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Cultural Tourism Management in Pakistan: Issues and Challenges

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ABSTRACT

Cultural tourism management plays a vital role in providing tourism the space to flourish socio-economically, which is the need of the time. This study highlights some issues and challenges in the management of cultural tourism. For this purpose, observation and fifty-one unstructured and semi-structured interviews were conducted, and thematic analysis was used to get results. For generalizing the data for Pakistan, only five locales, Rohtas Fort, Taxila, Takht-i-Bahi, Lahore, and Islamabad, have been selected with some sub-locales. These sub-locales include some organizations and tourism sites in a city. All the selected locales and sub-locales have some cultural significance. The results show that there is no such management structure for cultural tourism; whatever management is there for tourism is improper. The report examines several difficulties and concerns confronting the tourist industry, making suggestions for stakeholders and policymakers. It highlights the significance of responsible tourism, which tackles socioeconomic, environmental, and economic concerns.

KEYWORDS   Management, Cultural Tourism, Issues, Changes

Introduction

The element of culture in tourism has always been there, but cultural tourism is still struggling to get the status of a separate discipline in some countries. Adair (1982) said, "Culture, like God and politics, is everywhere, "implying that it is also present in tourism. The emergence of cultural tourism is the requisite of this time, but it has not been given much attention, and its growth rate is also unclear (Pedersen, 2002). In tourism literature, many benefits of tourism have been documented, mainly employment opportunities, foreign exchange receipts, development of other economic sectors, and infrastructural developments. Specifically, in the socio-cultural context, it assists in preserving cultural heritage and traditions. It also has some intangible benefits, such as the renewal of cultural pride, the revitalization of customs and traditions, and opportunities for cross-cultural exchange and integration. However, a developing country like Pakistan needed to pace up to reap these social, cultural, and economic benefits. Unfortunately, this country has been lacking for a long time, but some efforts have been made. Pakistan is a culturally enriched country, and its most important cultural element is its geography, which is the juncture of South Asia, Central Asia, West Asia, and the Arabian Gulf region. Its cultural diversity ranges from Mughal architectural monuments and Islamic Sufi shrines to the rich Gandhara civilization of Buddhist heritage, the ancient sites of Mohenjo-Daro, and recently discovered Mahrgarh, Panja Sahib, and Ranjeet Singh's Sikh contribution; all these are admired by Hindu heritage such as Katas's temples and Rohtas Fort. Rana (2015) highlights that the nature of the tourism industry is very fragile and uncertain. In Pakistan, there are multiple kinds of barriers in the tourism industry, which include a missing tourism management body at the state level, security and safety issues, difficulty in visa issuance, dearth of inter-departmental coordination, absence of private investment in the tourism sector, shortage of provincial-level tourism organizations, dearth of proper marketing and promotion strategies, poor infrastructure, insufficient use of technology, and dearth of tourism workforce development. There are many cultural issues, but they have not attained much

precedence and have suffered from a chain of unplanned shuffles. The absence of proper management is one of the hindrances to growth in the tourism industry. However, benefits can be obtained from tourism if it is managed appropriately (Smith, 2003). To manage cultural heritage in protected areas, managers must know the cultural values of their landscapes, safeguard those management regimes, and protect and boost both the intangible expression of these values and their physical evidence. However, values are dynamic; they evolve and change over time due to external influences. The challenge is how to preserve the living cultural value with the development of the tourism industry. The vulnerability of cultural resources is examined by accompanying controlled experiments through system dynamic modelling. Hence, this will easily result in losing the main essence of those cultural resources. Hence, whenever strategies are implemented, the concept of vulnerability should be kept in mind so that it will not demoralize or damage cultural resources (Hong-Gang and Woi, 2001). Cooperation and collaboration are required between community group leaders, knowledge-holders, and protected area managers. The government has been seen as the only entity to manage this vast industry, while it can only help as a facilitator. It is subject to many constraints, such as lack of funding, interest, and perpetuity. Moreover, good governance in developing countries like Pakistan always remains questionable. Pakistan Tourism Development Corporation (PTDC) is a governmental organization that aims to promote tourism. Still, recently, officials have made a decision to close down their six motels. This shows that some management problems are hindering the growth of tourism. Considering all that it is clear that the role of private organizations is also necessary. In the past few years, Pakistan's government and the collaboration of many non-governmental organizations (NGOs) launched different projects to harness cultural tourism. Communities are also responsible for protecting their cultural values. Bramwell and Sharman (2000) also point out that it can never rebound to its interest unless local people directly participate in tourism planning, implementation, and regulation. Sharpley (2006), when looking at tourism and culture, identified two key issues to focus on: the tourist-host relationship and the socio-cultural impact of tourism. In tourism literature, authenticity issues have been debated for a long time, but there is also a need for an inclusive approach towards harnessing cultural assets to promote development. This implies that ensuring the participation of local cultural institutions and marginalized groups, such as women, in community mobilization and implementation of government programs is necessary. In the case of Pakistan, a holistic approach is required, rather than a fragmented approach, to integrate and mutually reinforce these different aspects of culture. This research will look into the management of cultural tourism in Pakistan and answer the question of what sort of issues and challenges come in the way of stakeholders for operationalizing better management.

