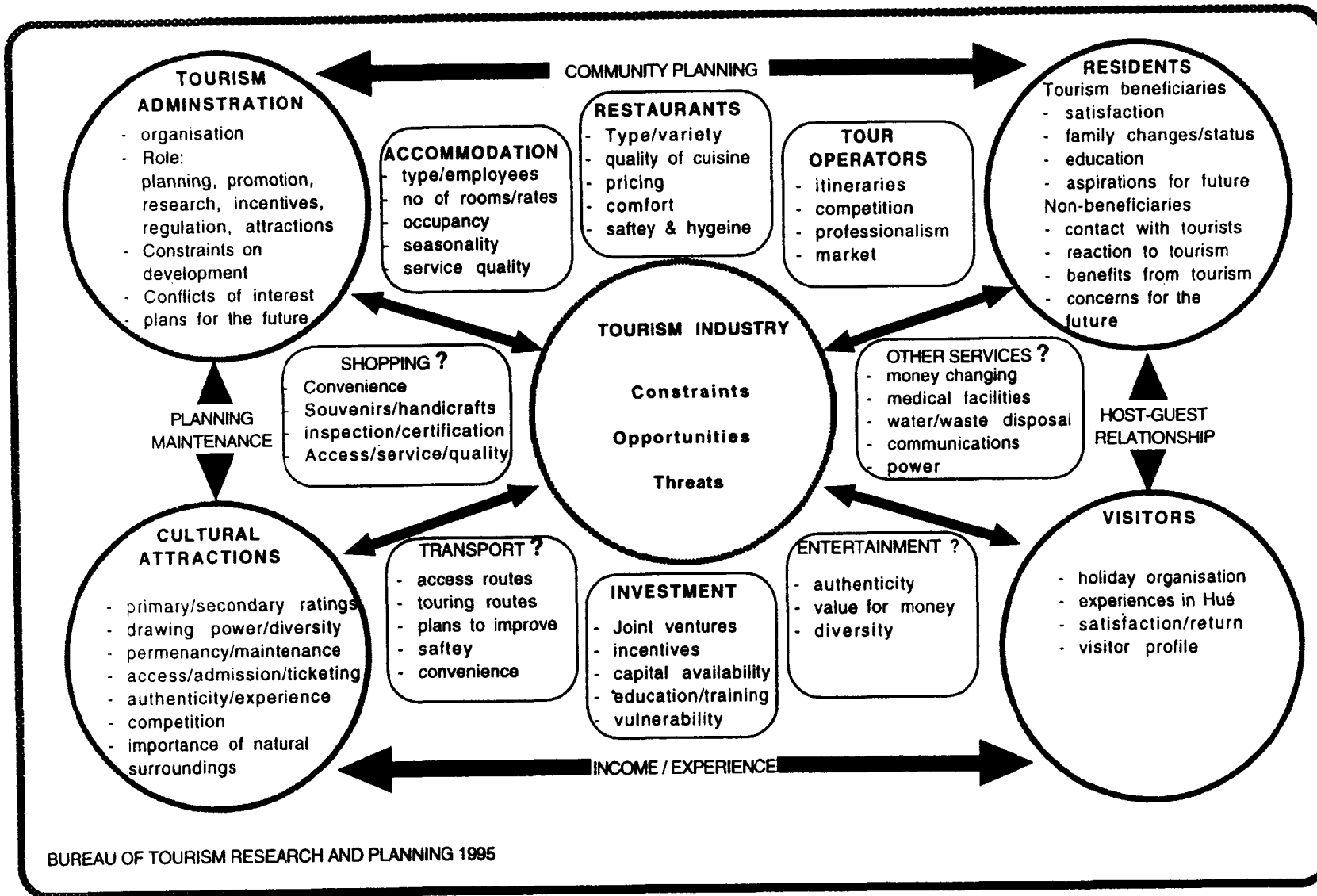
Sustainable tourism

Balancing tourism development in Hue

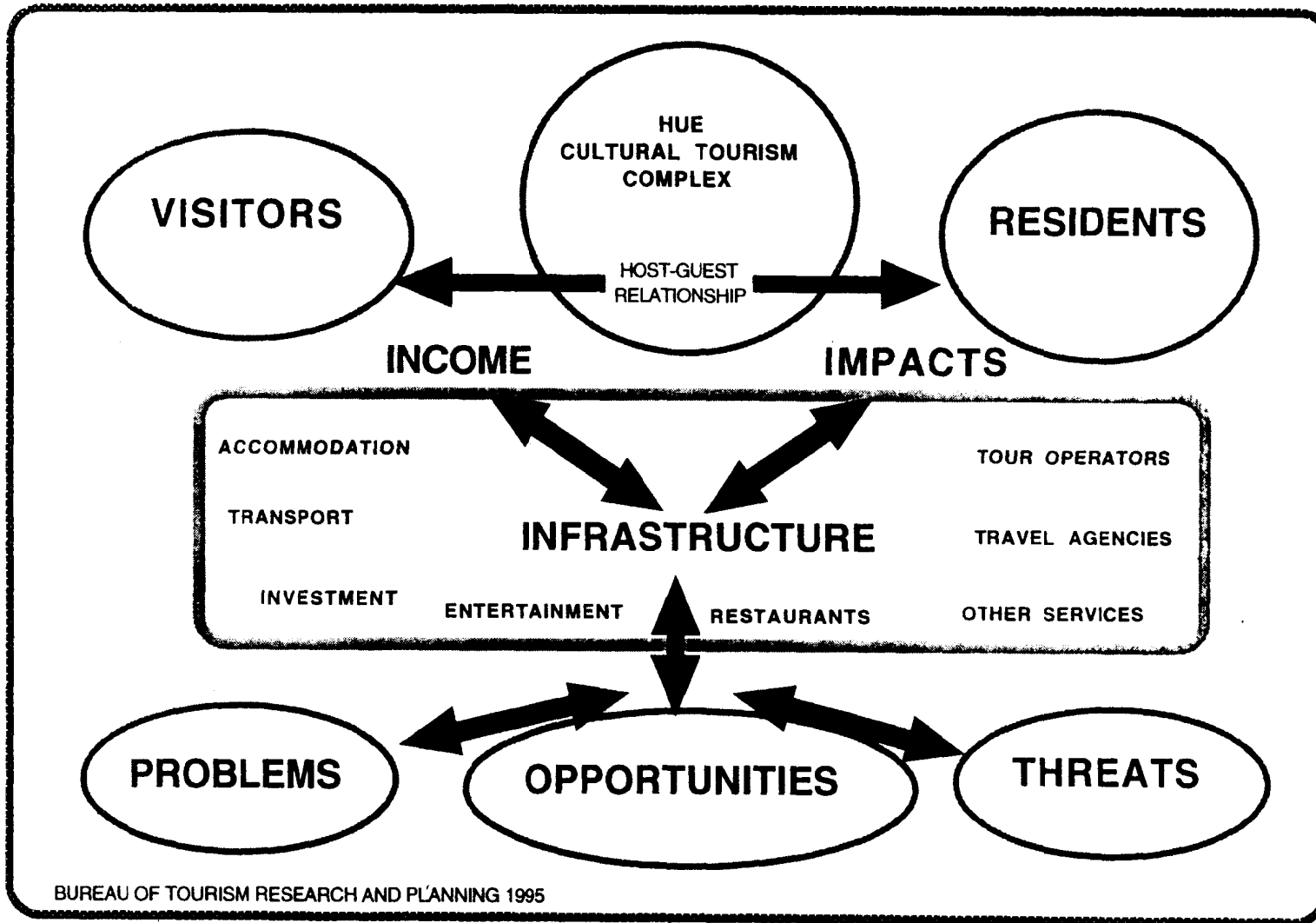


ECONOMIC AND NON-ECONOMIC EFFECTS OF TOURISM IN HUE
The Hué cultural tourism complex

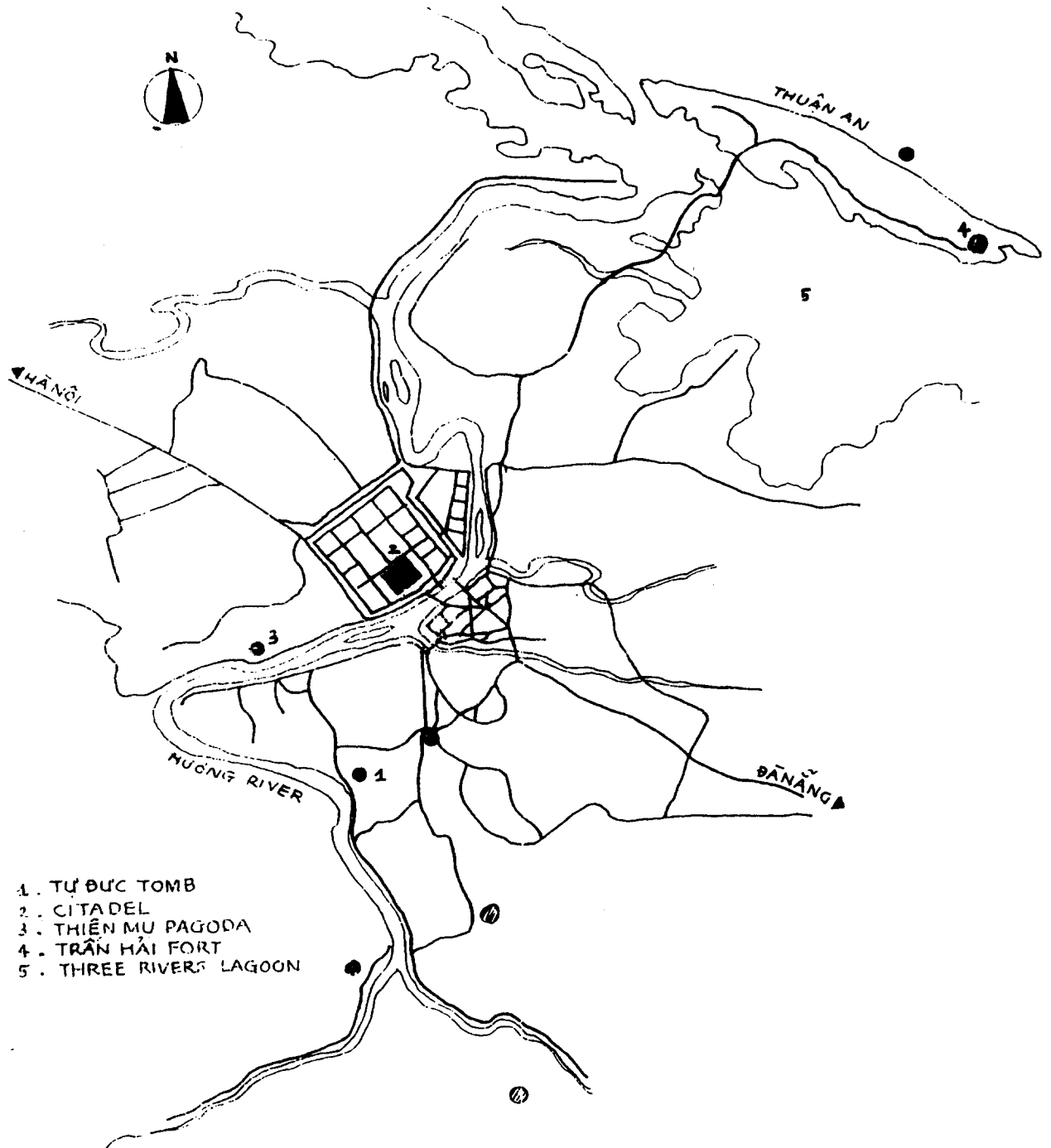
207



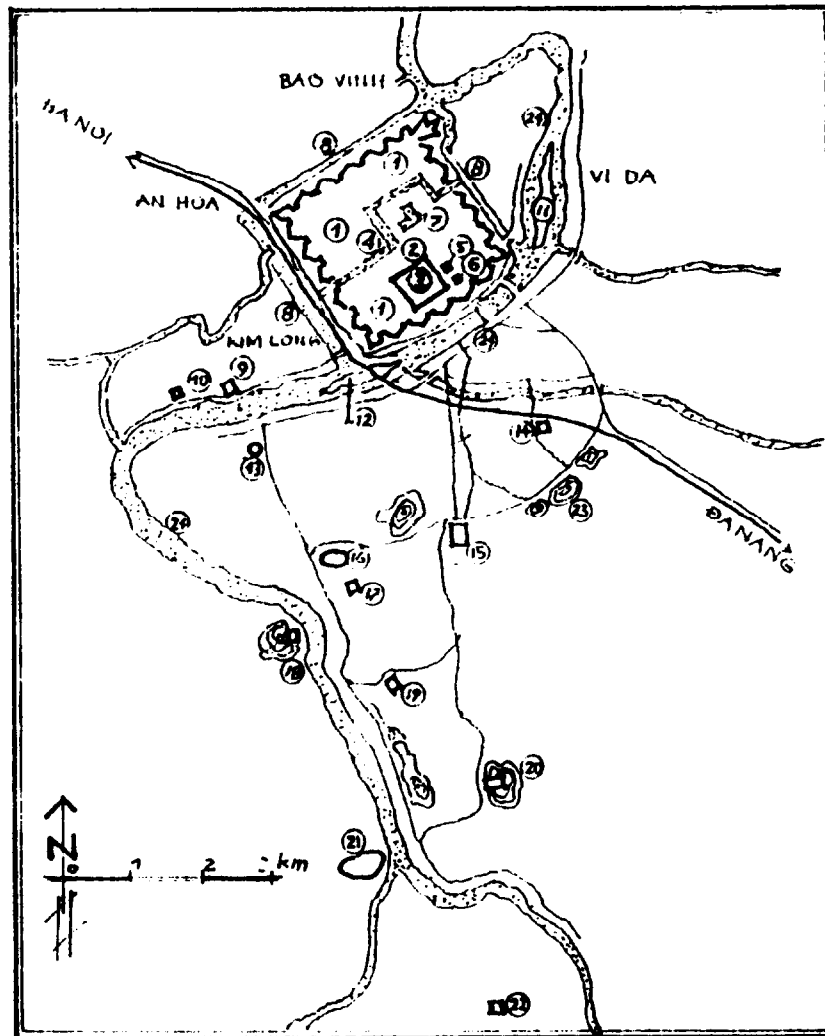
ECONOMIC AND NON-ECONOMIC EFFECTS OF TOURISM IN HUE
Methodological approach



Annex 3.2

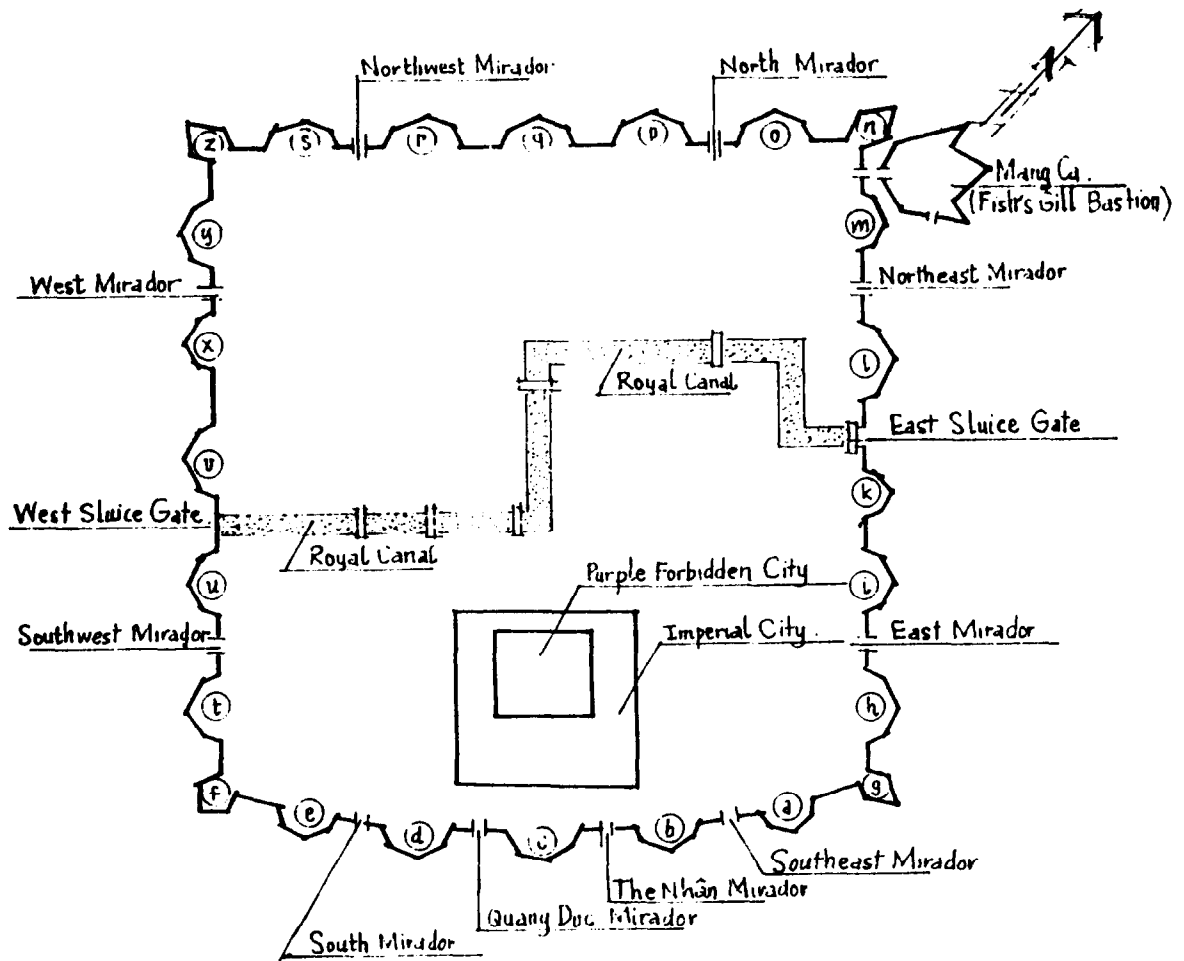


LOCATION MAP OF MONUMENTS IN HUE



NOTES




- | | |
|----------------------------|----------------------|
| ① CITADEL OF HUE | ⑬ ROYAL ARENA |
| ② IMPERIAL CITY | ⑭ DUC DUC TOMB |
| ③ PURPLE FORBIDDEN CITY | ⑮ NAM GIAO ESPLANADE |
| ④ ROYAL CANAL | ⑯ TU DUC TOMB |
| ⑤ MUSEUM OF HUE | ⑰ DONG KHANH TOMB |
| ⑥ NATIONAL UNIVERSITY | ⑱ HUE NAM TEMPLE |
| ⑦ LAKE OF THE SERENE HEART | ⑲ THIEU TRI TOMB |
| ⑧ DEFENSIVE RIVER | ⑳ KHAI DINH TOMB |
| ⑨ PAGODA OF HEAVENLY LADY | ㉑ MINH MANG TOMB |
| ⑩ TEMPLE OF LETTERS | ㉒ GIA LONG TOMB |
| ⑪ MUSSEL ISLET | ㉓ ROYAL SCREEN MT. |
| ⑫ GIA VIEN ISLET | ㉔ PERFUME RIVER |

