Managing Cultural Tourism in Pakistan: Issues and Challenges

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CERTIFICATE

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DEDICATION

This thesis is dedicated to my parents and my siblings.

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Whatever I accomplished in my life, it's all because of the countless blessings of Almighty Allah. I am also grateful to Him that He blessed me with so many supportive people. My supervisor is one of those who gave me endless support right from the beginning. He always guided me and encouraged me to do what is of my interest. Furthermore, he always provided me the confidence which helped me to keep going and be dedicated to my work. I feel so privileged to work under his supervision. I also want to express my thanks to all my worthy teachers who pass on their knowledge and wisdom to me.

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<div align="right">Ayesha Waheed</div>

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List of Abbreviations

CBT	Community Based Tourism
CDA	Critical Discourse Analysis
CRS	Computer Reservation System
ICT	Information AND Communication Technologies
ITHM	Institute of Tourism & Hotel Management
MDA	Multimodal Discourse Analysis
MOU	memorandum of understanding
NGO's	Non-Governmental Organizations
NOC	No Objection Certificate
NTCB	National Tourism Corporation Board
PATO	Pakistan Association of Tour Operators
PIATR	Pakistan Institute of Archaeological Training and Research
PTDC	Pakistan Tourism Development Corporation
STDC	Sindh Tourism Development Corporation
STFP	Sustainable Tourism Foundation Pakistan
TCKP	Tourism Corporation Khyber Pakhtunkhwa
TDCP	Tourism Development Corporation Pakistan
TOR	Terms of reference
UDC	Unit of Data Collection
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations International Children's Emergency Fund
WAPDA	Water and Power Development Authority
WTO	World Tourism Organization

ABSTRACT

Management of cultural tourism plays a vital role in providing tourism the space to flourish socio-economically, which is need of the time. This study at first takes a look into the existing management structure of this sector, then highlights some issues and challenges. Furthermore, it also assesses the role of E-Governance in the management of this sector with the focus to analyze how the management has been done and how to make it better. For this purpose observation and fifty unstructured and semi-structured interviews have been done and thematic analysis has been 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. Moreover, Multimodal Discourse Analysis has been done of eight prevalent Pakistani tourism websites and then a comparison has been done of these with three tourism websites of other countries to check the effectiveness of E-Governance in this regard. The results show that there is no such management structure for cultural tourism, whatever management is there for tourism is improper. This is justified by the long list of issues and challenges faced by this sector. The websites are also not so effective because of their content, technical incompetence and also lack of accessibility and usability of these websites in this country. Some recommendations have also been provided at the end of this study to help the stakeholders and policymakers.

Keywords: Management, Cultural Tourism, E-Governance, Multimodal Discourse Analysis, Issues, Challenges.

CHAPTER # 1

INTRODUCTION

The element of culture in tourism was always there but cultural tourism is still struggling to get a status of separate discipline in some countries. Adair (1982) said "Culture, like God and politics, is everywhere", and this implies that it is also present in tourism too. 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 the employment opportunities, the foreign exchange receipts, other economic sectors development, and infrastructural developments. Specifically, in the socio-cultural context, it assists in preserving the 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 which unfortunately this country lacked for a long time but now some efforts have been started.

Pakistan is a culturally enriched country and its most important cultural element is its geography which is the juncture of South Asia, Central Asia, and 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 Mohenjodaro and recently discovered Meherghar, Panja Sahib and Ranjeet Singh's Sikh contribution, all these are admired by Hindu heritage such as Katas temples and Rohtas Fort.

Rana (2015) highlights that the nature of the tourism industry is very fragile and uncertain. In Pakistan, there are multiple kind of barriers in tourism industry which includes; missing tourism management body at the state level, security and safety issues, difficulty in visa

issuance, dearth of inter-departmental coordination, dearth of private investment in tourism sector, dearth 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 been suffering from a chain of unplanned shuffles.

The absence of proper management is one of the hindrances for growth in the tourism industry. However, benefits can be obtained from tourism if it is managed appropriately (Smith, 2003). For the management of cultural heritage in protected areas, managers must know the cultural values of their landscapes and safeguard those management regimes, protect and boost both the intangible expression of these values and their physical evidence. But 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 modeling, hence this will result in losing the main essence of those cultural resources easily. Hence whenever the strategies about these are in the process the concept of vulnerability should be kept in mind so that it will not demoralize or damage the cultural resources (Hong-Gang and Woi, 2001). In local communities, values keep on changing so keeping that in mind management strategies should be formed. Cultural associations must be upheld to keep the associative values intact. 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 just help as a facilitator. In reality, it is subject to many constraints such as lack of funding, interest, perpetuity. Moreover, Good Governance in developing countries like Pakistan always remains

questionable. Pakistan Tourism Development Corporation (PTDC) is a governmental organization and its purpose is to promote tourism but recently a decision has been made by the officials 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. Pakistan's government in the past few years along with the collaboration of many non-governmental organizations (NGO's) launched different projects to harness cultural tourism.