Literature Review

With tourism, culture gets transformed in either positive or negative ways. Culture keeps on changing, and it is not static or dead, so there is no need to be cautious about it and protect it for survival. However, Lickorish and Jenkins (1997) believed that the change in the culture of the tourism destination as a result of the development of tourism needs to be tackled. They said that literature mostly focuses on negative effects, but the need for time is to recognize them and try to find solutions. Protecting cultural heritage is very important as the culture is being sacrificed for economic benefits through promotion. This commercialization of cultural events leads to pseudo-culture and ersatz folklore. Matheison and Wall (1992) explained two of the cultural change: cultural drift and acculturation. According to them, when hosts are in contact with tourists, that will change the host's behaviour, known as cultural drift, which is a phenotypic change. On the other hand, acculturation is a genotypic change that, unlike cultural drift, is not just for a particular time but passed from one generation to the next. Smith (2003), along with cultural drift and acculturation, mentioned commodification as another possible impact of tourism on culture. The author clarified that the destination management plan is important as unplanned destination management leads to a bad image and reputation. Sharpley (2006) points out

management issues relevant to tourism as financial, human resource, visitor, and marketing. Russian Federation now considers tourism to be one of the country's high-priority sectors. In the post-soviet period, Russia concentrated on putting all its effort into tourism development, and for that, it started by focusing on transportation and accommodation. The main body responsible for managing tourism in Russia is the Ministry of Culture, with other federal agencies, regional tourism administration organizations, and universities involved in tourism that help public and private organizations. After 2010, the cluster approach was used to develop regional tourism administrations favoring public-private partnership agreements for sustainable tourism development projects. Their main challenges are related to the travel and tourism regulatory framework. Another important area of improvement is the implementation and effectiveness of marketing strategies to attract tourists. The main challenges to be faced there in the future are (1) to 16 increase the effectiveness of tourism product development based upon unique Russian resources; (2) to develop successful branding and communication strategies for the country; (3) to provide an appealing hospitality atmosphere to host tourists and make them feel comfortable and safe; (4) to improve service quality by increasing value for money and consequently boosting price competitiveness; and (5) easing accessibility to the destination. According to Baloch (2007), efficient management is needed in Pakistan. He reviewed the management system of Pakistan, specifically of Chitral Valley, and found many flaws in the existing system. Pakistan does not even consider tourism important for the country's development. He recommends bringing education about tourism or academic value, public-private sector collaboration, aggressive marketing, and awareness campaigns. Some of the management issues faced by Takht-e-Bhai are custodianship, enforcement of legal protection, staffing, and training. Shalimar Garden has faced the same management issues and funding issues (UNESCO, 2006).

Site and Visitor Management

Visitor management rooted in outdoor recreation management is practised to balance the needs of tourists, the local community, the place, and other stakeholders at the site. It manages the visitor's actions to safeguard vulnerable environments but has also been applied to travel and tourism. It is a reactive process, an indirect response to the impacts of visitors at sites and attractions. It ideally is unobtrusive, non-regulatory, and augments the visitor experience. Typically, visitors can be managed through complex measures such as all-encompassing and permanent restrictions on visitors' activities or soft measures like interpretation or marketing. Visitors can also be managed through regulation considering three levels: the first level is to stimulate visitor behaviour through a code of conduct, marketing and de-marketing, information provision and interpretation, and ground advice. At the second level, management can redistribute demand through marketing, signage, and zoning. These two are mostly applicable to open sites. At the third level, rationing demand will be helpful through time tickets, limited car parking, permits/advance booking, guided tours, pricing, and denying access. This third technique is suitable for enclosed sites (Sharpley, 2006). There are many visitor management models and frameworks in the existing literature. Some different visitor management models are the recreation opportunity spectrum determining threshold level of use, the carrying capacity model imposing the maximum number of visitors at a time, and limits of acceptable change (Sharpley, 2006). The seven visitor management frameworks are carrying capacity, limits of acceptable change, visitor activity management process and appropriate activity assessment, visitor impact model, visitor experience and resource protection, tourism optimization management model, and values–threats framework. High numbers of visitors can impact built heritage, which can be ameliorated in several ways. According to Buttler (1998), implementing carrying capacity is important for cultural tourism management. There is no standard methodology to define the destination's capacity due to broader management and local area objectives. Still, even if a standard methodology has been defined, it is difficult to implement the strategies for limiting carrying capacity. Sharpley (2006) considered four types of carrying capacity: physical, social, ecological, and

psychological. However, implementing carrying capacity does not guarantee the preservation of local culture; it can be effective if applied with other policies to help locals preserve and construct their living culture (Hong-Gang and Wao, 2001).