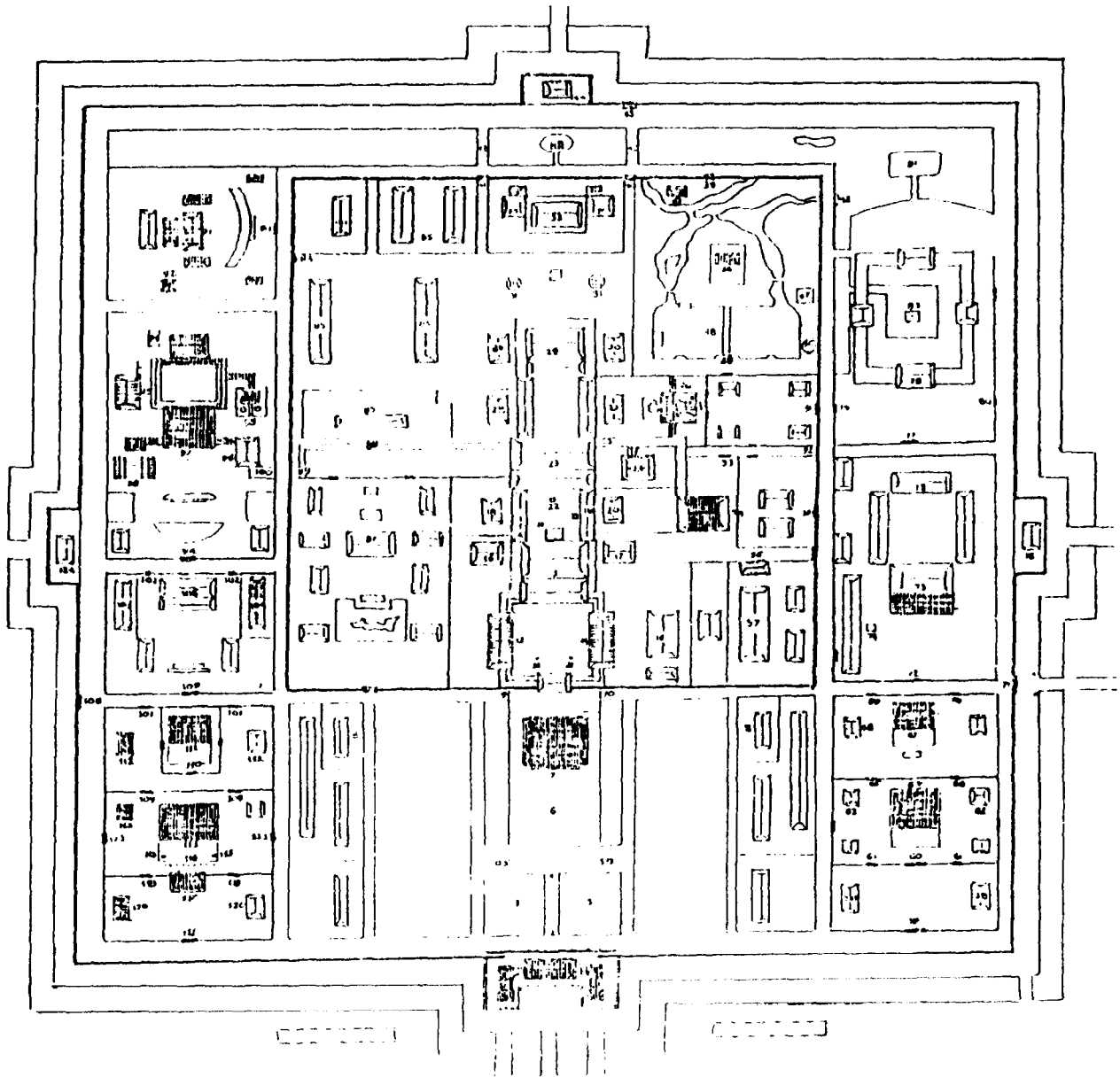


ROUGH PLAN OF CITADEL
OF HUE


50
100
200 m

fig. 3
Cité impériale

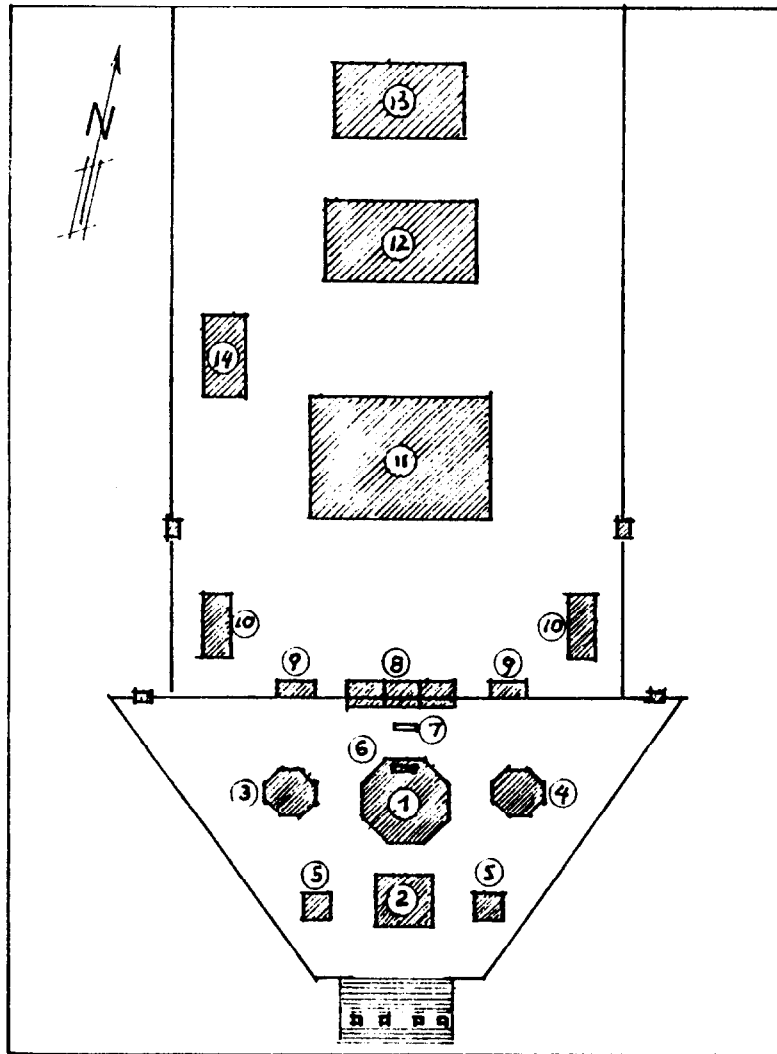
-  mur et porte
-  monument existant
-  monument disparu



- | | |
|---------------------------------|--|
| 1. NGO MÒN (1833) | PORTE DU MIDI (1833) |
| 2. ĐÔNG TRU MÔN | PORTIQUE EN BRONZE |
| 3. KIM THUY KIỀU | BASSINS D'EAU |
| 4. ĐÔNG TRU MÔN | PORTIQUE EN BRONZE |
| 5. NGHỀ ĐỒNG | LIONS EN BRONZE |
| 6. ĐẠI TRIỀU NGHỊ | ESPLANADE DES GRANDS SALUTS |
| 7. THÁI HÒA ĐIỆN (1805-1834) | PALAIS DU TRONE (1805-1834) |
| 8. HỮU TA ĐẠI LAM VIỆN | SALLES D'ATTENTE |
| 9. NGUYẾT ANH MÔN | PORTIQUE DE LA LUNE |
| 10. NHẤT TỈNH MÔN | PORTIQUE DU SOLEIL |
| 11. ĐẠI CUNG MÔN | GRANDE PORTE DOREE |
| 12. HỮU VU | PAVILLON OUEST |
| 13. CÁN CHANH ĐIỆN (1811-1947) | PALAIS DES AUDIENCES (1811-1947) |
| 14. TÁ VU | PAVILLON EST |
| 15. ĐÔNG CẠC ĐIỆN | ARCHIVES D'ETAT |
| 16. VÔ HIỆN ĐIỆN | SALLE DES AFFAIRES MILITAIRES |
| 17. VẠN MINH ĐIỆN | SALLE DE REUNIONS |
| 18. TỈNH MINH ĐIỆN (1810-1947) | PALAIS DES PRINCESSES (1810-1947) |
| 19. NHÀ TA HỮU | GALERIES SECONDAIRES |
| 20. QUANG MINH ĐIỆN (1810-1947) | PALAIS DES PRINCES HERITIERS (1810-1947) |
| 21. HẢI VẠC ĐỒNG | DEUX VASES EN BRONZE |
| 22. HẢI NGHỀ ĐÔNG | LION EN BRONZE |
| 23. CÁN THẦN ĐIỆN (1810-1947) | APPARTEMENT PRIVE DE SA MAJESTE (1810-1947) |
| 24. NHẤT THANH LẬU | BELVEDERE |
| 25. TRƯƠNG LANG | CORRIDOR LONG |
| 26. THAI BÌNH LẬU | BELVEDERE DE LA LECTURE |
| 27. DUƠNG TÂM ĐIỆN (1810-1947) | PALAIS DE REPOS ET DE L'ETUDE DU ROI (1810-1947) |
| 28. THUẬN HUY VIỆN | LOGEMENT DES CONCUBINES |
| 29. KHÔN THÁI ĐIỆN | PALAIS DE LA REINE |
| 30. TỈNH QUAN VIỆN | SALLE DE SPECTACLE DES DANSEUSES |
| 31. BÁT GIÁC ĐÌNH | KIOSQUES OCTOGONAUX |
| 32. MÁY PHUN NƯỚC | FONTAINE |
| 33. KIẾN TRUNG ĐIỆN (1920-1947) | PALAIS DE KHAI DINH (1920-1947) |
| 34. ĐÔNG CUNG LẬU | PAVILLON DU PRINCE HERITIER |
| 35. NGŨ TRÚ PHÒNG | BUREAU DE TRAVAIL DE KHAI DINH |
| 36. NGŨ PHÉ PHÒNG | CABINET DE TRAVAIL DE KHAI DINH |
| 37. VÔ HỒ GIÁ PHÒNG | SALLE DE LA GARDE MILITAIRE |
| 38. VẠN PHÒNG | BUREAU CIVIL |
| 39. VẠN PHÒNG MÔN | PORTE DU BUERAU CIVIL |
| 40. TRƯƠNG LOAN MÔN | PORTE DU PHENIX VOLANT |
| 41. NGHỊ PHỤNG MÔN | PORTE DU PHNEIX MAJESTUEUX |
| 42. KIM THÚY KIỀU | PONTS DE L'EAU DOREE |
| 43. BẮC DẤU AM | PAGODON DE L'ILLOT NORD |
| 44. TU PHONG VÔ SƯ LẬU | BASTION NORD |
| 45. HÒA BÌNH MÔN | PORTE DE LA PAIX |
| 46. PHỐ MINH ĐÀI | PAGODE |
| 47. THÀNH HOÀNG MIẾU | TEMPLE DU GENIE DE LA TERRE |
| 48. NGỌC BÍCH TRÌ | ETANG |
| 49. NGU ĐIỀU ĐÌNH | PAVILLON DE LA PECHE |
| 50. BỊ ĐÌNH | PAVILLON DE LA STELE |
| 51. CẨM UYÊN MÔN | PORTE DU JARDIN ROYAL |
| 52. HÙNG KHNAH MÔN | PORTE EST |
| 53. DUYẾT THI TÁ MÔN | PORTE NORD DU THAETRE ROYAL |
| 54. DUYẾT THI ĐƯƠNG | THEATRE ROYAL |
| 55. DUYẾT THI MÔN | PORTE DU THEATRE ROYAL |
| 56. VÔ BỊ NUNC PHÒNG | POSTE DE GARDE |
| 57. CÁN TIN TỶ | DIRECTION DES AFFAIRES INTERIEURES |
| 58. CÔNG THẦN MIẾU | TEMPLE DES GRANDS SERVITEURS DE LA DYNASTIE |
| 59. TAM QUAN TÁ MIẾU | GRANDE PORTE A TROIS BAIES |
| 60. TUY THẦN CẠC | PORTE A ETAGE |
| 61. ĐIỆN HY MÔN, QUONG HY MÔN | PORTE SECONDAIRE |
| 62. LONG ĐỨC ĐIỆN | PORTE SECONDAIRE |
| 63. THÓ CÔNG TU | TEMPLE DU GENIE DU SOL |
| 64. THÁI MIẾU | TEMPLE DES NEUF SEIGNEURS |

65. TRUONG HUÛ MÔN	PORTE SECONDAIRE
66. NGUYỄN CHI MÔN	PORTE SECONDAIRE
67. TRIỀU MIÊU	TEMPLE DE L'ANCETRE DES FEUDATAIRES DE HUE
68. THỔ CÔNG TU	TEMPLE DU GNEIE DE LA CUISINE
69. ĐIỀN KHNAH MÔN	PORTE SECONDAIRE
70. TẬP KHANH MÔN	PORTE SECONDAIRE
71. HIEN NHON MÔN	ENTREE EST, RESERVEE AUX HOMMES
72. ĐIỀN BINH VÊ MÔN	PORTE DE L'ETAT-MAJOR
73. ĐIỀN BINH VÊ (NÔI VU)	INTENDANCE DU PALAIS ROYAL (ECOLE DES BEAUX-ARTS)
74. AM	PAGODON
75. KHO HẰNG	MAGASIN-ATELIER
76. ĐÔNG ĐÀI	BASTION EST
77. KHÂM VÂN MÔN	PORTE DU JARDIN SACRE
78. KHÂM VÂN ĐIỀN	BIBLIOTHEQUE ROYALE
79. TÂY THÀNH MÔN	PORTE OUEST
80. ĐÔNG CẮC MÔN	PORTE EST A STAGE
81. ĐÀI THỔ SON	ILOT DE LA GRANDE MONTAGNE EN TERRE
82. THỦY QUANG	PORTE DE L'EAU
83. QUANG BIEN	PAVILLON
84. TÂY AN MÔN	PORTE OUEST DE LA PAIX
85. DOÁN THUAN VIEN	HAREM
86. VINH PHUONG VIEN	BATIMENT A ETAGE
87. ĐÔNG KINH CẮC	BATIMENT DES CONCUBINES ROYALES
88. TRUONG LANG	GALERIE
89. THIÊN KHÁNH MÔN	PORTE SECONDAIRE
90. TRUONG SANH MÔN	PORTE DU PALAIS DE LA LONGEVITE
91. TRUONG SANH CUNG	PALAIS DE LA LONGEVITE
92. TRUONG QUANG TU	PAGODE DE LA LUCITUDE QUI DURE
93. THO CHI KHỔ	DEPOT
94. THO NINH ĐIỀN	PALAIS DE LA LONGUE SECURITE
95. KHUONG NINH CẮC (ca. 1820)	PAGODE PARTICULIERE DE LA REINE-MERE (ca. 1820)
96. LUONG PHONG ĐINH	PAVILLON NAUTIQUE
97. ĐIỀN THO CUNG (1803)	PALAIS DE LA REINE (1803)
98. TINH MINH LẬU (ca. 1926, ca. 1949)	PALAIS DU DISCERNEMENT (ca. 1926, ca. 1949)
99. TA TRÀ	PAVILLON DU SERVICE DU THE
100. GIA TUONG MÔN	PORTE LATERALE DU PALAIS DE LA REINE-MERE
101. THO CHI MÔN	PORTE DU PALAIS DE LA REINE-MERE
102. TA HUU MÔN PHUNG TIÊN	PORTE SECONDAIRES
103. HUÛ VU	PAVILLON OUEST
104. TA VU	PAVILLON EST
105. PHUNG TIÊN MÔN	PORTE DU TEMPLE OU L'ON REND LES CULTES AUX ANCETRES
106. PHUNG TIÊN ĐIỀN	TEMPLE OU L'ON REND LES CULTES AUX ANCETRES, RESERVE AUX FEMME
107. TA HUU MÔN (HUNG MIÊU)	PORTES SECONDAIRES
108. CHUONG ĐUC MÔN	ENTREES OUEST RESERVEE AUX FEMMES
109. TA HUU MÔN (THE MIEU)	PORTES SECONDAIRES
110. HÙNG MIÊU MÔN	PORTE DU TEMPLE DE LA RESURRECTION
111. HÙNG MIÊU	TEMPLE DE LA RESURRECTION
112. TA HUU TY	DEPENDANCES EST-OUEST
113. THÊ MIÊU (ca. 1820)	TEMPLE DES EMPEREURS (ca. 1820)
114. THỔ CÔNG TU	TEMPLE DU GENIE DU SOL
115. NGHÊ ĐÔNG	LIONS EN BRONZE
116. CƯU ĐINH (1835-1837)	NEUF URNES DYNASTIQUES EN BRONZE (1835-37)
117. HIÊN LÂM CẮC	PAVILLON ET PORTE A DEUX ETAGES
118. SUNG CÔNG MÔN	PORTE SECONDAIRE
119. TUÂN LIẾT MÔN	PORTE SECONDAIRE
120. CÔNG THÂN MIÊU	TEMPLE DES GRANDS SERVITEURS DE LA DYNASTIE
121. TAM QUAN HUU MIÊU	PORTE DU TEMPLE DES EMPEREURS
122. TA MÔN	PORTE SECONDAIRE
123. HUU MÔN	PORTE SECONDAIRE
124. TÂY ĐÀI	BASTION OUEST

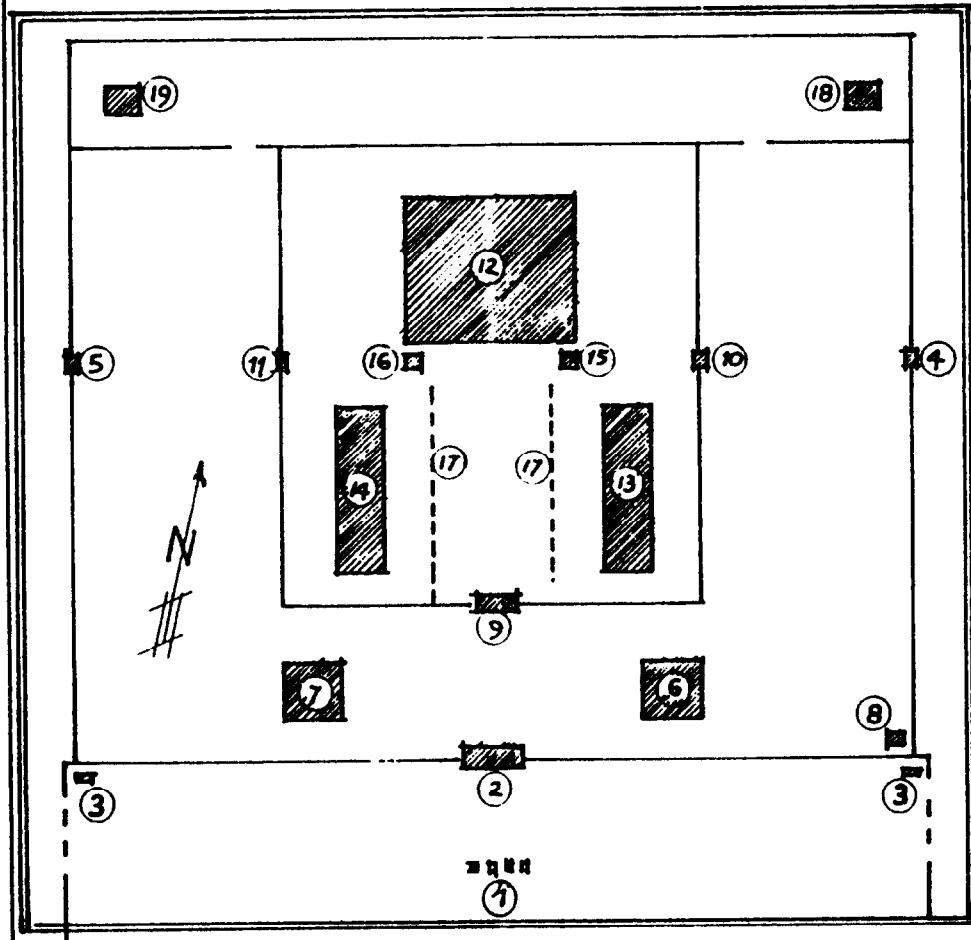
ROUGH PLAN OF PAGODA OF HEAVENLY LADY



NOTES

- | | |
|---|-------------------------|
| ① Phuc Duyen Tower | ⑧ Triple Gate |
| ② Foundation of former Huong
Nguyen Pavilion | ⑨ Belfry and Drum Tower |
| ③ Big Ben "Dai Hong Chung" | ⑩ Guardians |
| ④ Stone stele and Tortoise (1715) | ⑪ Dai Hung Temple |
| ⑤ Stele of Thieu Tri times 1846 | ⑫ Dia Tang Temple |
| ⑥ Stele of Thanh Thu times
1899 | ⑬ Quan Am Temple |
| ⑦ Stele of Khai Dinh times 1920 | ⑭ Monks' Apartment. |