Communities are also responsible for protecting their cultural values. Bramwell and Sharman (2000) also point out that unless local people directly participate in planning, implementation, and regulation of tourism, it can never rebound to its interest. Sharpley (2006) when looking at tourism and culture identified two key issues to focus on the tourist-host relationship and socio-cultural impact of tourism.

In tourism literature issues of authenticity have been debated for so long, but there is also a need for an inclusive approach towards harnessing cultural assets for promoting development. This implies that assuring the participation of local cultural institutions, and marginalized groups such as women in community mobilization and implementation of government programs are 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.

Morrison (2010) specified the era of 1995 to present as an era of online marketing. Therefore websites are an integral part to promote the culture of the region and paving the path for international tourism by depicting a good image. Hence, a multimodal discourse analysis of the website is necessary to know is it doing what it intended to do. So this study takes up a thorough insight into the management structure ongoing in Pakistan and the issues related to this with technological fusion.

1.1 Statement of Problem

This country is enriched with cultural assets both tangible and intangible which can be helpful to attract tourists. Cultural tourism along with positive has many negative impacts too. Modernization and globalization make it more complicated bringing commodification, acculturation endangering the authenticity of cultural sites. Hence, the management of cultural tourism is essential to acquire the benefits extensively. To get rid of these issues proper management is essential. This study takes a look at how the stakeholders are managing this particular segment of the tourism industry. The government is the main agent in managing cultural tourism as they have been seen as solely responsible for this but it also lacks good governance. The other non-government organizations are doing a little work but the role of community in management is being neglected, however, community involvement is necessary. Furthermore, there is a lack of collaboration among them and other cultural organizations. Considering all that it seems that Pakistan failed in this regard as its management system is not up to the mark.

For a better management plan, at first, it is necessary to point out the issues where this study is aiming to help. This research work tends to point out some existing management issues and challenges. Once policymakers and all the stakeholders become aware of the issues and challenges there are more chances of improvement of the management system. Another aspect hindering the management is cultural tourism being neglected for so long, once stakeholders knew its importance they make its management their priority. Marketing is one of the media to assist in indorsing cultural tourism. As technological advancement is keeping pace and taking over every sector so it also enters the world of tourism and governance. E-Governance is considered to help government and other stakeholders to preserve cultural heritage and promote cultural tourism domestically and internationally. It is important to see either developing countries like Pakistan progressively utilizing this service or not. Websites are the one way to

promote the culture of Pakistan using technology. This study is set to analyze the efficacy of information and communication technologies (ICT). Hence, the multimodal discourse analysis of websites promoting tourism aims to provide deeper insight into the efforts put forth by the country to foster cultural tourism.

1.2 Research Problem

Considering the statement of the problem, the research problem of this study is taking a look into the issues and challenges in the management of cultural tourism and analyzing the effectiveness of ICT in handling these issues and challenges in Pakistan. The research problem has further been operationalized into the following research questions and research objectives for better understanding.

1.3 Research Questions

This study intends to answer the following research question:

➢ What kind of structure is employed in Pakistan for managing cultural tourism?

➢ What sort of issues and challenges come in the way of stakeholders for operationalizing better management?

➢ How efficient e-governance is in managing cultural tourism and overcoming the existing issues?

1.4. Research Objectives

The research objectives are as follows:

➢ To evaluate the existing management structure of cultural tourism in Pakistan.

➢ To examine the issues and challenges regarding the management upheld by stakeholders.

➢ To analyze the efficiency of e-governance in managing cultural tourism.

1.5 Explanation of Key Terms

Every key term has more than one explanation because of diversity and its connection with different disciplines. So here some of the explanations are given with the one which is more related to this research.

1.5.1. Management

According to George R. Terry (1971), "Management is a process consisting of planning, organizing, actuating and controlling, utilizing in each both science and arts, performed to determine and accomplish the objectives by the use of people and resources".

Mary Cushing Nile (1956), "Good management, or scientific management, achieve a social objective with the best use of human and material energy and time, and with satisfaction for the participants and the public".

Destination management aims to involve and put to work together with all the stakeholders at the destination towards a common goal: to plan and develop the destination product efficiently and sustainably, that is favoring socio-economic progress, ensuring environmental preservation, and satisfying tourists' needs and expectations when they visit the destination.