Government's Role and the Organizations Nexus

Lickorish and Jenkins (1997) are concerned with describing the government's role in establishing and promoting tourism. Evidently, its role is important, but in different countries, its way of practice is different. The role of government compared to other agents does not prove to be much positive. Its main role is to create favorable conditions and guarantee travel and trade safety and freedom. Technological change and privatization have withdrawn the government from trade and tourism promotion, but this withdrawal may have some negative impacts along with positive ones. So, its major role is regulator, promoter, financier, and operator. In tourism, the stance on state intervention increased with the emergence of mass tourism. The government's role is advisory. Some of the principal functions of the state are to formulate policy and approve strategy, regulation, inspection, consumer protection, and provision of a consultative forum. Although it can be discriminative against visitors, fiscal action is another function of the state. The state is responsible for providing financial assistance, establishing favorable conditions for growth, promoting national destinations in foreign countries and at the local level, and providing statistics, economic and technical information, and support. The areas for direct concern are health, safety, fair trading, consumer interest, and infrastructure in transport. According to Smith (2003), one of the major problems with tourism development, particularly in developing countries, is that the governments of those countries tend to perceive tourism as a "quick fix" solution to their economic problems. Kerr (2003) stated that state is a much broader term than the government, but tourism researchers see the government as a state, and hence, for them, it is the government's responsibility to make policies. However, the government does not always have full access to the impact of tourism, which is why sometimes international and national tourism organizations also intervene but are not an integral unit. As we know, organizations are comprised of people, and they interact regularly. These organizations also work as a focus for interest groups; hence, individuals and interest groups also contribute toward the tourism policy-making process. Demand force and tourism products are unique features of tourism, and tourism products are further made up of two elements: destinations and satisfaction provided at these destinations. This duality results in many problems and opportunities, so major coordination between the public and private sectors is required.

Community Involvement

Aref et al. (2010) stated that local communities are integral to tourism industry development. Fellin (2001) considered a community as a social unit having a commonplace interest, identification, or the amalgamation of all these characteristics and defined local communities as social systems comprising families, groups, and organizations. A community is one of the stakeholders under the influence of the site; they are either affected by management or are likely to affect the management's decisions and actions. (Alexander, 2008). Local people are the primary source of information on the value of their heritage. Hence, their active participation is integral in identifying, assessing, and managing the effective protection of indigenous heritage values. One of the early works on the community approach to tourism is by (Murphy, 1985), who emphasized the community's role in planning as, for him, planning should be extended down to the micro-level. Pearce (1992) suggested that community-based tourism (CBT) presents a way to provide an impartial flow of benefits to all affected by tourism through consensus-based decision-making and local control of development. The main strong point of CBT rests in its potential to empower rural communities and to make a substantial contribution to the development and eradicate poverty especially in cultural tourism (Manyara & Jones, 2007). Intergovernmental agencies like the UNWTO and UNESCO have pointed out cultural and heritage tourism as the most

suitable form of community-based development for developing countries. Local communities must develop strategies for receiving and interacting 20 with tourists and exhibiting themselves and their visible culture (Reid, 2002). This involves finding the right balance between economic gain and cultural integrity. Because of the communicative power of tourism, representations of cultural heritage have direct and potentially significant influences on the people and communities being presented, represented, and misrepresented. If guides belong to the community where the tourism activities are taking place, their insider positionality at least gives them the advantage of knowing the cultural sensibilities (Salazar, 2012). A host-guest relationship is an issue to look at in the case of communities. In tourism, local communities are seen as hosts while tourists as guests, the relationship between both never entails balance when it comes to practice (Sharpley, 2006). In Zhouzhuang, tourism development is community-based, but at this stage, participatory planning is not a fundamental solution. As both local people and tourism developers obtained economic benefits, the tourism development focus turned from protecting cultural uniqueness to a money generator. Two major characteristics of tourism development attraction erode, and residents are likely to move to the urbanized area when becoming rich (Hong-gang and Wei, 2001). Community-based cultural tourism is not an easy task to do as it faces many challenges. Lenao (2015), in their study, came across some challenges Lekhubu Island is facing in practicing community-based tourism. Those challenges include limited income generation, poor marketing, poor accessibility, and heavy reliance on external funding. Moreover, that place lacks the capacity among the Gaing'O Community Trust Board and Staff. Technical Advisory Committee Members also have limited capacity, and their involvement in cultural tourism is unsatisfactory.