DIAGRAM OF HUE TEMPLE OF LETTERS

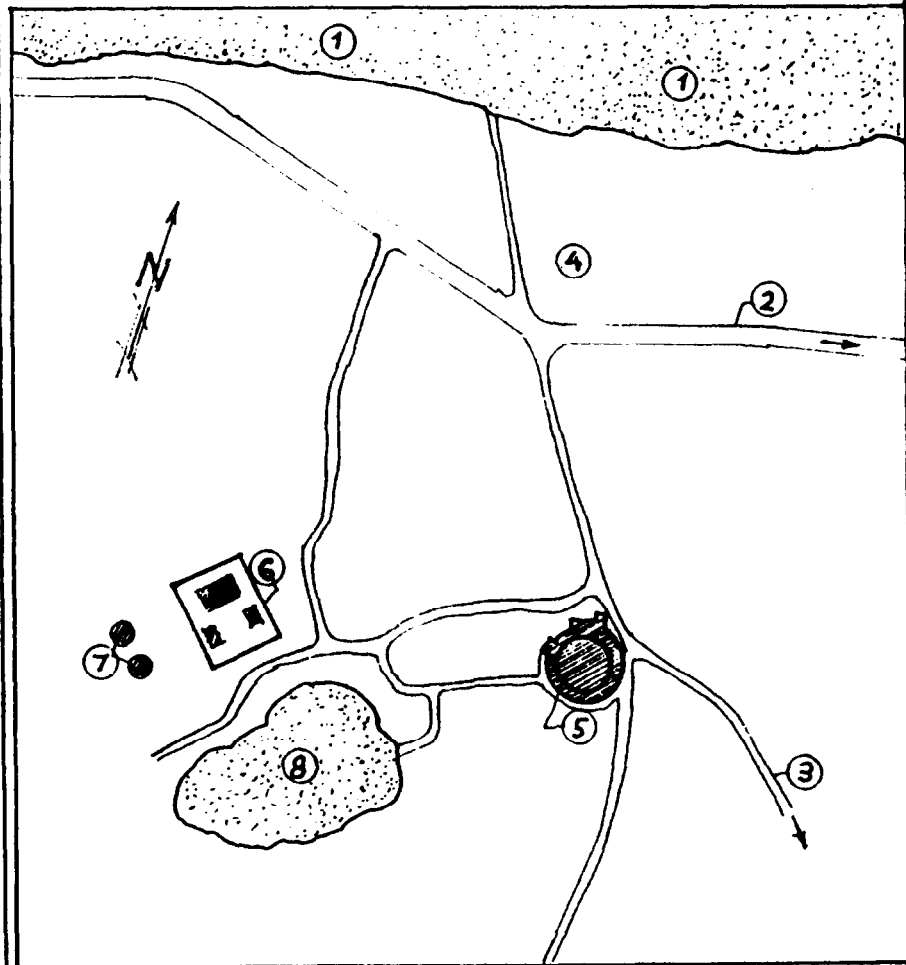


NOTES

0 10 20 30 40 50 m.

- | | |
|---|---|
| ① Linh tinh Gate | ⑪ Ngoc Chan Gate |
| ② Temple main Gate | ⑫ Temple of Letter |
| ③ "Remove Your hats and dismount"
steles | ⑬ East House |
| ④ Chan Duc Gate | ⑭ West House |
| ⑤ Quan Duc Gate | ⑮ Stele with Emperor Minh Mang's
inscription |
| ⑥ Huu Van Mansion | ⑯ Stele with Emperor Thieu Tri's
inscription |
| ⑦ Duy Le Mansion | ⑰ 32 steles bearing list of doctors |
| ⑧ Soil God Temple | ⑱ Divine stove-house |
| ⑨ Dai Thanh Gate | ⑲ Divine Kitchen |
| ⑩ Kim Thanh Gate | |

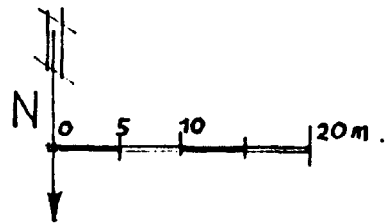
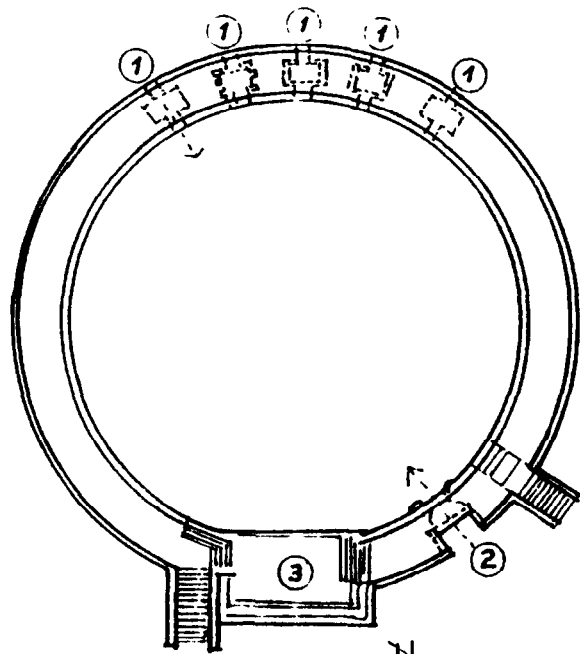
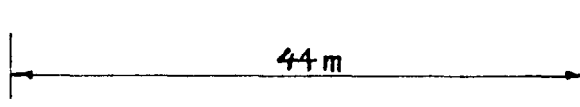
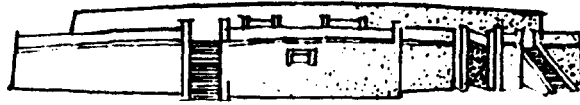
PLAN OF ROYAL ARENA AND TEMPLE OF THE TRUMPETING ELEPHANT.



NOTES

- | | |
|-------------------------------|-------------------------------------|
| ① Perfume River | ⑤ Royal Arena |
| ② Road to Hue Railway Station | ⑥ Temple of the trumpeting elephant |
| ③ Road to Tu Duc Tomb | ⑦ Elephant's Grave |
| ④ Long Tho market | ⑧ Lake |

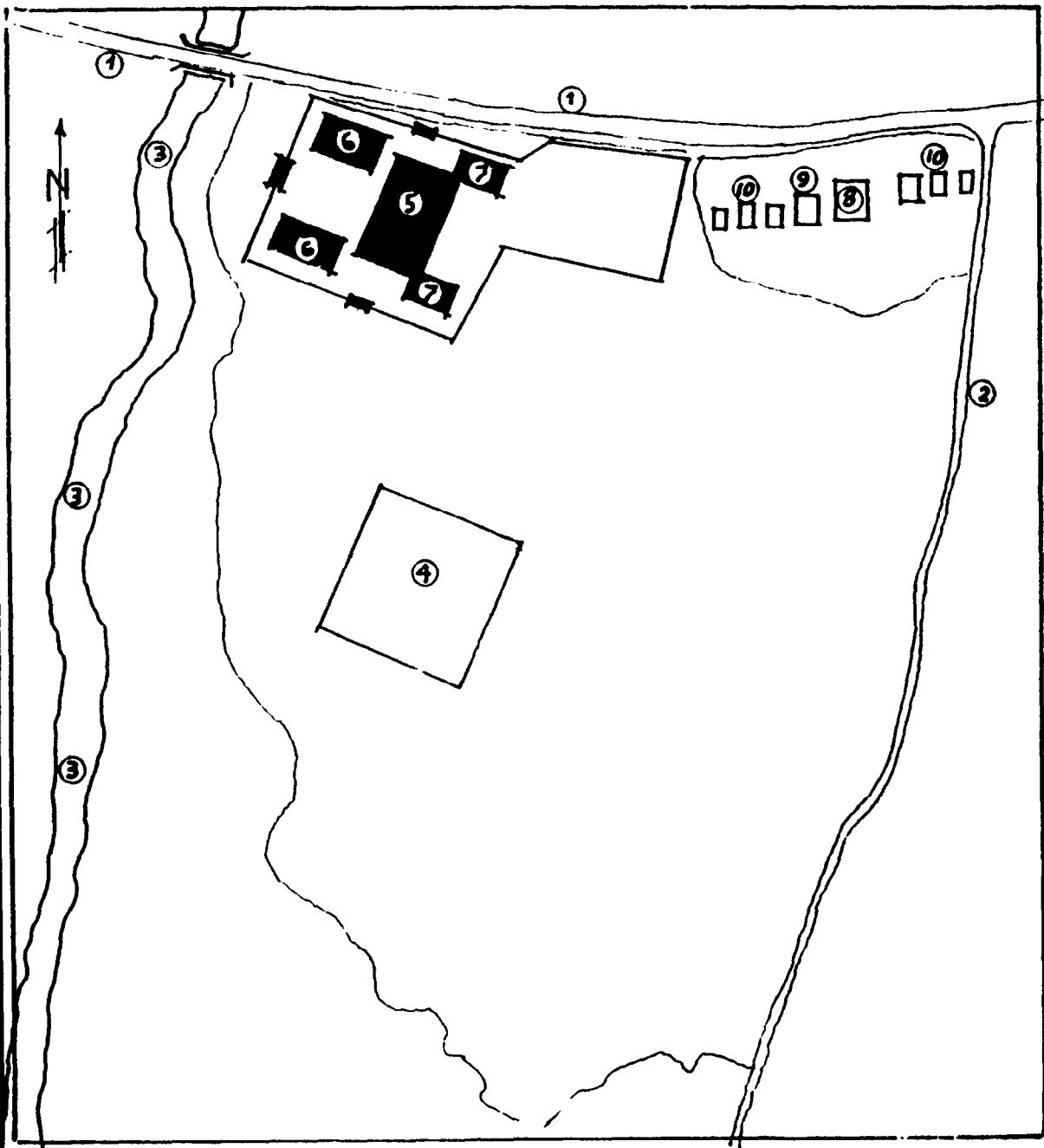
PLAN OF ROYAL ARENA



NOTES

- ① Five Tiger cages
- ② Entrance for Elephants
- ③ Royal Platform

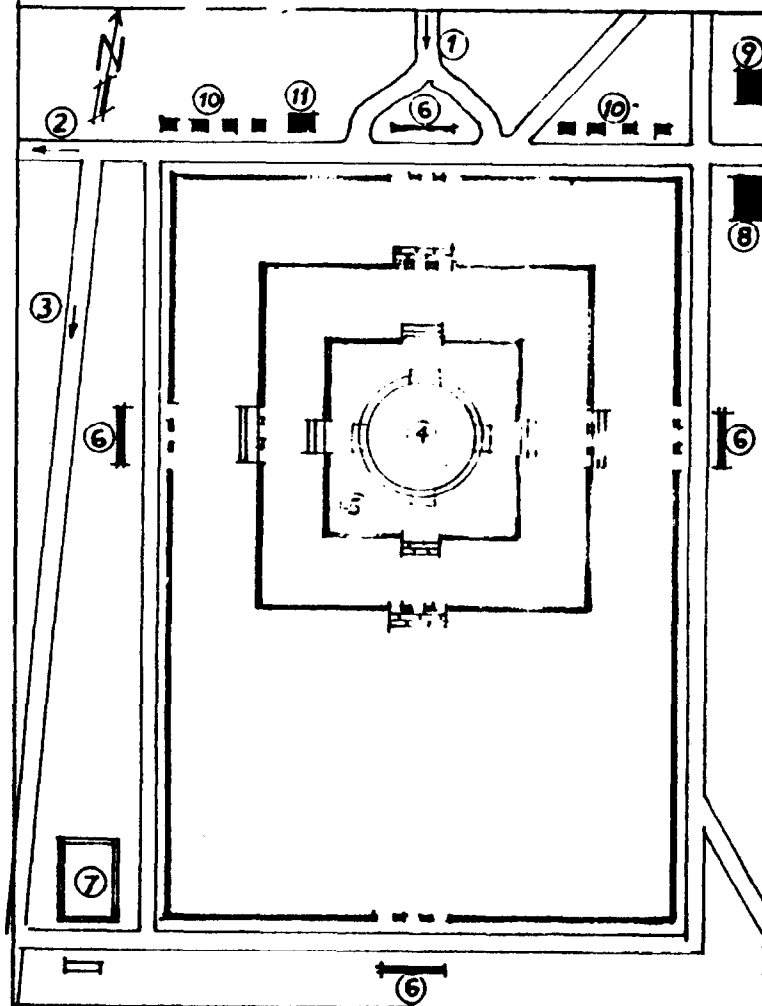
PLAN OF DUC DUC TOMB



NOTES

- | | |
|------------------------------------|---|
| ① An Lang St. | ⑥ Left and right houses |
| ② Road to Royal Screen Mt. | ⑦ Left and right buildings |
| ③ Rivulet | ⑧ Emperor Thanh Thai tomb |
| ④ Tomb of Emperor D. Duc and Queen | ⑨ Emperor Duy Tan tomb |
| ⑤ Long An temple | ⑩ Tomb of Thanh Thai's wives and children |

PLAN OF NAM GIAO ESPLANADE

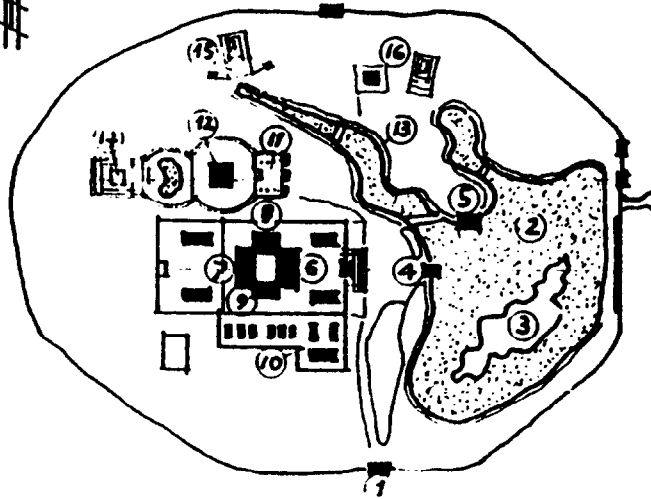


NOTES

- ① Nam Giao St. (presently Dien Bien Phu St.)
- ② Road to Tu Duc tomb.
- ③ Road to Khai Dinh tomb
- ④ Circular terrace (symbol of Heaven)
- ⑤ Square terrace (symbol of Earth)
- ⑥ Nam Giao S.
- ⑦ Fastiny
- ⑧ Divine Kitchen
- ⑨ Divine Storhouse
- ⑩ Houses reserved for mandarins
- ⑪ Guest-house for foreigners

TU DUC TOMB

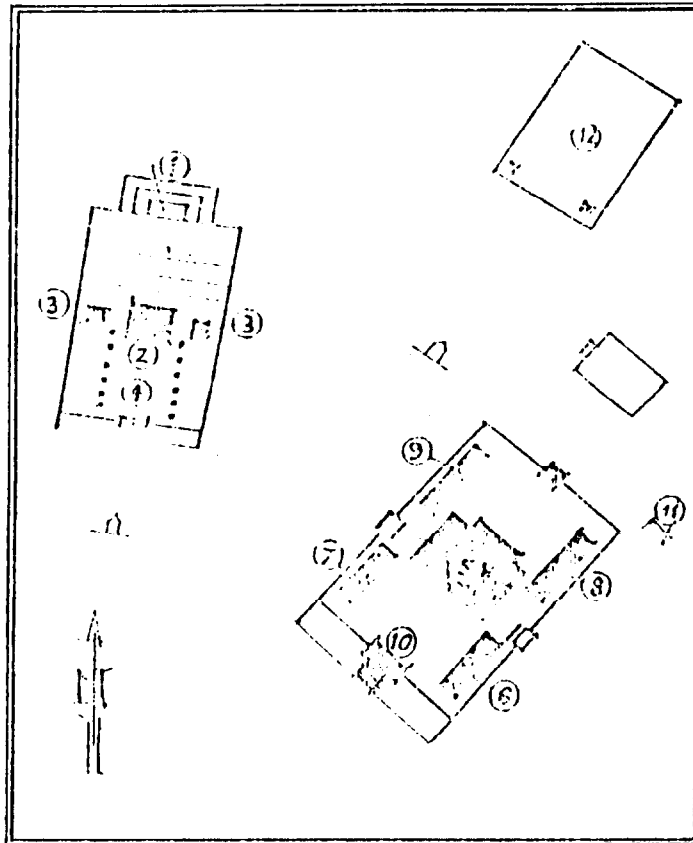
#27



NOTES

- | | |
|-------------------------------|------------------------------------|
| ① Vu Khiem gate | ⑨ On Khiem mansion |
| ② Luu Khiem lake | ⑩ Chi Khiem mansion |
| ③ Tinh Khiem islet | ⑪ Esplanade of great
salutation |
| ④ Du Khiem pavilion | ⑫ Stele house |
| ⑤ Xung Khiem pavilion | ⑬ Tieu Khiem Lake |
| ⑥ Hoa Khiem Temple | ⑭ Emperor's tomb |
| ⑦ Luong Khiem temple | ⑮ Queen's tomb |
| ⑧ Minh Khiem royal
theatre | ⑯ Kien Phuc tomb |