Material and Method

This study takes a qualitative approach. With this research strategy, the study deciphers the deeper meaning of the subject matter.. The descriptive research design has been used and to facilitate this methodology primary data has been carried away. The data has been collected through observation and interviews. The researcher was the complete observer at the time of the visit to a tourist spot while the method of the observer as a participant has been employed in different activities such as a trip on a sightseeing bus in Lahore. In this study, unstructured and semi-structured interviews have been conducted to gain information. The data has been collected from the document (UDC 1), Officials of the government organization (UDC 2), Officials of non-governmental organizations (UDC 3), Communities (UDC 4), Tour Operators (UDC 5), and Tourists (UDC 6). Total 51 respondents were interviewed for this research. Considering the units of data collection purposive, accidental, and stratified random sampling has been used accordingly. The following table sums up the methodology.

Table 1
Primary Data Information

Sampling	UDC	Locale	Type of Interviews	Number of Respondents
Purposive	2,3,5	Islamabad, Lahore, Rohtas Fort, Takht-i-Bahi, Taxila Museum, Sirkap.	Semi-Structured Interviews. Unstructured Interview for UDC 5	24 8 for UDC 5 1 for UDC 3 15 for UDC 2
Accidental	6	Rohtas Fort, Taxila Museum, Lok Virsa, Takht-i-Bahi, Lahore.	Semi-Structured Interviews.	17
Stratified Random Sampling	4	Rohtas Fort, Takht-i-Bahi, Lahore	Semi-Structured Interviews &	10

Unstructured
Interviews.

This is multi-locale research. This study has been conducted for Pakistan but results have been generalized based on some locales of Pakistan. These locales have been selected considering the time constraint, availability, and prevalence. There are almost 5 main locales: Rohtas Fort, Taxila, Takht-e-Bhai, Lahore, and Islamabad. Some locales are also divided into sub-locales. In Taxila data has been collected from Taxila Museum and Sirkup. Some sub-locales from Lahore are Food Street, Lahore Fort, Minar-e-Pakistan, Badshahi Mosque, Lahore Museum, Shahi Hamam, and Majid Wazir Khan, with the main focus on the Walled City of Lahore. Some of the organizations that are part of the sub-locales are TDCP and Karavan Leaders. The sub-locale from Islamabad has several landmarks such as the Faisal Mosque, Pakistan's National Monument, Democracy Square, and offices of many organizations, namely PTDC, STFP, Saiyah Travels, and Lok Versa.

Results and Discussion

No separate organisation works for the management of cultural tourism in this existing management structure of tourism organizations. All these organizations' mottos are generally for tourism, and some of their projects are about cultural tourism. Some respondents believe that cultural tourism management is not practiced at all in this country. So, for evaluating cultural tourism's management, the management of tourism projects with a cultural element has been assessed. There are so many flaws in the management of cultural tourism. At first, because of negligence, there are very few projects related to cultural tourism; even if there are some, they are subject to many errors. Some of the issues and challenges highlighted from the collected data are the following:

One of the biggest issues is the funding, and residents have perceived that it further leads to other issues. Whether it is a shortage of labour or some other projects such as running a museum or artist welfare fund, lack of funding comes in the way of all these. If organizations have money, they will be able to do something or be able to execute their projects. A respondent said, "We have a constraint of funding because many things are being neglected. There is a program of UNESCO, and they wanted to do geographical mapping with us, but we cannot do that because funding is needed to carry forward that." Another respondent said that "The museum is closed for nine months as a result of lack of funding." Some of the tourists were only excited about the museum at Rohtas Fort, but they came to know it is closed and lost interest in the place. Most respondents mention misallocation of funds when lack of funding has been discussed, bringing another issue to the front.

Misallocation of fund

Although funds are not that much whatever is available is not being utilized properly. One of the respondents pointed out the misallocation of funds. He said, "Recently, TCKP announced the Naran festival, and there is no need for that; it is just a waste of money as a pack of tourists is already going there. You should do festivals where tourists are not going and use these artificial events to attract them. There is no need to invite people, where there are already people, visiting like there is a carnival and it is also difficult to reach there because of traffic. Moreover, there is no such thing as cultural or other for which there would be a festival it is just a way to earn money. Why do they not spend that money on a waste management plan or some other thing which would have a tangible impact?" It is not just about the officials so many tourists also do not trust government organizations, and they think that even if these departments get some money from the government or international organizations such as UNESCO, they do not spend all the money on the projects. They are aware of the fact that funding is low, but they are of the view that available funding is not incorporated appropriately. Although misallocation is an issue, lack of funding is mainly blamed and hence considered a big challenge. This further becomes a hurdle in solving other

issues, such as inadequate services, poor infrastructure, marketing, visitor management, and accessibility.

Inadequate Services

The services provided by the management are poor, and these services by different sectors are not up to clients' requirements. One respondent said, "There is an issue of quality of service in hotels and restaurants, and the expectations of clients are high, and they do not get services according to what they pay." Some facilities are not available at some sites, and some, if available they are not in good order. Another respondent said, "In public places, there is an issue of the restroom for ladies. As it is a standard in the world that there are facilities for special people in public places, there is no concept like that here."