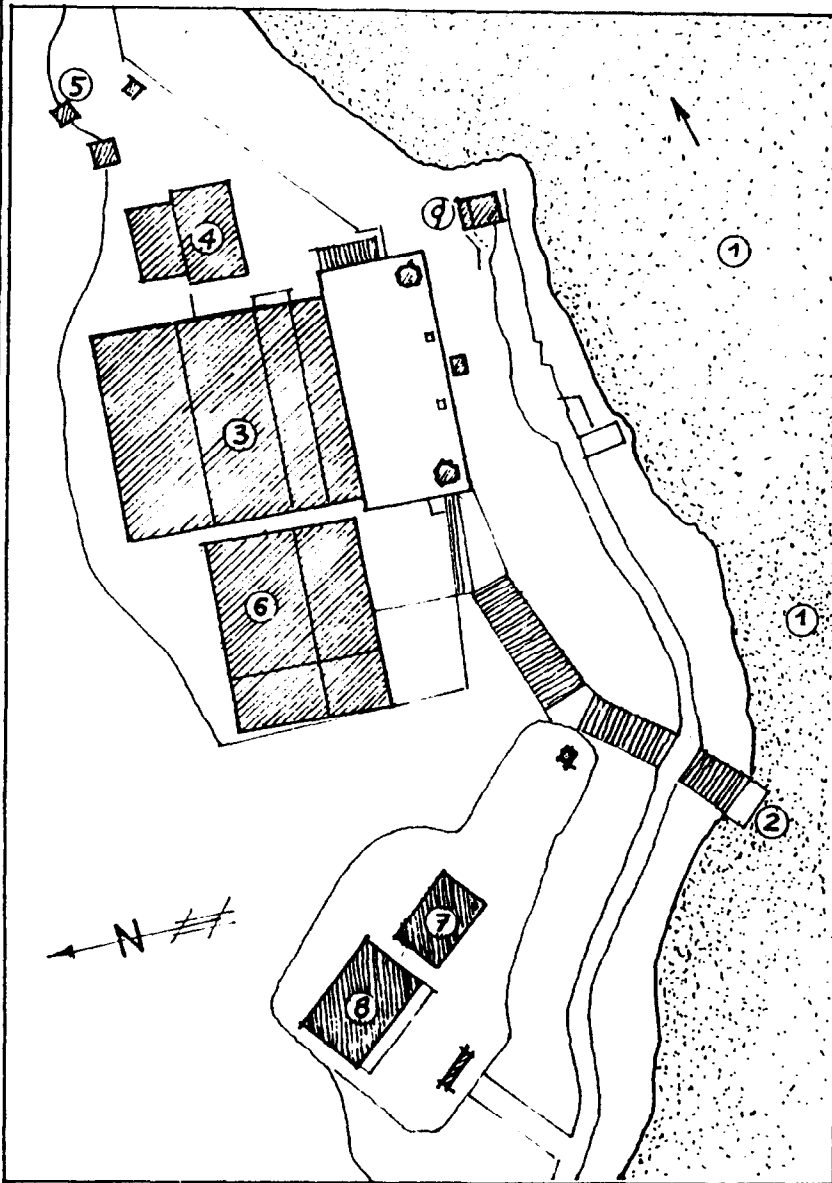
PL.4-1 DONG KHANH TOMB



NOTES

- (1) Emperor's tomb
- (2) Stela house
- (3) Obelisks
- (4) Esplanade of great salutation
- (5) Ngung Hy temple
- (6) Cong Nghia mansion
- (7) Minh An Building
- (8) Vinh Khanh mansion
- (9) Right House "
- (12) Gate
- (11) Barracks
- (10) Tomb of Prince Kien Thau

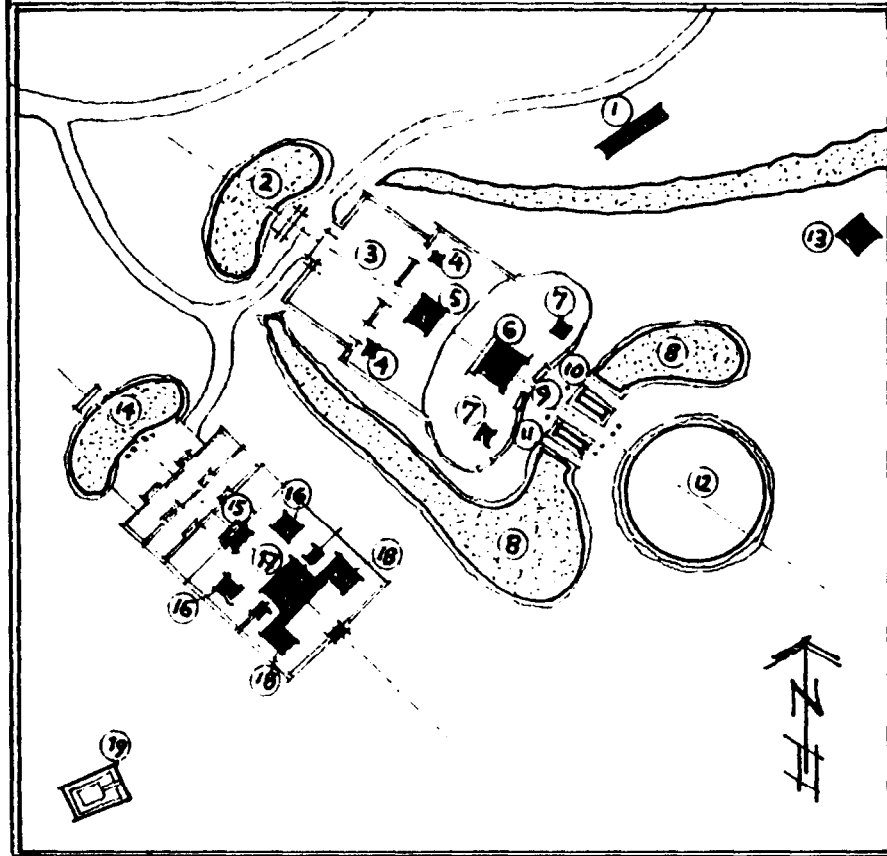
PLAN OF HUE NAM TEMPLE



NOTES

- ① Perfume River
- ② Main Boat Landing
- ③ Minh Kien Temple
- ④ Temple of Five Elements
- ⑤ Holy Tiger Den
- ⑥ House for Mourning
- ⑦ Trinh Cao Temple
- ⑧ Quan Cong Temple
- ⑨ Water God Temple

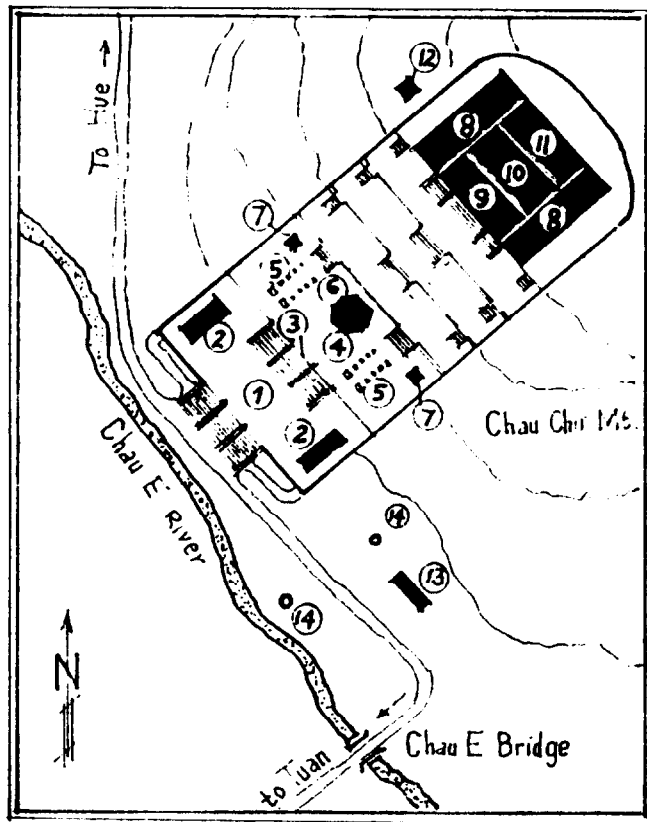
THIEU TRI TOMB



NOTES

- | | |
|---------------------------------|---------------------------------------|
| ① Barracks | ⑪ Tay Dinh bridge |
| ② Nhuan Trach Lake | ⑫ Emperor's tomb |
| ③ Esplanade of great salutation | ⑬ Hien Quang pavilion |
| ④ Bronze mythical animals | ⑭ Palace Lake |
| ⑤ Stele house | ⑮ Hong Trach gate |
| ⑥ Duc Hinh pavilion | ⑯ Left and right houses |
| ⑦ Obelisks | ⑰ Bieu Duc temple |
| ⑧ Ngung Thuy lake | ⑱ Left and right houses |
| ⑨ Chanh Trung bridge | ⑲ Tu Du tomb (Emperor's
mainwife) |
| ⑩ Dong Hoa bridge | |

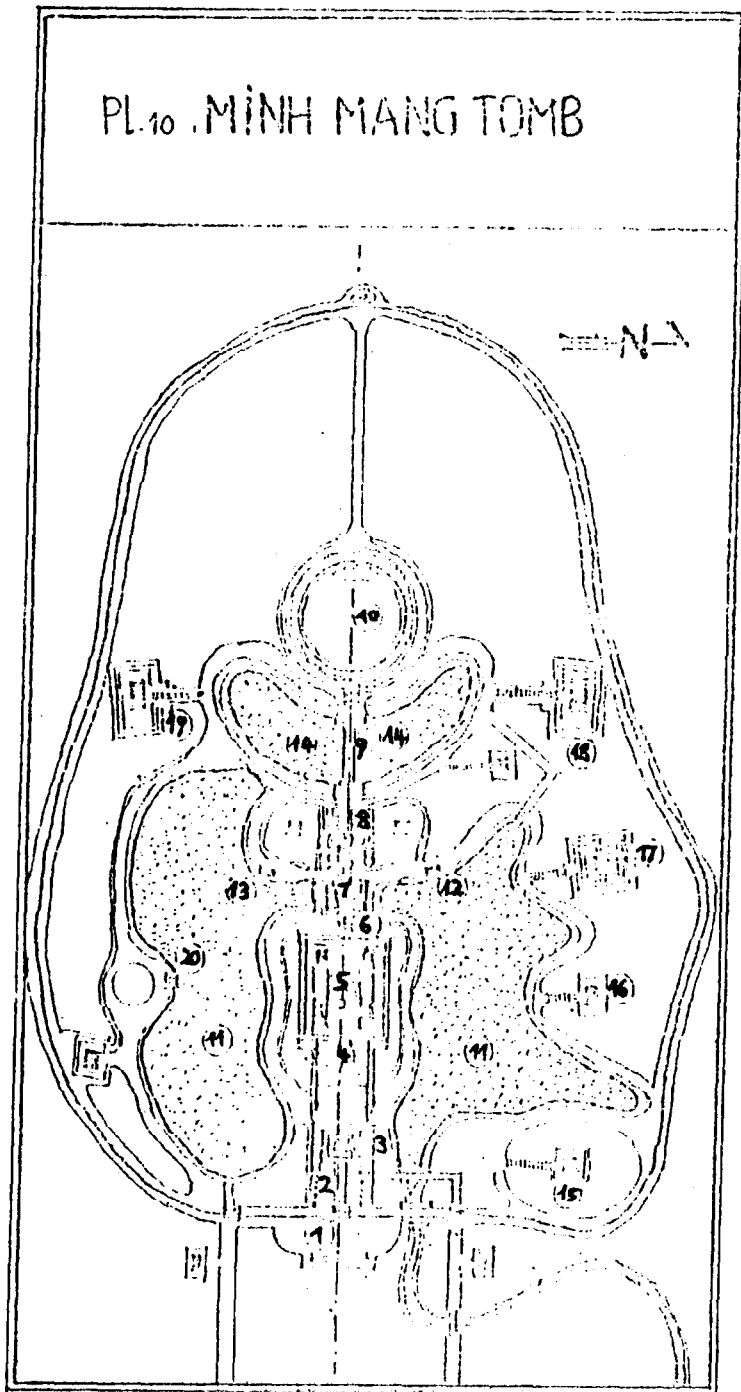
KHAI DINH TOMB



NOTES

- | | |
|---------------------------------|--------------------------------|
| ① Iron Gate | ⑧ Left and right Guardrooms |
| ② Left and right House | ⑨ Khai Thuan Temple |
| ③ Triple Gate | ⑩ Relics Room |
| ④ Esplanade of great salutation | ⑪ Niche cubicle |
| ⑤ Stone Sculptures | ⑫ Kitchen |
| ⑥ Main House | ⑬ House reserved for mandarins |
| ⑦ Obelisks | ⑭ wells |

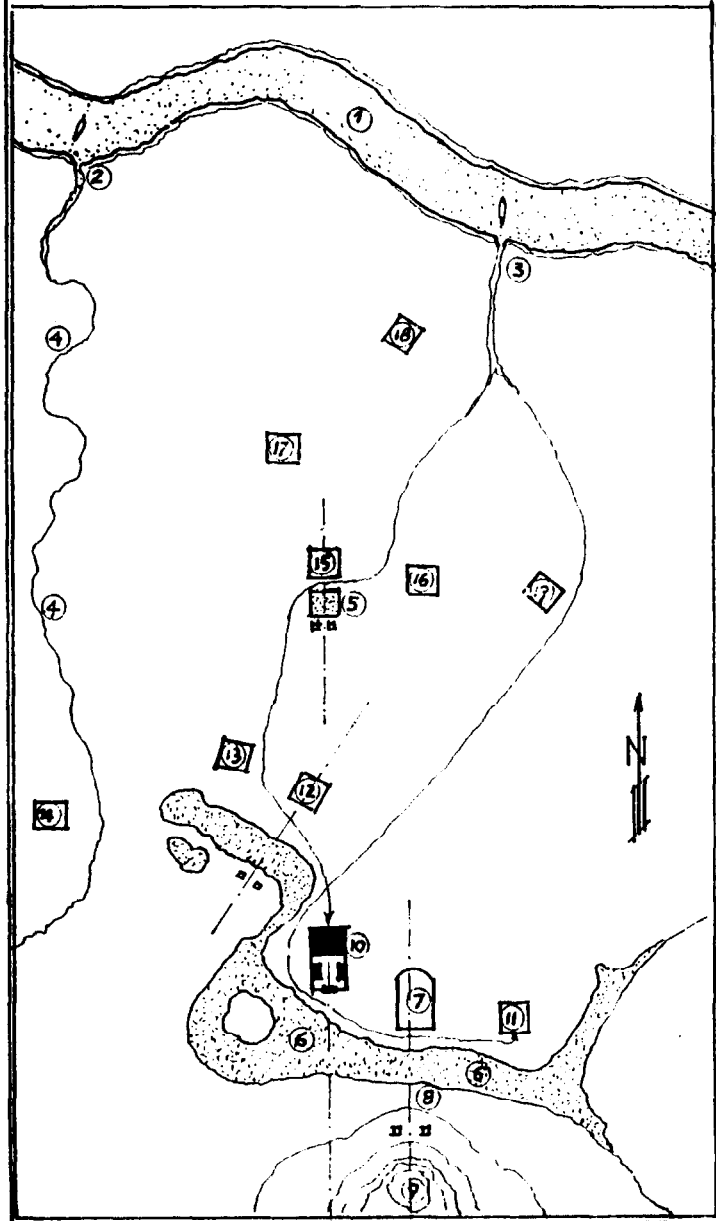
PL.10 . MINH MANG TOMB



NOTES

- ① Dai Hong gate
- ② Esplanade of great salutation
- ③ Stele house
- ④ Hien Duc gate
- ⑤ Sung An temple
- ⑥ Hoang Trach gate
- ⑦ Trung Dao bridge
- ⑧ Minh Lau pavilion
- ⑨ Thong Minh Chinh Truc bridge
- ⑩ Precious wall
- ⑪ Trung Minh lake
- ⑫ Nghien Luong pavilion
- ⑬ Fishing pavilion
- ⑭ Tan Nguyet lake
- ⑮ Truy Tu mansion
- ⑯ Quan Van building
- ⑰ Linh Chuong pavilion
- ⑱ Left house
- ⑲ Right house
- ⑳ Hu Hoai pavilion

PLAN OF GIA LONG TOMB



NOTES

- ① Left Tributary (of Perfume River)
- ② Kim Ngoc Boat-landing
- ③ Boat-landing of the Tomb
- ④ Rivulet
- ⑤ Square-shaped Lake
- ⑥ Long Lake
- ⑦ Gia Long Tomb
- ⑧ Obelisks
- ⑨ Great Thien Tho Mt.
- ⑩ Minh Thanh Temple (dedicated to Gia Long and his first wife)
- ⑪ Stele House
- ⑫ Tomb of Gia Long's second wife
- ⑬ Gia Thanh Temple (dedicated to Gia Long's second wife)
- ⑭ Truong Phuong Tomb (for Lord Nguyen Phuoc Chu)
- ⑮ Thinh Thanh Tomb (for Gia Long's Mother)
- ⑯ Thoi Thanh Temple (dedicated to Gia Long's Mother and elder Sister)
- ⑰ Hoang Co Tomb (for Gia Long's elder Sister)
- ⑱ Vinh Mau Tomb (for Lord Nguyen Phuoc Tran's wife).
- ⑲ Quang Hing Tomb (for Lord Nguyen Phuoc Tan's wife).

Annex 3.3



CODE FOR ENVIRONMENTALLY RESPONSIBLE TOURISM

The PATA Code urges Association and Chapter members and their industry partners to:

- ☞ **ADOPT** *the necessary practices to conserve the environment, including the use of renewable resources in a sustainable manner and the conservation of non-renewable resources*
- ☞ **CONTRIBUTE** *to the conservation of any habitat of flora and fauna, and of any site whether natural or cultural, which may be affected by tourism*
- ☞ **ENCOURAGE** *relevant authorities to identify areas worthy of conservation and to determine the level of development, if any, which would ensure those areas are conserved*
- ☞ **ENSURE** *that community attitudes, cultural values and concerns, including local customs and beliefs, are taken into account in the planning of all tourism-related projects*
- ☞ **ENSURE** *that environmental assessment becomes an integral step in the consideration of any site for a tourism project*
- ☞ **ENSURE** *that assessment procedures recognize the cumulative as well as the individual effects of all developments on the environment*
- ☞ **COMPLY** *with all international conventions in relation to the environment*
- ☞ **COMPLY** *with all national, state and local laws in relation to the environment*
- ☞ **ENCOURAGE** *those involved in tourism to comply with local, regional and national planning policies and to participate in the planning process*
- ☞ **PROVIDE** *the opportunity for the wider community to take part in discussions and consultations on tourism planning issues insofar as they affect the tourism industry and the community*
- ☞ **ACKNOWLEDGE** *responsibility for the environmental impacts of all tourism-related projects and activities and undertake all necessary responsible, remedial and corrective actions*
- ☞ **ENCOURAGE** *regular environmental audits of practices throughout the tourism industry and to encourage necessary changes to those practices*
- ☞ **FOSTER** *environmentally-responsible practices including waste management, recycling, and energy use*
- ☞ **FOSTER** *in both management and staff, of all tourism-related projects and activities, an awareness of environmental and conservation principles*
- ☞ **SUPPORT** *the inclusion of professional conservation principles in tourism education, training and planning*
- ☞ **ENCOURAGE** *an understanding by all those involved in tourism of each community's customs, cultural values, beliefs and traditions and how they relate to the environment*
- ☞ **ENHANCE** *the appreciation and understanding by tourists of the environment through the provision of accurate information and appropriate interpretation*
- ☞ **ESTABLISH** *detailed environmental policies and/or guidelines for the various sectors of the tourism industry.*

Annex 4

TOURISM TRENDS

by Paul Gonsalves

In our last issue, we began a series of profiles of recent tourism developments in some communist (and former communist) nations in Asia. The first part covered Burma and China. In this issue, we continue with an introduction to the Indochina region - Laos, Viet Nam and Cambodia and a more detailed look at Viet Nam. The next issue of **Contours** will deal with Cambodia and Laos.

Contours readers who are interested in more information should enquire about our dossier *Indochina Spotlight* published in December 1994.

INDOCHINA NO MORE

Three recent events mark an important transition in the political economy of Viet Nam, Cambodia and Laos - countries better known collectively by the French colonial expression, Indochina. First, the UN-brokered elections in Cambodia in mid-1993. Second, the opening of the Mitraphap (Friendship) Bridge between Thailand and Laos early this year. Almost simultaneously, third, and perhaps most important of all, the lifting of the embargo long imposed by the USA on trade with and investment in Viet Nam.

While in some measure, these might appear as a fulfilment of the aspirations of the people of these countries for peace and progress, they must also be recognized as mirroring the changes that have swept through the rest of the world in recent history, and the shifting of geo-political agendas in the post-Cold War era. Again, while to many who hoped for rapprochement in this region of strife the 20 year wait might have been too long, the truth is that in the history of international conflicts, even within the region itself, the transition has been comparatively swift. The peace at which change has taken place here is something

that needs careful analysis, especially in terms of its political and historical confluence, since it signifies more than just a resumption of “friendly ties”.

For a balanced perspective on these events and what they forebode for the future, it is essential to understand something of the sequential dynamics of Laos, Cambodia and Viet Nam, and their relative importance to the outside world. Unfortunately aggregated by their colonial past, they are clearly distinct from each other, politically and culturally, if not socio-economically.

Viet Nam’s achieved liberation from hundreds of years of bondage by defeating the Han dynasty in the 9th century. A long history of conflict with its Northern neighbours - usually resulting in victory for the Vietnamese - has made it a daunting military force. In the late 19th century, it held out against the colonizers for nearly three decades, finally conceding dominion to the French in the early 1900s. Moreover, Viet Nam has emerged as both the intellectual and material resource base of the region, providing leadership to the Communist ideology and parties that took shape in Indochina since the 1920s.

While Viet Nam was busy fighting myriad marauders (including the Chams, Genghis Khan and his grandson Kublai Khan of Xanadu fame), Cambodia evolved as a rich civilization, excelling in architecture, the arts and agriculture - and straddled virtually the entire Indochina peninsula at its height, between the 9th and 13th centuries. Gradually restricted in size to its present boundaries, mainly because of territorial conflicts between Thailand and Viet Nam, Cambodia became a French protectorate in 1863.

Laos, the third and smallest of the nations in the region, is a relatively recent creation. It was founded in the 14th century by the Burmese monarch Sam Sen Tal, who joined what is now northern Thailand with present-day Laos to form Lane Xang, the Land of a Million Elephants. The Mekong river flows through Laos north to south, and its fertile valley has regularly produced bumper harvests, while at the same time subjecting the lowlands to periodic floods and other natural disasters. With the steady decline of Burmese power, the Thais took control over Laos, suppressing a nationalist rebellion in 1827. The French established a protectorate over Luang Prabang in 1893, while the rest of Laos became part of Indochinese colony.

Whereas the recent history of Indochina’s countries is too well-known to bear repetition, it is important to recognize that their co-operation with the Allies during World War II - all three countries were occupied by the Japanese during the War - was never an acceptance of colonial rule. No sooner were the Japanese defeated that the struggle against France’s return to the region was stepped up. In the same year as Algeria began to resist French domination far across the seas,

Gen Vo Nguyen Giap's troops achieved a conclusive victory over the colonial troops at Dien Bien Phu in May 1954.

While it can be argued that the future of these countries will now be inextricably linked up to those of its more prominent ASEAN neighbours, that is somewhat simplistic a projection of the future. Viet Nam has always been conscious of its pivotal role, not just in the region, but also in terms of trade between Europe and Asia. It controls Northern access to the South China Sea - implying control over shipping lanes East to West - a major reason for the innumerable military excursions in its territory. Although it has successfully resisted such challenges so far, it is unlikely that we are at the end of the story. A new chapter has likely already begun, and the Mitraphap bridge is a step in this direction. Already a new bridge is being talked about, this time between Laos and Viet Nam.

Cambodia and Laos have had the unfortunate historical roles of being pawns in the game between more powerful neighbours. Both countries were bombed by the US simply because they straddled the river-borne supply routes to the Vietcong army. The epithet "river of sorrows" (often applied to the Mekong) has proved particularly germane to both countries: ironically it is the same Mekong that brings them joy at harvesting season. The names may change, occupants may move house, but the game remains the same. China and Thailand are two obvious interested parties in this wretched scenario, but Burma - discreetly waiting for international approval - is no less a player, as witnessed by the designs for a Mekong sub-region.

Apart from China (with Russia not far behind) and Thailand (ASEAN's "frontline" state in the region), other players to be keenly watched are Japan (with its vision of a Japan Sea Rim), the US (and its APEC manoeuvring), and even India, whose historical involvement in the region predates probably every other major power's. Although, therefore, the investment and trade potential of the region have been much touted in the past couple of years, and the global economic community fallen over itself in the race to "get there", the strategic importance of the region may well lead to further conflict rather than the hoped for peace and development.

Tourism, here as elsewhere, must be seen for what it is: an instrument in the deadly game of power. The recent surge of investments in hotels, resorts and golf courses in these countries is thus a reflection of global enterprise's imperative to maintain a foothold - if not exercise control - over this strategically crucial region. Perhaps no one in recent times has acted on this understanding more "effectively" than the Khmer Rouge, for whom the killing of tourists has,

according to one columnist, "an economic rationale...that the incidents would prevent people from coming as tourists and thereby deprive the State of the little it was earning." Guns and money have always slept well together.

And, whilst we might cry ourselves hoarse over the environmental destruction that five star resorts and golf courses are causing the ecology of these countries, or of the threats of child prostitution and AIDS, it is well to remind ourselves of the accumulated damage done by colonial extraction, World War II, Agent Orange and napalm. Equally, it would be injudicious to envision a model of tourism for the region that does not clearly take into account its historical significance, and read wisely into portents for the future.

Indochina may no more be the Indochina of the past, but it is still a battleground.

VIET NAM: SHOWING THE WAY?

Of the three countries in the region, the pace of Viet Nam's transition to a market-led economy has been remarkable, part of a process still continuing. Cambodia and Laos have so far gone slow, although there are signs that they to will soon be caught up in the integrated "development" envisioned for the 6-country Mekong Sub-region which includes Burma, Thailand and parts of Southern China. Tourism has been at the forefront of changes in Viet Nam, as documented below.

While the facts speak for themselves, it is somewhat more difficult to comprehend the reasons behind such rapid transformations in a country whose stated politics is still socialism. Perhaps it is an attempt to maintain its international leverage - now that it no longer has the backing of the former USSR. Perhaps it is to restrain the portentous possibilities of a resurgent China, which has also chosen to unleash market forces and dismantle state controls over the economy.

Viet Nam's entry into ASEAN by the end of 1995 is almost guaranteed: both Viet Nam and its ASEAN neighbours are keen on seeing this happen. As such, the experience of ASEAN (and other countries in Asia-Pacific, Africa and the Caribbean) provides plenty of data on what to expect in terms of Viet Nam's future development priorities - and its possible social and ecological consequences.

Whether these changes are reversible or not, the implications for concerned people are clear: there must be efforts - in whatever ways possible and at whatever levels open - to intervene in and influence the process. Primary to this must be the ability for Vietnamese themselves to have a stronger, informed role in development planning and decision-making, including the role of tourism in their economy.

Viet Nam kicked off an ambitious tourism promotion package in 1990 by declaring it as Visit Viet Nam Year. With 80,000 tourists in 1989 (and a turnover of US\$ 140 m), it aimed to attract twice that number in 1990, and achieve the magic million by 2000. By opening up the tourism sector to foreign investment, the government also hoped to address the chronic shortage of international class hotels. Already, in December 1989, a loss-making floating hotel from Australia's Great Barrier Reef had been towed to Ho Chi Minh city, and with much fanfare, renamed the Saigon Floating Hotel. Expensive at US\$ 150 a night, it was lapped up by overseas business travellers, the only international standard hotel available at the time.

Other developments followed, significant among them a WTO/UNDP study in 1991 identifying four primary tourism development areas: Hanoi/Halong Bay; Da Nang/Hue; the Dalat/Nha Trang central highlands north of the capital; and Ho Chi Minh city. Held out as attractions, among other things, were Viet Nam's cultural and natural diversity: China Beach (near Da Nang), where an international surfing contest was organized in 1993, is being promoted as an alternative to Thailand's Phuket.

Also publicized, perhaps keeping in view the likely arrivals of US war veterans - are relics from the US-Viet Nam war, many on display at Hanoi's War Museum. Easy to visit and popular with tourists are the Cu Chi tunnels, a 200 miles network of underground rooms and passages, and the 300 mile-long Ho Chi Minh trail, a war-time supply route. To view Ho Chi Minh's embalmed body, however, official permission is required.

Following the lifting of the US embargo, foreign investment reached unprecedented heights by the end of the 1994, with hotel chains and other vying with each other for a piece of the tourism cake in Viet Nam. Construction boomed, new hotels and resorts came up, while old, colonial style properties were renovated and refurbished under new, international management. Most were joint ventures between multinationals and Vietnamese national or provincial state corporations.

Major international players are France (the Accor group hoping to establish itself as the largest hotel network in Viet Nam), Hong Kong, Malaysia, Australia, Taiwan, Thailand and the US. The single largest foreign investment in the Vietnamese economy was the US-based BBI Group's proposal for a massive US\$ 280 m hotel and resort complex near Da Nang, its value boosted by a \$ 80 m contribution in land by Vietnamese partners. The New World, Viet Nam's largest hotel to date (550 rooms), a US\$ 62.5 m venture in Ho Chi Minh city by a Hong Kong company, opened during the year. The latest to join the race has been the Malaysian Gohhoch group, with plans, announced in February, to build US\$ 100 m resort near Ha Long Bay.

Apart from hectic activity in the WTO/UNDP identified areas, development plans covered Vung Tau, Quy Nhon, Ho Tay, Thu Duc, and other sites. Construction has begun on a number of international class golf resorts, several with two 18 hole courses, with investments ranging from US\$ 20 to 70 million, while the BBI resort project incorporates a championship golf course. With membership fees between \$ 10,000 and \$ 30,000, an average Vietnamese would have to work for 100 years to afford playing golf at such resorts.

In a significant development, private sector industry has directly intervened in national and regional planning processes: Australia's Asia-Pacific Securities, which is developing Da Nang's first luxury hotel, sponsored a US\$ 1 m master plan for tourism development in the China Beach region, aimed at providing planning guidelines to local officials. Other corporate bodies are involved in influential "educational" presentations such as those by BBI, quoted above.

The industry is also seen as playing a role in promoting certain tourism destinations by lobbying for special status to be granted to these as environmental or cultural assets. For example, the scenic area around Ha Long Bay was declared a World Heritage Site by UNESCO (qualifying for substantial international subsidies for its upkeep) in 1994, while the fortified 19th century capital city, Hue, also a World Heritage Site, came up for discussion at an Asia Society conference on cultural sites at Chiangmai, Thailand in January 1995, emphasizing tourism-led conservation.

Successful campaigns by BBI and others preventing construction of a Taiwanese-backed high-rise hotel on the beach-front, whilst cited as industry's effort to prevent "beach blight", could well be an example of easing out unwanted competition. Fear has also been expressed about the ability of existing hotels to face up to the new, high-powered, high-tech, big-money competitors. While this will affect mainly older, Vietnamese-run ones (such as the Rex and the

Continental in Ho Chi Minh city), the future of the 4 year old Saigon floating hotel is also uncertain.

At the same time, friction between tourism and other industries surfaced: resort developers prevailed upon the Da Nang provincial government to reverse its decision allowing an export processing plant to come up within view of China Beach. Elsewhere, the conflict between coal mining, tourism and livelihoods in Quang Ninh province (of which Ha Long Bay is a part) was the subject of an instructive official paper¹ at an Asian Studies conference at Perth last July². In it, coal mining, one of Viet Nam's major foreign exchange earners, is stated as being an unregulated industry, and the subject of a national project on environmental awareness.

To quote, the "project was initiated by the former Vice-Minister of Coal and Mining when he paid a visit to Australia in 1990 and had a chance to be informed about the technology of washing coal with less pollution". Perhaps this is because "the local government wants to develop the tourism industry which will play an (sic) very important role for the Quang Ninh economy", and "Quang Ninh Coal mining, if it is not managed properly, will destroy the natural scenery and unique environment of Ha Long Bay, making this area impossible to attract tourists to visit".

Meanwhile, citizens groups have voiced concern over increasing environmental destruction, prostitution of women and children, AIDS, crime-rise, urban blight, and the impact of such developments on land and livelihood. Protest against cutting down of trees in a reserve forest to make way for a golf course (Viet Nam International Golf Club, Thu Duc, near Ho Chi Minh city) initially succeeded in halting work on the resort. Work has since resumed, with a government decision that the trees were not worth saving.

Whether such decisions - in the case cited it was a Prime Ministerial directive - are part of official development policy is not clear. What they do indicate, though, is the need for holistic planning and policy processes, incorporating democratic opinion rather than riding rough-shod over it, as well as the crucial necessity of integrating broader ecological and socio-economic considerations.

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1. In the context of a Science, Technology and Environment Ministry research project on market reformssponsored by the Swedish Agency for Research Co-operation with Developing Countries. Paper by Bach Tan Sinh, Institute for Science Management, MOSTE.
 2. Asian Studies Association of Australia, Biennial Conference, Murdoch University, July 1994

Annex 5

PLANNING



TOURISM AT HERITAGE SITES

TOURISM AT HERITAGE SITES

A Guide to Planning, Education, Management & Marketing

Based on the Proceedings of the
1992 PATA/UNESCO/IUCN
TOURISM AT HERITAGE SITES CONFERENCE
in Kathmandu, Nepal



A Publication of the
PACIFIC ASIA TRAVEL ASSOCIATION
& the
PATA FOUNDATION

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INTRODUCTION

Heritage Sites are "the common treasure of all peoples. They hold and explain history, society, the passions and the purposes of all the peoples whose civilizations are bound up with them. More than any book, more than any movie, more than any college course – they are living lessons for all who see them..."

Takayuki Wakaki, Jalpak Co. Ltd, Japan

Every hour cruiseliners and widebodied jets unload thousands of international travelers along with their money, manners and microbes into environments and communities that until recently were physically remote or politically closed while satellite dishes from mid-Manhattan to the foothills of the Himalaya flood all manner of data and culture into earth's every pore.

During festivals and on school and national holidays, throngs of locals and nationals -- as many as 35 thousand a day at Borobodur in Indonesia -- jam the Heritage Sites that are their treasures.

Heritage Sites, manmade or natural, have always been the magnets of travel. Nations see them and the visitors they bring as a means to generate foreign exchange. Local communities have discovered that their heritages are not only cultural resources but can, in some cases, provide a formula for economic and ecological salvation.

But sheer masses of people, uncontrolled tourism and ill-planned development can do irreversible physical and cultural damage to Heritage Sites, large and small, and the communities surrounding them while lessening their appeal to visitors. Poor visitor interpretation can leave a new breed of educated, world-wise traveler -- who seeks a depth of enrichment beyond sun, sea and shopping -- unsatisfied.

Planning, education and marketing are tools, that if used properly, can ensure the sustainability of Heritage Sites as sources of pride and enrichment to their communities and as tourist attractions. This book is a synthesis of ideas advanced at the 1992 PATA/UNESCO/IUCN Tourism At Heritage Sites Conference in Kathmandu, Nepal along with references from other sources to offer depth and clarification. It is designed to be a guide to policymakers at all levels, the travel industry and site managers to the management of their treasures which can range from heavily-pressured World Heritage Sites, and those aspiring to that status, to communities who wish to inventory and develop their local attractions. It offers guidelines and suggestions on:

- Determining what is important.
- Planning at all levels of government.
- Community relations.
- Site development
- Controls.
- Visitor interpretation.
- Education.
- Marketing.
- Financing.

"We need tourism to protect our Heritage Sites against tourism."

Robertson Collins, US ICOMOS

Tourism depends upon the qualities of natural and human environments to sustain its success. As the world's largest industry, it has the power to degrade the very elements that support its existence or to enhance the heritages, the environment and the quality of life of the people it touches. We hope this book will prove to be a helpful guide to the latter, to protecting the world's treasures and proudly presenting them to the rest of the world.

Russell Johnson, Editor

CONTRIBUTORS

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This book was prepared by **Mr. Russell Johnson**, **Travelmedia**, Mill Valley, CA, USA.

1992 TOURISM AT HERITAGE SITES CONFERENCE

Since 1979, the **PACIFIC ASIA TRAVEL ASSOCIATION** has promoted dialogue and active problem-solving between conservationists and tourism industry leaders at its biennial Heritage & Tourism conferences. The seventh in this series, organized by the **PATA Asia Division** and sponsored by **PATA, UNESCO, IUCN** and **His Majesty's Government Nepal**, was held in Kathmandu in September of 1992. Through business sessions, breakout groups and inter-active forums, delegates exchanged ideas and sought practical solutions on planning at Heritage Sites, quality and amenities, community relations, socio-economic impacts, education, interpretation and marketing.

The conference was opened in historic "queen city" of Patan by The Honourable Girija Prasad Koirala, the Prime Minister of Nepal.

PATA offers its appreciation to the **Prime Minister of Nepal**, the **Honorable Girija Prasad Koirala**; the **Honorable Ram Hari Joshy**, Minister of Tourism, HM Government, Nepal; **Mr. R.R. Pandey**, Chairman, PATA Nepal Chapter; **Mr. Prabhakar SJB Rana**, President, Soaltee Hotel Ltd; **Mr. Francis Childe**, UNESCO and **Dr. Shree Govinda Shah**, IUCN for their support and contributions to the 1992 Tourism at Heritage Sites Conference as well as to **Mr. Renton De Alwis**, Director and **Ms. Mak Ying Kwan**, Coordinator, Projects of PATA's Asia Division for organizing it.

PACIFIC ASIA TRAVEL ASSOCIATION

The **PACIFIC ASIA TRAVEL ASSOCIATION, (PATA)** is a non-profit corporation with a membership of more than 2,200 organizations worldwide including governments, airlines and cruiselines, hotel operators, travel agents, architects and planners, marketing companies and financial and educational institutions in addition to a network of local Chapters in over 75 cities around the world with more than 17 thousand travel industry volunteers.

PATA's diverse membership reinforces its advocacy role as "the leader of and authority on Pacific-Asia travel and tourism" on such issues as heritage and environmental conservation and provides a potent marketing force for the products and services of its members.

"the objectives of the Association shall be to encourage and assist in the development of travel industries throughout Pacific-Asia in a manner which recognizes the urgent importance to practice an environmental ethic that supports responsible conservation and restoration of Pacific-Asia's unique combination of natural, social and cultural resources."

PATA Constitution

PATA's commitment to heritage, culture and the environment goes back to its founding more than 40 years ago.

In the early sixties, PATA introduced the concepts of heritage conservation to Pacific Asia tourism planners – at a time when it was not quite so fashionable to do so. PATA Task Forces continue to advise nations and tourism bodies on the "how to" of "sustainable development."

In the seventies, PATA took the message of conservation to grass

roots communities through educational programs and began bringing conservationists and the tourism industry together at heritage conferences.

In 1991 made "A PATA Promise" to become tourism's authority and voice on the issues of environmental and heritage conservation. This led to adoption of the "PATA Code for Environmentally Responsible Tourism" which provides basic guidelines for the travel industry. As an extension of PATA's commitment, the Association has published "PATA Guidelines for Tourism Management at Heritage Sites" found on page 56 of this book.

"Heritage and tourism enjoy a very special symbiotic relationship with each enriching the other. However, our tasks today and in the future will not only be to ensure that the tourist gains a life-enriching experience in visiting heritage sites but also to make very certain that the people who constitute the communities in the destinations being visited, benefit from the development of tourism – for without the benefits accruing to the local communities, tourism will indeed be meaningless and we shall all be poorer for it."

Lakshman Ratnapala, Executive Vice President, PATA

THE PATA FOUNDATION

The PATA FOUNDATION is a charitable organization, established by the Pacific Asia Travel Association with a Board of Trustees made up of Pacific/Asia travel industry and conservation leaders who are respected in and beyond the tourism community. Its mission is:

"To contribute to the growth and development of travel and tourism in the Pacific Asia area through protection of the area's environment, the conservation of its heritage and support for education."

Corporate and individual donations have helped the PATA FOUNDATION assist countries that have been hit by disaster, save wildlife, forests, shorelines, arts, crafts, historic buildings, heritage sites and provide scholarships for the study of tourism's relationship to the environment.



TOURISM AT HERITAGE SITES

WHAT IS A HERITAGE SITE?