Infrastructure

Some basic infrastructure is necessary for the smooth working of organizations. Pakistan lacks even some of the basic facilities, and there are so many infrastructure-related issues. There are so many types of infrastructure, but some common among them are roads, transportation, energy, water, and sewerage. The respondents pointed out many issues related to these. One of the respondents said, "Places are good, but the infrastructure is not, so it is very difficult to get to those places. Roads are damaged, roadside facilities are not there, and public toilets are not there." Some tour operators mentioned that they get late so often because road conditions are not good, so a journey of 1 hour sometimes takes 3 hours. They also face the issue of inadequate hotel conditions, especially in the north. The respondent said, "In the south, availability of hotels is easy; there are 3, 4, and 5-star hotels while in the north, there are standard, luxury and economy hotels, and facilities like AC and LED are missing in places such as in Hunza." Mostly everyone has the issue of the road, but power shortage is also one of the issues. One of the respondents said, "The whole Naran is running on generators, and there is no electricity from WAPDA there. Much money is wasted there as so much petrol and diesel is burning there, so a lot of carbon emission made the place hot and suffocated".

Marketing

Marketing and promotion are essential for reviving the tourism culture and bringing the targeted tourists to the sites. Here, the targeted tourists are interested in cultural aspects, so those strategies are needed to appeal to cultural tourists. One respondent from STFP said, "There are no such strategies to preserve the cultural heritage, only the documentation. We did not promote cultural tourism in our country. There is no real example where culture is connected to tourism." This is true, but some practices promote tourism as a whole, so the cultural tourism component is also promoted using the same strategies. But there are some issues with that, too, and some of them are as follows:

Costly The traditional marketing tools, such as promotion on print media, are costly as they have to pay more for printing brochures and magazines. One of the respondents said, "We update our websites and add up new information on websites; we also try to update guide books, but after 3 years because publishing a book is costly." So traditional practices are costly, but recently, they have not been used that much. Instead, the most used tool nowadays is social media, which is comparatively less costly. However, these tools are not very effective, whereas the effective ones are costly. One of the respondents said, "Advertising nowadays is gettiineffectiveng more difficult and costly. Vlogging is considered a new and effective marketing tool, but it requires a significant investment and can be quite expensive.

Branding One of the main issues in marketing is the lack of branding. One of the respondents said, "Promotion is very weak in Pakistan, up till now did not develop any

brand related to culture, nature or adventure the way other countries have done, such as incredible India, Malaysia truly Asia, and amazing Thailand. We need to build our image in real terms." These countries get many benefits through branding; we cannot go on this road. The absence of this tool is making marketing delicate.

The direction of promotion

Promoting something should be considered whether it is suitable or not. Most of the time, we keep on doing something that is not needed. One respondent said, "We also need to change the promotion angle; now publicity and promotion should be diverted towards educating people to be more responsible tourists. We need to change the campaigns related to that." Similarly, it has been said that "Throughout the world, tourism is a national subject after the 18th amendment making it provincial is a big mistake. You never promote your country internationally on a province base, but to promote the image of a country, promoting Pakistan as a destination is necessary." So, they are not on the right track, as their strategies are province-based. However, access to other countries is not easy for provinces. It is also difficult for them to market provinces separately because worldwide Pakistan has some recognition, but provinces first need to make themselves known to the world, and it will take more energy and time. Moreover, it would be less confusing and easier for other countries to acknowledge a country than in many provinces and territories.

Visitor Management Issues

The number of visitors at a site has a greater impact on sites in terms of management. Some of the issues related to visitor management are:

Carrying Capacity Every destination has a carrying capacity, and if the number of visitors exceeds that capacity, it can be very dangerous. In this country, there is no documentation about the possible limit to any destination and there are no strategies for restricting the tourists or dealing with the excessive flow of tourists. The organizations keep promoting one site, thinking about the benefits and not thinking about the other consequences. One of the respondents from a government organization said, "It is the common practice here that people select the destination based on other people's tours. If someone said that they went to that place last week, then they also had to visit that place even if they planned to visit some other place before. They do not think that at a specific time, such as Eid, if we all visit one place, then it will get too crowded and we will not be able to enjoy ourselves properly. This shows that according to the respondent, it is the responsibility of tourists to have that sense on their own, and information about which place would be crowded or not and then plan accordingly and they should visit different places. This is true, but it is also the responsibility of management to divert the attention of tourists to other places and arrange some awareness programs to guide them.

Lack of Understanding

For doing anything, having a mere understanding of that is the first condition. If you do not understand a phenomenon, you will never be able to do it. The issue here is of that missing element of understanding. A respondent has to say, "One of the constraints is lack of understanding, and especially on the part of the government, the stakeholders do not understand it the way they should understand it. They have short-cited planning and want to do something which shows up instantly, but there is a need for long-term plans." They have the information about all of the things but do not understand that or do not want to, and especially this case is of the government sector.