The World Heritage Committee of UNESCO has named 288 sites around the world to its prestigious World Heritage List. The Committee has a list of very exacting standards it uses to qualify a site. Other entities have adopted simpler, broader definitions:

"Those places being components of the natural environment or the cultural environment that have aesthetic, historical, scientific or social significance or other special value for future generations as well as the present community."

Australian Heritage Commission

Heritage Sites belong, first and foremost, to the communities in which they rest, whose people are daily enriched by their presence. Their significance, however, can extend to being the pride and reference point of a nation or, in the case of World Heritage Sites, all of mankind.

The scope of Heritage Sites is growing. The English Tourist Board counts a 25% increase in the number of historical buildings open to the public in recent years. The concept of architectural heritage has expanded:

"...to embrace vernacular buildings and structures of many kinds, whole villages and quarters of towns, together with the life that sustains them – anything, in fact, which bears witness to the history, aspirations and way of life of a community, of a people."

Michael Middleton, former Chairman, Civic Trust, London

A Heritage Site is alive, it is not an ossified relic, its ethos is layered

in contexts of culture, community, history, religion, economy and survival mechanisms. Its relationships with its surroundings and culture are dynamic, always changing, adapting to situations as they arise including tourism, which, for better or worse, can be the most potent catalyst for change.

EFFECTS OF TOURISM

"The (tourism) industry has a responsibility to the community in that it uses the community as a resource, sells it as a product and in the process affects the lives of everyone (its residents)."

Dr. Peter Murphy, University of Victoria, BC, Canada

Tourism can bring countless benefits to a Heritage Site and the area surrounding it: improved infrastructure – new roads, piped water, power, better communications, transportation and hygiene, new aids to the sites interpretation and, if managed properly, economic prosperity. But it can bring negative effects as well:

- Overstrained infrastructure, overcrowding, traffic congestion and noise pollution littering, vandalism and theft.
- Rising costs of goods and services and escalation of rents and real estate values causing displacement of established residents.
- Tourists and foreign workers overwhelming locals in numbers, giving them a feeling of lack of control over their own lives and cultural and economic differences creating a loss of self esteem.
- Development that is unsympathetic in scale and design with local culture, history and the environment.
- Physical damage caused by people and vehicles.
- A cheapening and blurring of a site's original significance and indigenous cultural traditions.

The biggest danger comes when tourism overwhelms a site's original value and meaning:

Are we rushing toward sameness all over the world? Are we developing characteristics and qualities to please the 'mass tourist' and diluting a culture to make it palatable? Are we presenting carefully packaged pieces of a country, which is not a true reflection? Are we destroying the very qualities and characteristics which made the area attractive originally?"

Ambassador Sunil Roy, India

Numerous studies and surveys reflect visitor antipathy to crowded tourist sites, local cultural distortions and degradation of the scenic environment. The more recognized a Heritage Site becomes, the more environmental and social pressure is exerted upon it. Its success as a tourist attraction and a source of pride and nourishment to a community lies in ensuring that its integrity is retained and "real life" continues to exist at the site and in the community surrounding it.

Blight and social problems can creep up slowly in communities and local eyes often lose their clarity. Visitors, however, who travel halfway around the world to be culturally enriched and escape turmoil in their own lives have 20/20 vision.

Travel is an investment in a dream. Reality will be measured against that dream.

PLANNING

"The biggest single reason for the disorder affecting our public places is the clamor of conflicting interests to be found there.

Michael Middleton

Because of its obvious impact on heritage and the environment, its economic strength and its vested interest in sustaining the attractions that are its product, tourism has the unique power to be the "knitting factor" for conservation and should therefore be a major element in planning at all levels of government.

National, state, local, community, private interests, agencies dealing with transportation, traffic planning, communications, public utilities, housing, hygiene, shopping and leisure often do not communicate with one another. In the case of the tourism development that often happens near Heritage Sites, disastrous development decisions can be made at distant administrative centers, sometimes overseas, with little attention to local needs.

"It is now demonstrably counter-productive to emphasise only the economic benefits of development, however significant they may be. Preservation of the cultural identity and traditions of local groups and their socio-economic betterment and quality of life must have priority."

Ambassador Sunil Roy

Tourism planning should be multi-disciplinary: tourism experts, environmental scientists, financial authorities, architects, landscape specialists, social scientists and economists with a background in environmental economics and, for Heritage Sites, archeologists and historians.

Planning should not be left only to governments.

NATIONAL POLICY & PLANNING

Tourism planning should be firmly imbedded in national planning. Only national policymakers have the authority and tools to set cross-jurisdiction standards in such areas as environmental protection, transportation and theft of national treasures.

The mechanisms to declare a Heritage Site a national treasure can, at least temporarily, halt a crisis. Recently the French Government stopped local tourism development plans for a newly discovered prehistoric cave near Marseilles by declaring it a national monument.

Local communities alone may not be able to cope with the increased infrastructure burdens caused by large numbers of tourists. National government support may be their only hope for maintaining an important Heritage Site.

Tourism can cause economic imbalances such as inflation that national policy can help remedy. There should be measures to control the production and availability of essential consumer commodities and maintain price levels. Other impacts such as changes in employment patterns and the need for special education and training may also require the attention of national policymakers.

A national model can also lessen the possibility of a multiplicity of strategies with conflicting messages and create a shared vision and an aura of respect for a country's treasures instilling the need for heritage education at all levels from government official to grammar school student.

THE AUSTRALIA PLAN

A major section of Australia's National Tourism Strategy is devoted to environmental, social and preservation issues and the management of Heritage Sites. It knits national, regional and local entities together delegating prime responsibilities for certain areas of

conservation to various departments of government, planning authorities and industry groups..

This national umbrella policy covers sustainable development, regional planning issues, the standardization of approvals, land use, architectural design, economic instruments and adult and primary education.

It establishes a policy of public scrutiny of all Environmental Impact Reports.

The plan recognizes what it calls "the placelessness syndrome," the standardization caused by tourism development in the global context and provides mechanisms for "coordinated control" of it. Australia has established a "Major Projects Facilitation Unit," a one stop permit shop within the department of the Prime Minister and Cabinet to assist proponents of major projects and control impact and quality. Part of its responsibility involves liaison with the Aboriginal communities.

Australia also recommends that performance bonds be a condition of development and non-compliance fees be levied when developers violate environmental regulations and that these fees be used to cure the damage caused by their deeds.

See Appendix C.

COMMUNITY INVOLVEMENT & LOCAL PLANNING

"Heritage will only be effectively conserved if people value their heritage sufficiently to want to keep it. Unless the motivation for conservation comes from within the community itself, long-term conservation will be difficult, if not impossible."

*Nepal National Conservation Strategy
Programme/HMG Nepal & IUCN, 1988*

Some suggest that the local community is where the most can be accomplished. Recently, as futurist John Naisbitt prophesied, there has been a disintegration of top-down authority in the world and a rise in local empowerment. Local communities are frequently the catalyst for conservation – even on the national level – taking the initiative to move mountainous bureaucracies and finding innovative ways to accomplish the impossible.

Some communities have discovered that marketing their heritage can bring jobs, improve infrastructure, rejuvenate cultural appreciation, revive craft industries.

The success and preservation of any Heritage Site requires the intimate involvement of its host community in its management and although there is always a danger of special interest groups fighting for dominance there is:

"... a pool of goodwill in most communities that is willing to work with the (tourism) industry if community aspirations as well as business considerations are placed on the table for discussion."

Peter Murphy

As at the national level, there must be coordinated planning and a framework must be developed for bringing together all relevant public and private sectors. It is important that the community be involved from the very beginning and be active at all stages, from planning, to implementation, to revision.

THE WORKSHOP APPROACH

In Canada in the 1980s, the Victoria Chamber of Commerce identified 53 different interest groups related to the local tourist industry. Representatives of these groups were invited to three workshops at which an "issues list" was created, "tradeoffs" were agreed to through the process of game simulation and short and long-term strategies and action plans were formulated.

CODES & COMPACTS

Such groups can create self-regulatory "Codes" or "Compacts" to govern matters which are not susceptible to formal direction. For example, a local code could set out standards for traders, restaurateurs and guides.

PERMANENT COMMITTEES

Permanent committees can be set up, representing all of the main interests, to act as a clearing house for information, to encourage the building of partnerships and to be a Heritage Site's long-term "keeper of the vision."

COMMUNITY GROUPS

Local and village groups often evaluate socio-economic development projects, such as tourism development, through the lens of their cultures – with feelings and emotions along with rational economic calculations – trying to determine what benefit they will derive from discarding their old ways in favor of new ones. In Bali, where local village tradition remains strong, this process has evolved into a relatively comfortable balance between tourism and local culture.

Traditional village groups set standards and manage schools for producing tourist goods and cultural programs that are representative

but do not damage the purity of their culture. Monies are ploughed back into preservation of their heritage sites and true cultural practices.

Heritage Sites can "mediate between tourism as a socio-economic development endeavor and cultural traditions." "Front stage events" (cultural shows etc.) can help maintain "back stage" heritage (heritage sites, true religious practice).

Dr. S. Budhisantoso, Directorate General of Culture, Indonesia

Tourism in Bali developed gradually giving villages a chance to assimilate it and develop these sorts of mechanisms. The danger today, however, is that in many other areas development happens so quickly that gradual evolution is not possible. This underscores the crucial importance of community-based planning and education.

INVENTORY OF HERITAGE RESOURCES

The first step in planning is to determine what is important and what is not.

A comprehensive **INVENTORY OF HERITAGE RESOURCES** can be developed on many levels: country, state, city, island, etc. Based upon it, such issues as carrying capacity, zoning, controls, traffic flow and human impacts can be studied and education and marketing programs developed.

On the local level, the inventory process alone can foster community awareness, a sense of identity, a pride of ownership in its heritage and a shared vision for the area. This can later translate to citizen involvement in a Heritage Site's preservation and management and encourage an attitude that tourism can be a positive force for community improvement.

An inventory can force a developer to abandon damaging projects before incurring major expenses, modify plans by skirting the fragile area or even restore and reuse places of significance as part of a development.

Inventories can be used by national governments to identify areas for possible inclusion on the World Heritage List.

Although professionals should be employed for interpretation, much inventory work can be accomplished by community members: non-professionals with a general knowledge of and interest in the cultural and natural environments. It is vital that the community make a statement about what it thinks is important.

Inventories should be computerized so they can be updated as the character of sites evolve.

Whoever does the inventory needs clear, uncomplicated instructions. The PATA Foundation publication "**Preparing an Inventory of Heritage Resources**" offers a detailed guide to the process which we briefly summarize:

The **INITIAL INVENTORY** should not attempt to grade places in order of importance, it should merely determine, based on the criteria established for it, whether the subject is important or not. There is a danger in priority lists in that it may be felt that anything not so listed can be disregarded as unimportant.

The **INITIAL INVENTORY** involves:

Adopting a fairly broad definition of what a Heritage Site is. This can vary with national or local realities and can be similar to the one developed by the Australian Heritage Commission on page 6.

Establishing criteria for inclusion in the inventory.

The PATA Foundation guide suggests eight criteria for inclusion on the list:

1. It was important in demonstrating the evolution or pattern of the country's history either cultural or natural.
2. It demonstrates rare, uncommon or endangered aspects of the country's natural and cultural history.
3. It has potential to yield information that will contribute to a better understanding of the country's natural or cultural history.
4. It is important in demonstrating the characteristics of a broader class of cultural or natural places (whether individual places or environments).
5. It is important in exhibiting particular aesthetic characteristics valued by the community or by a cultural or religious group.
6. It is important in demonstrating a high degree of creative or technical achievement.
7. It has strong or special meaning for a community or a cultural group, because of social, cultural, symbolic, religious, spiritual or other associations.
8. It has a special association with the life or work of a person, group or organization that was important in the country's history.

The guide also lists detailed guidelines for inclusion and exclusion under each of these criteria.

The **PRIMARY LIST** is the basic roster of sites chosen by expert evaluation under the above criteria. Surveys can be done physically, through interviews and from government record. Each place must be given an identifying name and an accurate description of location.

The **INVENTORY DOCUMENT** requires investigation and a possible visit to each site to record and photograph it. Video can be useful in establishing the context and non-architectural characteristics that make the site unique as well as in developing oral histories.

Once this information is gathered, it must be assessed by a group of people with fairly broad interests to eliminate any bias, imbalance or personal prejudice in the inventory and worked up into a credible, reliable Inventory Document.

An Inventory Document covers a site's significance, history, physical details, interiors of buildings, the "curtilage" or surrounding area that must be considered to ensure the integrity of the site, whether it is part of a significant group of sites and details of existing or possible threats to the place.

This Inventory Document is not static. Additional information may be revealed about the site and some subjects may be added or deleted from it. As changes are made at the site, these also must be reflected in the document.

When evaluated and documented this Primary List becomes the basic planning tool. Site plans, district plans, regional and national plans must include this information. It can serve as the justification for legislation, zoning, tax allowances and marketing strategies.

DETAILED DOCUMENTATION

Usually the Inventory Document is enough, but if disputes arise or if the site is threatened, detailed documentation might be needed to aid in decision making.

This involves educated research, interpretation and production of a credible document and requires professional help. This stage might also include a Conservation Plan which details why a place is significant, its degree of importance and what constraints need to be placed on it in the future.

CARRYING CAPACITY



TOURISM AT HERITAGE SITES

CONSERVATION DISTRICTS & PERIPHERAL ZONES

Zoning laws are among conservation's most potent tools and a designated zone of control and management around a Heritage Site can furnish planning authorities the power to ensure proper development.

In an urban setting, such a district or zone might consist of the square surrounding a monument and the streets leading to it. For a site in relative isolation, such as Giza where Egypt has recently designated a peripheral zone around the Pyramids and Sphinx, it could consist of quite a wide area, development of which would impinge on the site's visual integrity.

Once a zone is established, a detailed **SURVEY AND ANALYSIS** should be made, with inputs from a wide range of disciplines, with a view to establishing a comprehensive plan for the protection, enhancement, development and management of it.

The **SURVEY** should include **ANALYSIS** of:

1. Its environmental and cultural assets (a Heritage Inventory) such as historic buildings, shrines, rivers, lakes, notable flora and fauna and existing infrastructure (water supplies etc.)
2. Its qualitative weaknesses and shortcomings such as polluted air, inadequate sanitation, congestion, outdoor advertising and buildings and other elements that are functionally redundant or have no place aesthetically or spiritually in the site.
3. Its potential for tourism development in relation to local community needs: the type of tourism, the carrying capacity, the likely costs of infrastructure development and financial returns, the benefits and disadvantages for the local community including employment, inflationary pressures and the need for education and training.

Based on this information, a **COMPREHENSIVE PLAN** should be created for the country, the region, the state or district in consultation with historians, the tourism industry, local agencies and institutions and community representatives containing detailed policies for preservation of the main monument, design and management of zone as a whole, community education and tourism development and management.

Decisions will have to be made on which elements call for protection and enhancement and which are out of keeping and should be removed. It is important that "carrying capacity," the potential saturation point in visitor numbers, be established.

This plan should be integrated with development plans for the community as a whole and widely publicized at an early stage so that all concerned respect it.

The establishment of a **CONSERVATION DISTRICT** goes beyond the traditional concept of a government-controlled "Monument Zone" in that it recognizes that the whole is more than the sum of its parts and even some of the less recognized details of a place contribute to its ethos. It also encompasses such mechanisms as incentives for building rehabilitation by private owners.

The creation of a Conservation District requires enabling legislation detailing boundaries, criteria for management, permit processes, new construction and dismantling and a process and criteria for reviewing rehabilitation plans. Appendix A includes a model ordinance developed by the State of California, USA. Although it is not applicable to all jurisdictions, it may provide some guidelines.

CARRYING CAPACITY

The United Nations Environment Program, the World Tourism Organization and PATA emphasize the importance of establishing "carrying capacity" as "...an essential prerequisite to environmentally sound tourism development."

It is crucial that carrying capacity be determined at all sites from highly-impacted ones of world importance to village squares. The process should be a joint effort, not left only to governments.

As there is no scientific basis for determining these limits, an initial judgement must be used as a benchmark for planning and modified later if it proves to be incorrect.

The English Tourist Board says that "carrying capacity is a matter of hard, practical decisions by those who have to manage the place. They must decide on how many people it can accommodate at the quality of experience they want to offer with the effort in maintenance that they are prepared to afford without the place deteriorating, the visitor experience declining or the site suffering."

Peaks and valleys in visitor numbers – both by season and by hour – should be taken into account as should overcrowding, traffic, overuse of utilities, disturbance to community life, social problems and other environmental impacts. Visitor feedback and complaints should be analyzed.

QUALITY & AMENITIES



TOURISM AT HERITAGE SITES

QUALITY & AMENITIES

Through the ages, pilgrims have often traveled for months to reach their Heritage Sites...their sources of spiritual nourishment and renewal. They anticipated that moment of awe at the first sight of the temple on the mount.

Today, the approach through the outskirts of a city is often a visitor's first impression. Is it, as dreamed of, a special experience or an identikit version of all the places one is trying to get away from?

Does a carefully composed brochure photograph aim over a field of parked cars and coaches and crush of people as it does at many heavily-impacted Heritage Sites around the world?

Does the site itself retain its integrity or has it been suffocated by the hodgepodge of interests of the the city around it: uncontrolled private initiatives, posters, signs, graffiti, souvenir touts, makeshift remodeling, outside plumbing and wiring, ignored or deferred maintenance or, a worse fate, indifference or neglect?

"Buildings not only occupy space, but create spaces. These streets, squares, alleyways, parks, gardens ,the outdoor rooms where people meet, do business and celebrate their sense of community, more than anything else make up the character of cities, towns and villages."

Michael Middleton

A think tank of the Pacific Asia Travel Association has coined the concept of "endemic tourism" which recognizes that each individual locality has a special character and that that particular character may constitute its major tourism asset.

Within a peripheral zone, old buildings, along with the main Heritage Sites themselves, must be allowed their context...space in which to breathe and exhibit their qualities. Mere preservation is not enough.

There must be strict controls on new construction. Some go as far as saying that there should be a presumption against it. Modern materials – polished steel, mirror glass – will nearly always look out of place in a heritage area. In any evolving community, however, new construction is bound to take place and it must reflect the needs of modern families and businesses. New buildings need not look like old buildings but they must be designed by qualified architects with particular attention to scale, color, materials, landscaping and "rhythm of the street."

It is only prudent to institute a system of certifying architects, engineers and craftspeople to work in conservation districts. It is an old axiom that good design does not necessarily cost more than bad design. What often plagues Heritage Sites is no design at all.

Local artists and craftspeople can be organized and put to work designing and building benches, planters and other landscaping to help ensure their environmental fit. Local resources can often be employed less expensively than buying from outside sources, can create jobs and can help instill community pride in its heritage.

If removal of an historic structure becomes necessary, original architectural elements can be saved in a materials bank. Dwarika's Village Hotel in Kathmandu, Nepal incorporated old carved wood windows from demolished buildings in its new construction and has set up a school where young people craft new ones under the tutelage of a master woodcarver.

New uses – restaurants, interpretation centers, shops -- can be found for historic buildings. Railway stations can become shopping centers, churches can be resurrected as concert halls.

Even existing objects can be re-enabled as art and sculpture. In Seattle, Washington, USA, the structures of a redundant gas works formed the basis for a new public park: a liability became an asset.

Individually, the small details of an urban scene may seem insignificant. Cumulatively, however, their importance can hardly be overstated. A peripheral zone should have policies for paving, planting, signing and street furniture, the introduction of new elements and the removal and control of clutter such as flyposting, overhead lines, antennae, air conditioners in front windows and anything else that detracts from the integrity and beauty of the site.

There should be a vigorous program of street cleaning, rubbish, litter, flyposter and graffiti removal within the zone. The moment maintenance is allowed to slip, rubbish and clutter accumulate and physical abuse escalates rapidly.

Maintenance work should be channeled through qualified hands. Too often repairs and improvements are crudely botched by unskilled labor.

Heritage exists in layers. Who is to say that an ancient grotto is more important than the more modern temple built on top of it. There are no set rules for either aesthetics or conservation. Every site and the area around it demands individual consideration.

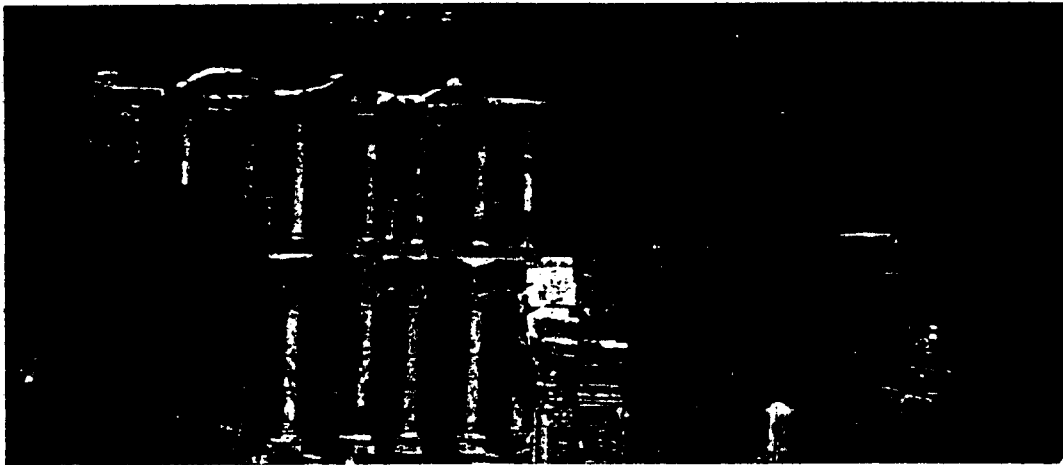
There is "a balance to be struck between civic dignity, aesthetic good manners and responsible behavior on the one hand, and the traditions and vitality of local life on the other."

Michael Middleton

Heritage sites must not be allowed to become stuffy history museums. Controls need to be applied firmly but flexibly.

See Appendix B.

CONTROLS



TOURISM AT HERITAGE SITES

CONTROLS

Most Heritage Sites could benefit from more visitors. The reputation of some, however, has made them so compelling that the sheer number of people they attract threatens them: spilled drinks eat the pavement at Chartres, the humidity of human breath damages the frescoes in India's Ajanta Caves. This underscores the importance of establishing a "carrying capacity" and the means to enforce it.

A site management plan must include provisions for controlling the number of visitors, managing their behavior at the site and adapting the site so that it will sustain minimal damage.

VISITOR VOLUME

COMPLETE CLOSURE is the ultimate form of control. A few sites such as the Lascaux caves in France have been forced to take that measure. Tourists now see a replica. But total closure should be a last resort. As the English Tourist Board maintains, "Denying access weakens the cases for preserving heritage." The managers of many sites, especially religious ones, feel a moral and ethical obligation to retain open access whatever happens. Inclusion on the World Heritage List requires a management plan that includes "access."

PARTIAL CLOSURE has been effective at many sites. Some US National Parks close temporarily during the day to allow crowds to thin. In Egypt's Valley of the Kings, visitors are periodically barred from selected tombs.

RESERVATION SYSTEMS are one of the most effective methods of managing visitor volume. This can be done through travel agents, NTOs, telephone services, etc. and on-site. Using timed ticketing (a fixed number of tickets sold for each 15 minute time slot, for example) visitors will know exactly when to come back. Their time

can be more profitably spent visiting other sites or local businesses than standing in line. Pressure on the site is lessened, local business profits and the visitors' experience is improved.

MARKETING can help manage volume if visitors are encouraged to come outside of peak periods. This can be accomplished through price incentives, the organization of special events, cultural programs, lower entry fees in off-peak seasons, management of opening hours or by encouraging a visit to an alternative location. These methods can do double duty in attracting new travelers during slow periods.

STAGGERING SCHOOL HOLIDAYS, if possible, could lessen the impact masses of children visiting at one time.

SIGNAGE, SITE MAPS & SUGGESTED WALKING TOURS can control the flow of visitors by channeling them along certain routes. At some sites with serious crowd problems in North America and Europe, groups are not permitted to enter a designated area until another group has left.

ADAPTING THE SITE is sometimes necessary to enable it to cope with a high volume of visitors. Footpaths can be hardened, humidity controls installed, important features discretely fenced off or enclosed. The enclosure, however, should reflect the ambience of the site: there are few Heritage Sites that can benefit from chain link fencing. Sometimes, as is the case at the Parthenon, important artifacts can be placed in an on-site museum and replicas built at the original site.

VISITOR BEHAVIOR

Sometimes outsiders think only of their own enjoyment while visiting a Heritage Site, behaving in a way they would not behave in their own neighborhoods, scratching names on monuments, treating local people as servants. As human nature is universal, local visitors are often even more disrespectful.

"People are the key. Locally there has to be service without servility and for the visitor, courtesy without condescension and respect for the traditions and culture of host countries."

Ambassador Sunil Roy

The solutions involve not only educating the visitor on respect for the site and the customs and culture surrounding it but community-based planning and education to instill local pride in heritage and ensure that the quality of life of the residents does not lag too far behind that offered the tourists so that "us and them" attitudes do not develop. Some suggest that both visitors and hosts should be thought of as consumers.

"What is good for the residents, will be good for the visitors."

Robertson Collins

CULTURAL ACCURACY

The tourism challenge is to make a visitor's experience accurate, meaningful and entertaining without allowing native cultures to become "tourist playthings" or degrading history and legend into manufactured "ghost stories."

Control of quality and cultural accuracy, in performance, arts and crafts, must be a part the plan for a site. Sometimes it is advisable to license vendors to control the quality and authenticity of goods, business practices and the profusion of touts and beggars.

VEHICLES

"Awe and wonder cannot survive when heritage sites become mere parking lots."

Michael Middleton

Unfortunately the magnetism of Heritage Sites has attracted steel, pollution, noise and congestion not shown in tourist brochures. Any Conservation District or peripheral zone plan must include a clear traffic, parking and pedestrian strategy.

Many sites and historical districts have banned automobiles altogether. Others have instituted strict controls.

In most cases through traffic should be banned altogether.

Signage and one-way streets can be used to control automobile traffic.

Coaches should be kept out of the zone. If that is impossible, they should be allowed to stop only as long as it takes to load or unload passengers. They should be "positively routed" with regulations and signage, banning them from sensitive areas and streets. There, of course, should be strong provisions for enforcement.

Ideally, parking for both automobiles and coaches should be outside of the peripheral zone. Within the zone it should be underground or far enough away to have no visual impact on it and screened by earth shaping, walls and planting.

Pricing policies can encourage motorists to use lots or garages farther from the site.

If the site is in a residential neighborhood, residential parking permits may be issued.

Some sites have chosen to limit the enforcement of bans and other controls of automobile traffic to weekends.

CONTROL OF EXPORTS

Art and heritage objects are an intrinsic part of the culture of a people and of Heritage Sites. Although some countries have tried to limit the looting of their treasures at outbound customs, such procedures catch few thieves and millions of dollars worth of art treasures exchange hands yearly worldwide. Some end up in legitimate museums.

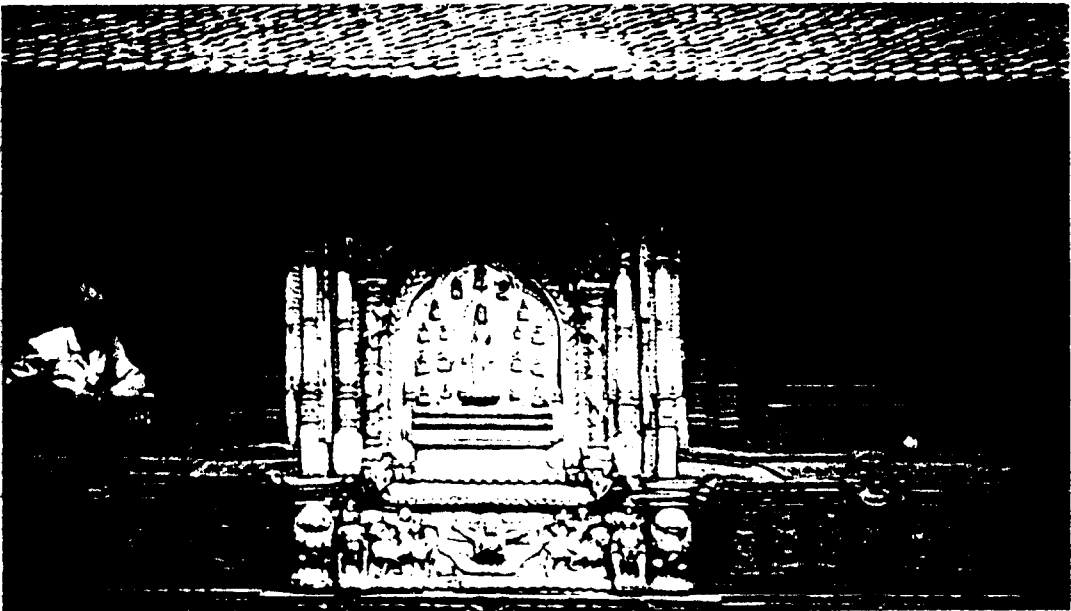
Making sure Heritage Sites and art are thoroughly photographed and catalogued is extremely important. The return of many treasures has been complicated or impossible because of the absence of documentary evidence.

About 70 countries are now signatories to the 1970 UNESCO Cultural Property Convention. A state party to that convention may, through diplomatic channels, ask any other signatory to deny the entry of archeological and ethnographic materials that are in current jeopardy. Different countries have different procedures. The United States, for example, has emergency measures to expedite the return of stolen property if the material is extremely important. INTERPOL, based in Lyon, France, will distribute a stolen art alert to law enforcement officials throughout the world. UNESCO's Division of Cultural Patrimony in Paris may be of help in such matters and the International Foundation for Art Research (46 East 70th Street, New York, NY 10021) publishes a bulletin of stolen art and maintains a stolen art archive.

Once a stolen item is located, some museums have voluntarily returned it. Given, however, the inconsistency of laws from nation to nation, that is the exception rather than the rule. Litigation has, for the most part, been unsuccessful even though the negative publicity it generates has, on occasion, worked.

Documentation and photography remain the best insurance against the theft of heritage treasures.

FINANCING



TOURISM AT HERITAGE SITES

FINANCING

ENTRY FEES can be used to control visitor numbers and help pay for maintenance and interpretation. As a rule, fees at Heritage Sites have been set too low and should be determined considering the international marketplace and the costs of maintaining the site. Most suggest a two-tiered system of lower fees or free admittance for locals as their taxes often contribute to maintenance of the site. Rates can also be based on level of service to the visitor, such as translators for foreign tourists, guides and brochures.

VISITOR CONTRIBUTIONS can be collected in donation boxes at the site or through tour operators. Some tour operators have check-off provisions on their registration forms allowing for donations that support conservation at areas they visit. These are sometimes tax deductible.

"This not only produces money for the preservation work – but visitors are, themselves, becoming aware of the necessity for this work and are happy to contribute something of their own."

Takayuki Wakaki, Japan

Nepal collects **VISA FEES** at the airport with proceeds going to conservation. If this is to be done, revenues should be managed by a trust or some other mechanism that ensures that they are used for maintenance and conservation and not diverted to other purposes such as a government general fund. Educational brochures on a country's heritage and rules of respect for environment and culture can be handed out upon payment.

TAX INCENTIVES can encourage conservation by lowering or raising the impact of taxes. Existing tax laws should be analyzed for provisions which act to conservation's detriment.

REVOLVING LOAN FUNDS can be pools of government or private money that can be used to purchase and then resell historic property with rehabilitation incentives and deed restrictions. Direct, low-interest loans can help private owners fix up historic buildings.

GOVERNMENT OR FOUNDATION GRANTS, PURCHASES OR LEASES may be the only way a heavily impacted Heritage Site can be preserved. They can also ensure proper use according to plan.

PUBLIC SUPPORT CAMPAIGNS can instill pride in heritage and foster a conservation ethic while raising funds for preservation. A group of Californians lobbied a measure through the State Legislature to create special Yosemite Park picture license plates. The proceeds from sale of the plates will go to park restoration projects and the site and the conservation ethic will be promoted on thousands of moving billboards.

EDUCATION & INTERPRETATION



TOURISM AT HERITAGE SITES

EDUCATION & INTERPRETATION

Typically, marketing has been the catalyst for the development of tourism at a Heritage Site. Education programs have been afterthoughts, not coming until a site and the development around it is up and running. Today there is a consensus that education is a key to long-term success and that it should be part of the planning process at the outset. Education programs should be implemented at all levels, from teaching school children their heritage and the value of it, to keeping government and the travel industry informed, to educating the traveler before, during and after their visit to a site.

"If education is given a priority by site managers, tour operators, communities and NTOs, not only will the visitor be a beneficiary, but the site itself, the adjacent communities and the region will benefit because of increased visitation, greater understanding and respect on the part of visitors and the opportunity to share history and culture with international guests."

Bernard Campbell, Westwinds Tourism Consulting, Canada

COMMUNITY

Although heritage education can be mandated on the national level, it must begin with local citizens. It is their site, their culture, they are the ones whom visitors come in contact with and they are key to protecting, interpreting and communicating the essence of their heritage to the rest of the world.

Education itself, along with all culture, has been subjected to the pressures of homogenization. Standardized textbooks neglect local heritages.

Australia made it national policy – using the occasion of its Bicentennial – to institute a program in its school system in which students do projects relating to their local heritage. Local school

policy can incorporate local heritage into curricula. If tourism is a major force in the community there should be some education in the visitor industry as well.

Such programs can increase civic pride and support for preservation of the site and create community acceptance of tourism and the visitors it brings.

Local education planning should also include civic groups, local leaders, voluntary organizations and the media whose understanding and support is needed.

Civic pride can be instilled by the creation of Conservation Days or weeks, awards and recognition programs.

A "Friends of the Site" group can coordinate volunteer efforts and fundraising and lobby for political support. In Canada, the British Columbia Community Pride program helps residents, elected officials and school children understand their heritage, works on heritage education programs with schools and media, organizes special events and even conducts familiarization tours for civic and business leaders.

TRAVEL INDUSTRY

A high priority should be placed on travel industry education. Tour operators must be given the knowledge to operate in a responsible manner so as not to damage the community or create negative feelings.

Agents and operators must get accurate information and be obligated to strictly observe the rules and guard against exploitation. It can be helpful if mechanisms are created to encourage them to be actively involved in the upkeep of the sites which are, after all, their livelihood.

Local **TRAVEL INDUSTRY ASSOCIATIONS** can codify ethics and conduct and, in addition, serve as a liaison between government and local parties. A number of local Chapters of the Pacific Asia Travel Association have engaged in such efforts. As an added benefit, these organizations can serve to unify promotional efforts.

VISITOR

The ideal international visitor to a Heritage Site has the following attributes:

- "- MUTUAL RESPECT for the people, culture and history of the place visited.**
- DESIRE FOR LEARNING: regarding travel as an opportunity to broaden their understanding.**
- COMMITMENT TO BENEFICIAL DEVELOPMENT: recognizing that tourism can be both a blessing and a blight and supporting those developments that are sustainable and protect the environment, cultures and sacredness of the site."**

Bernard Campbell

Visitor education must be a strong component of any site management and marketing plan.

Campbell lists four objectives:

- 1. LEARNING:** Visitors should leave a site with an increased understanding about our world, its people, its history and its culture....encouraging global understanding and acceptance of commonalities.
- 2. RESPECT:** Education at a Heritage Site should encourage increased respect for the history, the environment, the peoples and the communities associated with the site.

3. **CROSS MARKETING:** A good education program should generate visitor interest in other Heritage Sites and encourage the tourist to share their experience in a positive fashion, encouraging others to visit the site.
4. **COMMUNITY INTEGRATION:** It should aid in integrating the host, the visitor and the site in a meaningful and fulfilling way, resulting in greater visitor satisfaction and better community relations.

WHO ARE THE EDUCATORS?

If visitors are to have a meaningful experience, the people they are in contact with must, themselves, be educated:

TOUR OPERATORS must have both marketing tools and pre-trip information to ensure that guests have a positive learning experience before they arrive at the site.

TRAVEL AGENTS must not only have knowledge of the site but how to maximize the benefits and enjoyment of the visit.

MEDIA must have access to interesting, accurate information.

There should be "strict control of exaggerated or glamorised publicity through superlatives and statistical jugglery and close supervision of the misleading information in publications advocating 'cheap' travel."

Ambassador Sunil Roy

SITE MANAGERS must ensure that is there sufficient information, signage and interpretation.

ADJACENT COMMUNITIES: The enthusiasm, knowledge and involvement of those in contact with visitors: hotel staff, etc., can mean the difference between a positive response and a "just another museum" reaction.

NATIONAL & REGIONAL TOURISM ORGANIZATIONS with responsibility for the marketing of the site and the region, can work to ensure that good service and information is available and highlight sites in their international public relations efforts.

TOUR COMPANIES & GUIDES who are in constant contact with the visitor enroute and on-site not only need accurate information but can supply feedback to site managers and others on visitor reaction.

LEARNING OBJECTIVES

A Heritage Site's master plan should include analysis of learning objectives. The information to be delivered and the tools used to deliver it should be based on a few key principles:

1. What are the **LEARNING OBJECTIVES** and does the proposed communications tool meet those objectives?
2. Does the **SITE** and its **BUDGET** lend itself to certain tools more than others?
3. What are **EXPECTATIONS OF THE AUDIENCE?** Do they anticipate education, education & entertainment or simply entertainment? How long will they be on the site and in what form...groups, etc? Age and education? What tools will best meet the expectations of a variety of audiences? How do you separate visitors as to their learning capacities?

4. To what degree can you involve site supervisors, technicians and the local community in the interpretation of the site? Does this enhance the experience for the target audience?
5. What is the most **COST EFFECTIVE** way of meeting these education objectives?

STORY

A Heritage Site needs an official, accurate storyline that will keep its image consistent and can be used for educational and marketing purposes. The story can also determine the layout of a site, arrangement of displays and traffic flow. Great care and academic discipline should be used in creating this story. It should not, however be limited to facts and statistics, which can easily bore a visitor. The story should "breathe life" into the Heritage Site.

CONTACT POINTS

There are three points at which visitors can be educated: **PRE-ARRIVAL, ON-SITE** and **POST-VISIT**

PRE-ARRIVAL

Visitors should know the history and cultural significance of the Heritage Site, how to make the most of their visit and other things to do and see in the area in order to enhance their educational experience.

They should also receive information on the necessary respect for the site, its environment and local residents.

INFORMATION PACKET

Such information can be included in pre-trip material furnished by travel agents or suppliers. It is important that accurate information packets be furnished to NTOs and be made available to suppliers for self-education and pre-travel orientations.

Thailand, for one, includes sections on cultural sensitivities at heritage sites in its travel agent manuals and its travel industry educational video.

IN-FLIGHT

NTOs can work with carriers to incorporate information into their pre-arrival videos. Leaflets can be included with visa and customs forms handed out on-board.

AIRPORT

A few countries give visitors informational brochures about conservation and heritage at the airport.

ON-SITE EDUCATION & INTERPRETATION

On site education should, at a minimum, describe and show the layout and essential elements of the site, its significance and history.

Such information must take into account a wide variety of levels of understanding – from children to experts – the language needs of foreign visitors and the culture and etiquette requirements of which visitors should be aware.