Mindset

For understanding, a mindset is needed, which gives it importance and value. That mindset is missing one respondent said, "The mindset is the main hurdle in the management

of culture. We need to change the mindset so that people will understand the true feeling of culture. Saving the culture is not just for the sake of culture it is also the way of earning livelihood for the people holding that culture. It provides a link for them to get employed". The mindset of people who do not give worth to the art and craft and the mindset of artisans that if they do not feel themselves being valued they will leave their work. So with the same mindset, without giving it a priority, you cannot manage it properly. One of the respondents said, "We can only save our culture by giving it importance, whether it is music, craft or anything else. That is how it will get preserved. Until we didn't give it significance to preserve and not link it with any economic incentive, it will disappear."

Expectation

Whenever someone visits a place, he/she has something about that place in mind. They expect that based on the information they have about places. But things do not always go the way you think, and sometimes your expectations do not meet reality, which disappoints you greatly. One of the respondents said, "Most people visit Northern areas. When you start the trip, you see only pictures. There is greenery till Abbottabad and then comes a plain area, and you will find the real place for which you come after two days. They think there will be greenery and snow everywhere, which is not the case, so they become dissatisfied. You will also face issues regarding hotels because, on the way, they are all standard hotels and no merit hotels."

Negative Image

The image of a country plays a significant role in the flow of tourists, especially foreign tourists. Pakistan, after 9/11, emerged as a terrorist country for the world, and they see it as an unsecured place. They feel unsafe here and are of the view that everyone here is a terrorist. One incident becomes a reason for the negative image of this country in front of the whole world. This negative image comes in the way of the establishment of the tourism industry. With time, the situation gets better, and foreigners start visiting Pakistan again, but we still face this issue and must portray a good, positive and peaceful image to the world. Many respondents point out this issue, and they believe that we should do something to change this image of our country.

Safety

The reason for safety issues is the same as for negative images. Because of terrorism, this country does not remain a safe place to visit, and foreigners hesitate to come here. Many respondents mentioned this issue; some were the officials of organizations, and some were tourists. One of the respondents, a foreigner, said, "When I planned to visit Pakistan, I was so afraid, and I thought I would not be safe there; I wanted to visit this place because I love travelling, and cultural and archaeological sites attract me more. But whenever I planned, the thought of a security threat came, and I cancelled the plan. Then, one day, I talked to one of my friends who was already in Pakistan, and he assured me about the security and said to visit this place. You will be safe here. I guarantee you. After talking to him, I just planned it again and came here, and I am really enjoying it here." The Foreigners still do not feel safe because of what they are hearing about it for so many years; all they need is an assurance that they will be safe here. It is also evident that if any one of them has a safe journey here that will also help in bringing more tourists to the country. The issue of security is not just faced by foreign tourists, domestic tourist also faces this problem. They do not feel safe to visit someplace and among all the provinces, Punjab is safer to visit. One respondent from Saiyah said, "People of Karachi are afraid to visit Peshawar" A tourist in the Taxila museum said, "There is a security issue; here in the museum, you can bring anything inside, the machine is off, and they just ask for tickets otherwise gate is open for everyone."

Influence of religious fanatics

Religion is interpreted wrongly by some people. They, with their wrong interpretation, tried to put a limit on the promotion. People who are religious easily get under the influence of religious fanatics. One respondent said, "There are two main elements for cultural tourism in the aspect of management, and one is that we are under the influence of religious fanatics, and they do not promote the preservation of culture. When we talk about the culture, they try to incorporate extremism in that and try to suppress it with that. There isn't any vulgarity in your folklore, folk music, folk dance, or traditional dresses, but they present it in a way that is the cause of vulgarity in society. There is purity, simplicity, and elegance in our cultures. There is richness in its music, dance, and embroideries. When we get under the influence of that (religious fanatics) at the first stage, so management is the next thing. By the way, there isn't any management anywhere.

Collaboration

Teamwork always pays well, so collaboration is a good tool to attain proper management, but unfortunately, Pakistan lacks that trait. There are different Associations for tour operators and travel agents, but they are not properly working, and only the voices of some are heard. However, it is good to at least have these as they are a sign of little collaboration. Some organizations collaborate for training with others, but the culture of collaboration is not that much. Since the establishment of NTCB, no such collaboration has been seen, but the hope is there. This issue is not just within the country. It also pertains to other countries. One of the respondents said, "Management of the tourism sector is not good, and there is a coordination issue; from the international point of view, connectivity with the world is not good. We are landlocked, so tourists cannot come from Afghanistan or Iran. Additionally, our relations with India are not good. Even if our border crossing improves, we may not have many tourists from there."