All on-site materials should be designed with consideration to the amount of time available to the visitor.

SITE MAPS, well-conceived and executed, can be invaluable tools. A planned itinerary can be helpful to visitors and help manage traffic flow.

Maps should be kept simple with fairly large type and contrasting colors so that people with poorer eyesight can use them. Often a map is printed on one side of a page and information on the other.

A simple map should outline the site, identify key locations and provide essential background on each location. Its overall design should, at quick glance, orient a visitor in terms of the overall site and its elements.

INFORMATIONAL BROCHURES can range from basic, inexpensive pamphlets to glossy guidebooks which a visitor will take away and save. The important elements are budget and whether or not the brochure can be seen as a marketing tool.

The brochure must both inform and excite. It should carry:

- The history and significance of the site.
- Cultural information on the area and its people.
- Descriptions of the site buildings.
- Features and activities which may be programmed on site and the significance of these.

It should also include the message the operator wants to convey regarding respect for the site, regulations regarding customs, etc.

SELF-GUIDING SIGNAGE has a dual role, informing visitors and managing traffic flow. Good self-guided systems leave little to chance, drawing the visitor from one location to another. They are an easy way to convey a substantial amount of information.

Signage can be entertaining, encouraging the visitor to picture themselves in the location and respective point of history. The visitor then becomes a participant in the learning experience rather than simply a passive receiver.

Used with a map or brochure, the self-guiding system should take the visitor through the site in a manner which ensures the site's storyline is followed. This may, in some cases, be an historic time flow, an exposition of evolving cultures or simply a good way to tell the story and convey the significance of the site.

LOCATION SIGNAGE is critical. Often the visitor arrives with no information and is faced with an array of buildings, temples or natural features. He may just go on not knowing what he has just passed through. Location signs can simply identify the site or they can additionally be used to inform the viewer of its history and significance.

AUDIO TOURS are expensive to create and maintain but they are extremely valuable and can create a profit-center. Increasing numbers of tourists are prepared to pay for them when they provide an in-depth description of the history and heritage and are designed to maximize the learning experience. Technical difficulties should be anticipated and you must ensure that maintenance is part of a site's budget and technical capacity.

GUIDED TOURS, the human touch, are probably the most effective interpretive medium provided that the guides are well-trained.

Services can be provided through tour operators who supply and train their own guides or by on-site staff. With tour operators, it is important that site management operator work with the tour agent and the guide to ensure that information is accurate and effective. Training by the site operator is preferred. At the least, site staff

should work with a guide the first few tours. Working with tour operators and their guides can provide valuable visitor feedback.

Site staff can be hired and trained specifically for guide purposes and technical staff can be effective for visitors needing a high-degree of information. Community workers or volunteers can provide insight into both the site and the local culture.

All training should include: respect for the site, history, landmarks, local customs and culture and local stories to breathe life into the history. Local stories should be true, not manufactured "ghost stories" for tourists.

It is extremely important that guides receive training in how to deal with visitors from many cultures.

MUSEUM AND AUDIO VISUAL INTERPRETIVE DISPLAYS, if budgets permit, can greatly enhance a visitor experience. They can serve as an introduction to the site and its history and prepare the visitor for exploration of the site itself. They can show areas that are put off-limits due to environmental concerns. AV programs can feature the seasonal festivals that take place at the site and in the community surrounding it.

Guides can brief visitors in an interpretive center prior to entering the site and respond to questions meaning less time spent on-site answering generic questions and more time available to educate.

CULTURAL DISPLAYS can be effective in developed sites where history and culture are the focus. Some feature staff trained to re-enact lifestyles and activities significant to the period. At Ballarat, an historic gold mining town in Australia, employees stay in period character even when tourist's aren't looking. Such sites allow the visitor to become a participant in the educational process. Such theatre may not be appropriate on the site itself, however, as care

must be taken not to "cheapen" its character or make it a theme park.

NEW TECHNOLOGY: Such innovations as interactive computer and laserdisk kiosks and displays can allow visitors to go more deeply into history, allowing them to choose their level of education. They are expensive, however, and require expertise to develop and maintain.

POST-VISIT EDUCATION

BOOKS. Although slick coffee table books should usually be left to professional publishers, simpler carry-away literature can be an asset to both the visitor and the operator of a Heritage Site.

Many travelers collect detailed information on the history and culture of places they visit. Sale of such books in on-site shops can generate funds to restore artifacts or develop community programs, the visitor is enlightened and such material often finds its way into the hands of friends and relatives who are potential future clients.

EDUCATION FINANCING

Educational programming, properly developed, is an investment in the future of a Heritage Site. The satisfied visitor is both a potential repeat customer and an effective word-of-mouth salesperson. Customers who leave a site satisfied will continue to patronize and promote it.

VALUE-ADDED FEATURES are increasingly effective as it is been shown that most visitors and tour operators are prepared to pay extra for special services or information as long as it enhances their experience.

FEES FOR TOUR OPERATORS who want to visit the site, an allocation of the group discount going towards educational costs or having operators build the cost of pre-visit information packages for clients into their programs are possibilities although competitive forces might mediate against them.

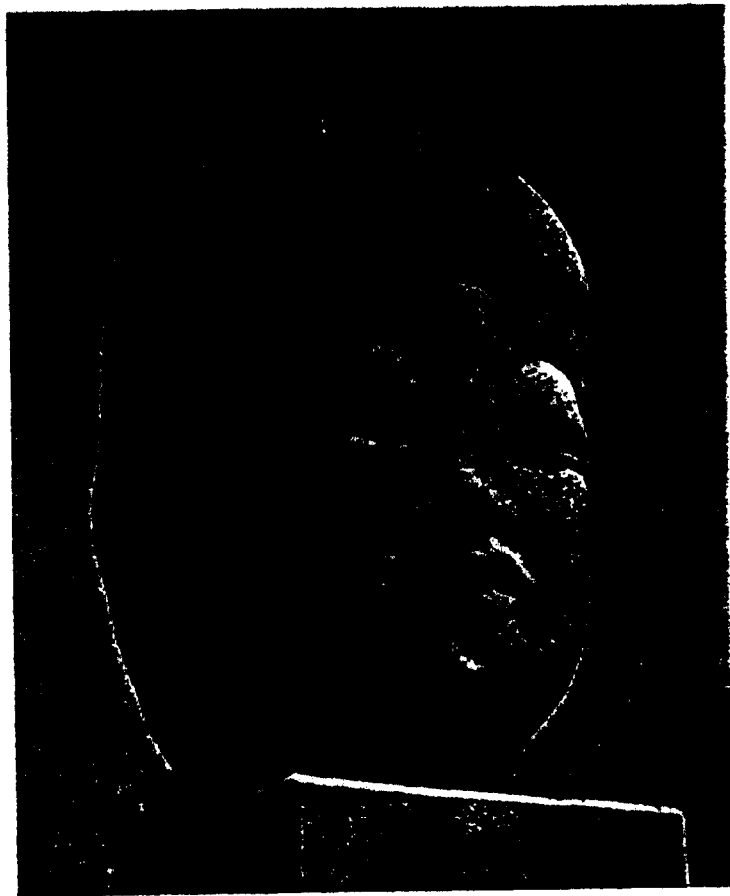
GUIDE BOOKS & MAPS can be provided at a price or the cost can be factored into the admission fee.

GUIDE SERVICES can be self-liquidating and even profitable, particularly if local guides are mandatory for tour groups.

FOOD SERVICE, HANDICRAFTS, SPECIAL EVENTS AND PRESENTATIONS can generate profits directly or through royalties or lease fees.

CORPORATE SPONSORSHIP of interpretive material or audio visual shows can be negotiated with local or international businesses. The guide to California's Monterey Bay Aquarium, sponsored by Eastman Kodak, encourages photography and even offers tips on how to take pictures of the site's attractions.

MARKETING



TOURISM AT HERITAGE SITES

MARKETING

Although some major Heritage Sites are overwhelmed by crowds, there is a consensus that, in most places, the heritage product is being undersold. Marketing can not only help that situation, it can also increase visitor expenditures and influence their behavior.

MARKET RESEARCH

Developing a marketing plan for a Heritage Site requires knowing the product and its audience.

Many facts about the site will be revealed in the original inventory. That inventory can be used as a starting point in an effort to create a story that will not only breathe life into the site and spur effective interpretations of it, but successfully position it in the marketplace.

Each site will have some compelling feature that is its "reason to be." If the site merits World Heritage List status, this feature is its basis for inclusion.

STATEMENT OF IMPORTANCE: The first step in marketing is to make a clear, scholarly statement about the value of the site.

"There is and there should be a severe dignity to the presentation and marketing of World Heritage Sites. These are not carnival attractions. Their conservation is a serious process and their protection provides an important gift to future generations."

Robertson Collins, US ICOMOS

CLOSE ANALYSIS will reveal that there are layers of history that complement the main story of a site. Breaking its history down into these components can identify target markets. As in Jerusalem, temples of one religion can be built on top of those of another

offering significance to a diversity of interests. The Raffles Hotel in Singapore is famous not only for the luminaries who slept there but the eccentricities of the Sarkies brothers who founded it.

ASSOCIATION with giants can give a site fame beyond the site itself: King Tut, Cleopatra. It can be on the path of a pilgrimage: Buddha, Christ, Mohammed. An individual or place can compress an era: T'ang, Angkor, Rome. A site can be defined in association with a route: Magellan, Cook, the Silk Road, Australian dream trails or association with the architect who designed it. A pilot program by the US National Trust for Historic Preservation has developed a Frank Lloyd Wright heritage tour centering around the architect's work in his home state of Wisconsin.

Literature can bring a site fictional fame that exceeds the facts of history as is the case with "The Hunchback of Notre Dame." There is a danger, however, in going too far and inventing "ghost in the castle" stories for the benefit of tourists that compromise the integrity of the site.

"Other" values such as these widen the opportunities for interpretation and the earning potential for the site museum, publications and souvenir shop. In addition, local hotels and restaurants will have a wider range of stories to tell.

CONSERVATION, itself, is a story. A site's restoration can make for a good book, good press and good public relations.

DEFINING COMPLEMENTARY ATTRACTIONS: A Heritage Site may not, itself, be compelling enough to attract large numbers of visitors especially if it is in an out of the way location. The use of themes and imagery to consolidate a group of attractions and consortiums to market them can increase visitors and save on promotional costs.

British Columbia has developed a clearing house for individual attractions and festivals and publishes a calendar of events. The Hong Kong Tourist Association has packaged four of its sites into a Hong Kong Heritage Tour.

DEFINING THE AUDIENCE involves determining who visitors and potential visitors are and why they would be attracted to this particular site. Care must be taken to analyze all niche products and all of the potential markets for them. Too often, in the quest for international packages, important segments such as FITs (free, independent travelers), VFRs (visiting friends and relatives), domestic tourists and local markets are ignored. Their patterns have to do with religious festivals, school vacations, national holidays. Some site managers fail to realize that what is good for the residents will be good for the foreign visitors.

THE SURVEY often requires close cooperation with larger government entities as local communities and site managers usually do not have the resources or knowledge to do visitor surveys. This, once again, is where close cooperation with national and regional governments, NTOs and trade associations is important. They may have already done surveys or can help finance them.

British Columbia has designed a "do it yourself" guide for collection of localized data for community and tourism industry personnel who have limited research experience. The "Standard Tourism Data Framework" covers the characteristics of visitor demand and activity, accommodations, transport, attractions and festivals and events.

A common mistake in surveys is that seasonal considerations are not taken into account. It is unwise to base a marketing program on a once-a-year survey.

USING TOUR OPERATORS. Strong working relationships should be developed with tour operators.

"They have the numbers, they know what people want and will pay for and they have the experience of gauging visitor satisfaction."

Robertson Collins

Tour operators know if the site will be one stop on a half-day city tour, the main feature of a full-day trip that will include a visit to a jewelry shop, lunch at a hotel restaurant and a stop at a village market or a three day excursion. They can tell you about restroom requirements, suitable food service, how long they can allow for a visit to a museum. They can tell you about the seasonal highs and lows to expect.

Site personnel should be considerate to bus drivers and tour guides without falling for bribery. They can make or break a destination and should be treated as friends and included in any site receptions or celebrations.

MARKETING STRATEGIES

Because of their stature, Heritage Sites often become celebrities and people idealize them with their makeup on, not choked by crowds and tour busses.

PROFESSIONAL MARKETING ADVICE is important not only to present the site and its story properly and effectively, but to ensure that the environment of the site and the lives of the residents around it is explained to enhance a visitor's understanding. Marketing should not be a "do it yourself" effort.

Professionals can develop over-all marketing concepts and perhaps an insignia or symbol that will have the acceptable mix of dignity and popular appeal. They know how to control misleading information

and steer appeal to the right kinds of visitors. They understand the kinds of stories publications want to receive. They know the people who produce specialized materials and they can prepare press kits that give the necessary background data for researchers and writers.

National Tourist Offices often have in-house professionals or contract to outside agencies for these special services. Site managers should seek a special relationship with them.

"It is particularly important that marketing strategies are designed to ensure that the right market segments are targeted to be attracted to heritage areas, as well as different levels of heritage experience to suit the tourists' interest. In other words, some segments desire an intense educational experience, whereas others merely want a more superficial experience."

John Rowe, Sydney Visitors Bureau

PROFESSIONAL LEGAL ADVISE is a necessity. As a celebrity, a Heritage Site also has cultural value that be must be protected from exploitation and cheapening and a tangible worth that can be tapped in the form of royalties and media contracts to provide funds for maintenance and education. For this reason it is of crucial importance that professional legal advice be used to protect the site and its symbols and negotiate contracts.

A WRITTEN MARKETING PLAN should be created, with the help of professionals, keeping in mind that marketing must match the site conservation limitations and available visitor services.

PROMOTIONAL DEVICES

FEATURE BOOKS. Official books are good for site gift shops and can be a source of revenue but it is equally important to offer a variety of independently produced literature that can create an aura about the site. Novelists and travel writers such as Somerset Maugham, Paul Theroux and Jan Morris don't always glorify the places they visit, but the texture and publicity they offer far outweighs their occasional naysaying and they should not be censored.

Book publishing is a risky, expensive enterprise and the creation of coffee table picture books should be left to those who know the business.

VIDEOS about the site have become almost a basic requirement. Make sure you have control over the dignity and accuracy of the portrayal and approval over a script and rough edit.

Cassettes of television documentaries can be stocked if they are relevant as can videos of current and early movies that have included scenes at the site.

POSTCARDS should be of high quality. Take control of postcard production. It is better to have a few good ones that are truly representative of the site. Get bids on postcards and posters and have professionals help select pieces that best present the image you want to project.

CAMERAS should be permitted and charges for them eliminated as amateur photographs get more viewing than postcards. Some people would rather stay out of the site than entrust their expensive cameras to a custodian. The pictures visitors bring home provide excellent free advertising.

TELEVISION & RADIO are hungry for useable features. Care must be taken, however, that they do not overrun the site or violate its etiquette. They must also receive accurate, concise background material leaving nothing to misinterpretation in the "shorthand" style of broadcast media.

INTERNATIONAL MUSEUM EXHIBITS can be highly successful but are extremely expensive. The Festival of India and the Festival of Indonesia are recent successes. Even though they create a good image for a country and its Heritage Sites, there must be a followup that directly appeals to people to visit.

TRAVEL & TRADE EXHIBITIONS worldwide may not make financial sense for Heritage Sites themselves but close liaison with the National Tourist Offices who do attend them can be extremely valuable. NTO's must be impressed by the fact that the Heritage Site is a good sales asset for them and be provided with accurate, compelling information.

COMMERCIAL & CORPORATE ALLIANCES can work to the advantage of a Heritage Site if those commercial interests are compatible with the site's well being. Corporations should be asked to make a substantial donation in exchange for photographing their product on a site, making a TV commercial or filming a movie. It is important, to have expert help in negotiating the best contract. The contracts can be intricate, "the dollars are in the details."

ON-SITE PROMOTION

SPECIAL EVENTS such as religious festivals, national rallies and commemorative services can bring much publicity. It is important, however, to have a plan that sets limits on what the site can handle and what the staff can professionally accept.

ENTERTAINMENT EVENTS are also a possibility but within limits and with professional legal help.

MARKETING AS CONTROL

Off-season marketing using advertising and price concessions and "quick break" campaigns targeting local and regional visitors can help even out seasonal dips in activity and divert visits to off-peak periods.

Marketing can also switch focus on one site to another similar one to lessen congestion.

IN CONCLUSION:

"Be in charge. You set the limits. Have a plan. Analyze the problems and the opportunities of your site. Know ahead of time what is right and what would be inappropriate.

Then reach for the professional tourism marketing experts who can help you get just what you want: no more, no less.

Find the balance."

Robertson Collins

A COMMITMENT
TO THE
CONSERVATION OF
HERITAGE SITES



The Pacific Asia Travel Association

PATA GUIDELINES FOR TOURISM MANAGEMENT AT HERITAGE SITES THE KATHMANDU DECLARATION

Heritage Sites not only have intrinsic beauty and value, they are among the key assets of tourism. PATA recognizes that the tourism industry has a responsibility to Heritage Sites and the communities and environments in which they rest in that it uses them as resources, sells them as products and, in the process, affects their physical, economic and cultural well-being. As the world's largest industry, tourism has the power, the responsibility and the motivation to ensure the survival of our earth's treasures, enhance their appreciation and enrich the communities that surround them.

The following guidelines are based on recommendations made by the conservationists and travel industry members who participated in the PATA, UNESCO, IUCN, HMG Nepal Tourism at Heritage Sites Conference in Kathmandu, Nepal in September of 1992.

PATA ENCOURAGES ASSOCIATION AND CHAPTER MEMBERS AND THEIR INDUSTRY PARTNERS TO:

SUPPORT *the identification, preservation, protection and restoration of Heritage Sites.*

ENCOURAGE *the inclusion of tourism planning and the participation of the tourism industry at all levels of policymaking regarding Heritage Sites.*

KNOW and **COMPLY** *with all laws and conventions regarding the conservation of Heritage Sites and strictly observe the rules of their caretakers.*

RECOGNIZE *that tourism must never be allowed to become a Heritage Site's "reason to be" thus blurring the site's original significance and indigenous cultural traditions.*

ENSURE that physical environment, community attitudes, cultural values, local customs and beliefs and local economies are assessed when planning for tourism at Heritage Sites and that local communities are actively involved in the process.

ENSURE that all tourism development is sympathetic in scale and design with local architecture, environment and culture.

ENSURE that each Heritage Site's "carrying capacity" is established and honored.

ENCOURAGE clear strategies to control vehicle traffic, the proliferation of beggars and touts and stores selling shoddy "tourist goods."

ENCOURAGE measures to ensure quality and cultural accuracy in performances, arts and crafts.

SELECT tour operators who guard against exploitation and furnish their clients with accurate information about a Heritage Site and their expected conduct while visiting it.

STRUCTURE tours in a way that they do not contribute to the physical or cultural damage of a Heritage Site.

ENSURE that visitors receive accurate information on the significance of the Heritage Site, respect for it and the customs and community surrounding it.

ENSURE that tourguides inform their clients of their expected conduct at a Heritage Site and are trained to accurately interpret the site.

SUPPORT measures to discourage tourguides from exploiting visitors and local craftspeople.

ENSURE that fees charged to visitors are used for Heritage Site conservation, maintenance and interpretation and not diverted to other purposes.

ENCOURAGE heritage education and the development of interpretative materials that ensure a meaningful experience for both local citizen and outside visitor.

ENSURE that Heritage Sites are presented and marketed with sensitivity and dignity as their conservation is a serious process and their protection provides an important gift to future generations.