Community Involvement

Communities never get involved in the processes of tourism because they have never been considered a stakeholder in tourism. This practice is not a good one in the aspect of management. Still, the mindset is the same, and they do not have the stakeholder position. We can get the idea of this by looking at the stakeholders of the recently established board of NTCB. There are at least 26 board members, and all the ministers and provincial representatives are members, but there is no community representative on that board. According to the above-mentioned findings related to community involvement, we can say that these organizations are trying to involve communities. But these practices are not enough. Organizations did not involve or employ local people of communities. In Rohtas Fort, there was a tour guide, but all were local people, and the Department of Archaeology and Museum hired no one. Similarly, they did not hire anyone from the community for other work. Some employees are local people in Takht-i Bahi and Sirkap, but that does not happen everywhere. Other than getting work, they were not included in the decision-making of things related to the place they lived in and even about themselves. When the government decided to reconstruct the Shahi Hamam, they had to demolish some of the shops. According to Lahore Walled City Authority officials, they have talked to the people and, in compensation, set a price for them. So, in their view, they have done it with the consent of the locals. But one of the respondents had his shop near Delhi Gate, Lahore, and he said, "The officials of Walled City Authority talked to the representatives of our community and set the terms which then have been passed on to us. They have not left any other option for us, so we must accept it."

Legal issues

Legal issues come in the way of proper management, and there can be so many legal issues under this, but these results come up with the only legal issue of the No Objection Certificate (NOC). Whenever they visit these places, they get disturbed by police. The situation is under control as now they do not have to face any problem like that, but that is not the case everywhere. The federal government notifies through the Ministry of Interior that NOC and police escort in Pakistan will end. But as the system of Pakistan is slow it took time to implement. Our colleagues from KP, Chitral, personally met IG and made them read all the documents individually, which is the government's responsibility. It 71 was done in Punjab at the level of Lahore but has not been done in the South. I'm especially getting calls from Cholistan about the same issue, so next time, I will mention in the upcoming NTCB meeting that people who went to Multan and Bahawalpur have been forced by police to take escort and forced to stay in the hotels of their choice. We asked them twice or thrice, and they said we would do that, but practically nothing has been done. So I ask people not just to call me to write them on paper and send me their issues in written form so when I attend the NTCB meeting, I will show them that these are your complaints." So the issue is still there and they are trying to get over that.

Locale Distinction

This multi-locale study also analyzes the websites of different provinces, which helps to understand how cultural tourism is managed in different locales. Lahore is considered the country's cultural hub and it has been seen that this city is promoted and managed better than other cities. The tourists are more satisfied with the services of this city, and the respondents who visited on the TDCP sightseeing bus were satisfied with the service. One of the respondents believes it is better than many bus services in other countries. The staff is very cooperative. They take the visitors' queries seriously and try to solve them. The guides on the bus have information about the city and try to engage all the visitors. Plus, the song about Lahore is also played on the bus. The public toilet facility is also available there, and they are also clean compared to many other sites. Some respondents from other cities also mentioned that some sites in Lahore are maintained better than others. However, these better results are because this city gets more attention from management officials than other cities. There are different organizations for management and maintenance, such as the Department of Archaeology and Museum for museums and archaeological sites, and the Walled City Authority is responsible for the management of some sites in the Walled City of Lahore. Even on the TDCP website, the focus on this city is evident. Well, this does not mean that the management of this city is perfect; there are so many issues and challenges of collaborations, community involvement, funding, misallocation of funds, legal issues, marketing, carrying capacity, and some issues of infrastructure and inadequate services. Some World Heritage Sites such as Taxila Museum, Takht-i-Bahi, and Rohtas Fort have some common issues. Facilities such as restaurants, toilets, and playing zones for children are not available; if they are available, they are not in good condition. The Archaeology and Museum Department manages all these sites, and they have hired some site attendants to look after the place. These site attendants are always present; some work as tour guides. Among all the sites, site attendants at Takht-i-Bahi are doing well. While at Takht-i-Bahi and Taxila Museum, there are more than five site attendants, at Rohtas Fort, there is only one who does not work as 181 a tour guide, although it is a bigger place and needs more staff to take care of this large fort. On the one hand, where site attendants are doing their job properly, on the other, the other employees on the highest posts remain unavailable; either they do not come to offices, or if they do, they leave early. As Taxila Museum is a small place compared to others and an enclosed site, the issue of suffocation and carrying capacity is more severe there. Hence, there is a need to take some hard measures such as marketing, de-marketing, pricing, limiting excessive parking, and the number of visitors. So, the incorporation of some Carrying Capacity models is necessary.

Sirkap is another site near the Taxila Museum where there are issues with public toilets and restaurants.

Conceptual Framework

Some of these concepts are linked with each other, and those links are shown through arrows. Funding is a big challenge, and many issues arise because of lack of funds; this is shown by the arrows emerging from funding towards some other concepts. Those concepts caused by funding are inadequate services, infrastructure, collaboration, accessibility, and marketing and visitor management. Furthermore, the double arrow between understanding and mindset shows that both concepts have a two-way relationship as both concepts go side by side. A person's mindset depends on how he/she understands phenomena while he/she understands according to their mindset. Another arrow linked safety with the negative image; this showed their one-way link that safety issues are the reason for the country's negative image. The issue of collaboration is also related to the issue of community involvement, as communities are ignored during collaboration.
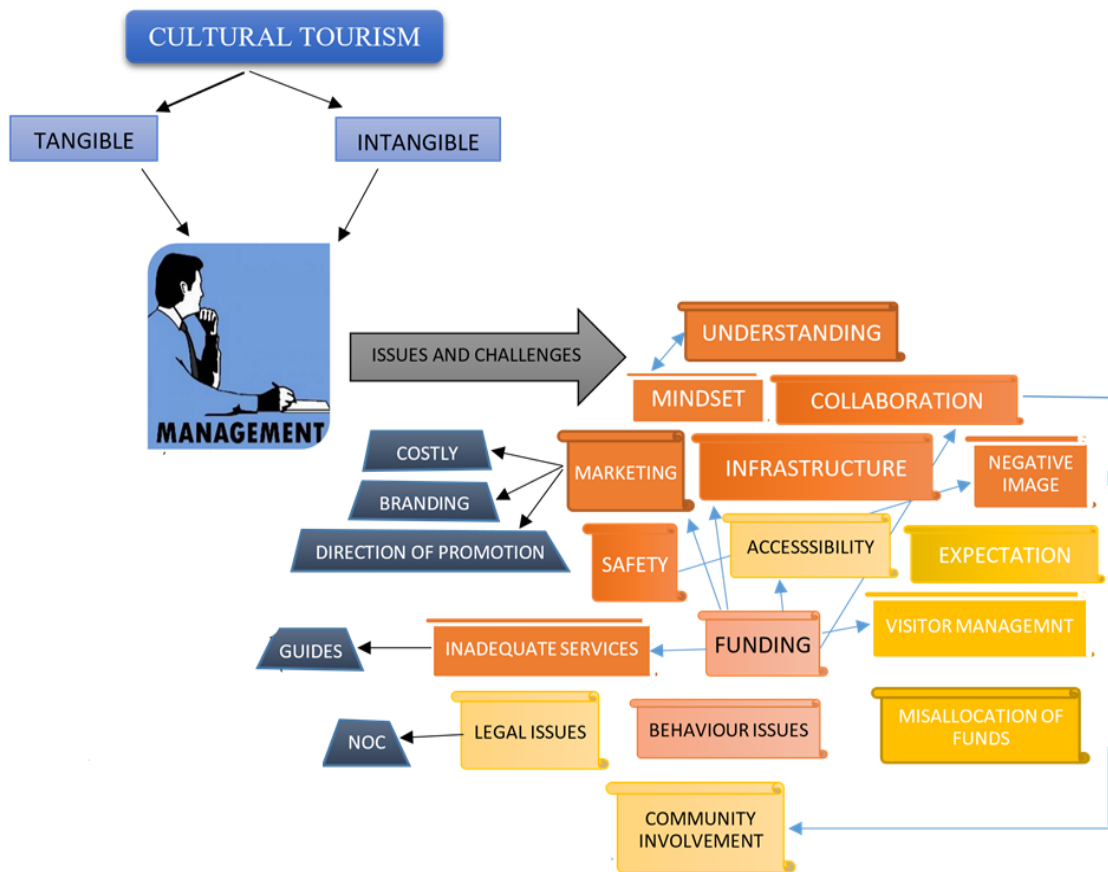
Conclusion

Management of any destination is an essential element that comes before marketing. In Pakistan, it has not been given priority, which has resulted in many issues. The results show that although communities are an integral part and the ones who make the culture, they will only get involved in this management in some context, and those are also exceptional cases. The findings also revealed that many challenges and issues the organizations and destinations face are similar, such as lack of funding and coordination. In contrast, some issues, like inadequate services, are more common in other destinations than in Lahore. Lahore is a place where management is more satisfactory than in other places. In terms of caretaking, the site attendant at Takht-i Bahi is doing a great job. As the results

come up with many issues and challenges, the state should take it seriously and plan its strategies properly.

Recommendations

The management system can be progressive by considering some of the recommendations. Everyone has acknowledged the country's rich culture, but now, they should also make cultural tourism their priority. Although all these organizations work for cultural tourism, there should be separate organizations that aim to prosper cultural tourism in the country. Moreover, the role of some organizations should be restructured. The culture of awareness and campaigns must be incorporated more to make this known. Cultural tourism should be added as a course in academics and should be taught to students in Universities. Management can improve by establishing destination management organizations in every destination. All indigenous cultures should be recognized, respected, and integrated into tourism. The involvement of communities in the NTCB board and at the provincial level and their decision-making power can make a big difference. There should be trained local guides at every destination. Furthermore, the focus should be more on responsible tourism as it helps tackle socio-cultural, environmental, and economic issues. It also encourages community participation. After all is done, branding should be used as a marketing strategy to make these sites recognized worldwide.

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