This study takes up the definition of George R. Terry (1971) and the last one throughout this work as all the elements mentioned by him are necessary for managing cultural tourism either heritage, art or place specific.

1.5.2. Cultural Tourism

Cultural tourism, arguably, is regarded as the original form of tourism that has its roots in the Grand Tour originated in the 16th century in Britain; (Hibbert, 1969, Feifer, 1985).

Ashworth (1995) categorized three definitions of culture related to tourism. The first and simplest one is Art Tourism, mostly related to art and artistic products and performance; i.e.,

theater, ballet, concert, festivals, museums, and opera performances. The second one is Heritage Tourism most manifested in a mix of preserved buildings, conserved cityscapes and morphological patterns, as well as places associated with historical events and personalities. The last and the most general of the three definitions of culture is Place-specific Tourism which means that culture can be defined as the common set of values, attitudes and thus behavior of a social group.

World Tourism Organization (WTO) has two definitions of cultural tourism. In the narrow sense, cultural tourism includes "Movements of persons for essentially cultural motivations such as study tours, performing arts and cultural tours, travel to festivals and other cultural events, visits to sites and monuments, travel to study nature, folklore or art, and pilgrimages." In the broader sense, it is defined as "All movements of persons, because they satisfy the human need for diversity, tending to raise the cultural level of the individual and giving rise".

This research work takes up the definition of the World Bank as it incorporates the movement of a person for cultural motivation considering both tangible and intangible culture.

1.5.3. Marketing

According to Philip Kotler "Marketing is the analyzing, organizing, planning and controlling of the firm's customer impinging resources, policies, and activities to satisfy the needs and wants of chosen customer groups at a profit".

For Alan Jefferson, "Marketing is....common sense applied to a coordinating function. Marketing is concerned with research which is the foundation for organized planning. Marketing is concerned with production and pricing and promotion, and not least 'profits'".

This research used the definition of Jefferson as according to them it is concerned with the production, pricing and promotion and this study also focus on these three Ps of marketing.

1.5.4. E-Governance

"E-governance comprises the use of information and communication technologies (ICTs) to support public services, government administration, democratic processes, and relationships among citizens, civil society, the private sector, and the state."(Dawes, 2008).

Frank and Regina (2012) proposed a different definition of e-governance. E-Governance is the use of information and communication technologies (ICTs) in government in ways that either alter governance structures or processes, create new governance structures or processes that were heretofore not possible without ICT and/or reify heretofore theoretical ideas or issues in normative governance. The first two of these relate to structural governance; the third relates to normative Governance.

Marche and McNiven (2003) " . . . a technology-mediated relationship between citizens and their governments from the perspective of potential electronic deliberation over civic communication, over policy evolution and in democratic expressions of a citizen will."

The definition of Dawes suits this research best as I also intend to know how ICT is supporting the organizations and states to promote tourism.

1.5.5. Issues

According to Collins dictionary issue is something you considered to be the most important part of the situation that people are arguing and discussing.

According to the Macmillan dictionary, it is a problem that needs to be considered.

The issue is a problem frequently discussed by people and needs to be deliberated as soon as possible.

1.5.6. Challenges

According to Macmillan dictionary challenge is something that needs a lot of skill, energy, and determination to deal with or achieve, especially something you have never done before and will enjoy doing.

According to the Cambridge English Dictionary, it is something that needs great mental or physical effort to be done successfully and therefore tests a person's ability.

Hence the challenge is a little difficult to do as it needs great effort to achieve something.

1.6 Units of Data Collection

A unit of data collection (UDC) helps the researcher to acquire pertinent information about his/her research. UDC can be any entity either a person, process, article or group of people. The data is gathered from different stakeholders working for tourism management. Following are the units of data collection of this study:

1.6.1. Documents (UDC 1)

UDC 1 includes books, chapters, journal articles, reports, governmental and semi-governmental publications, earlier research and news articles.

1.6.2. Officials of Governmental Organization (UDC 2)

UDC 2 includes officials of governmental organizations working for the management of cultural tourism such as management of Pakistan Tourism Development Corporation (PTDC), Tourism Development Cooperation of Pakistan (TDCP), Walled City of Lahore, Lok Versa and Lahore Heritage Museum.

1.6.3. Officials of Non-Governmental Organizations (UDC 3)

UDC 3 comprise of officials of non-governmental organizations involved in managing cultural tourism like officials of Sustainable Tourism Foundation Pakistan (STFP).

1.6.4. Communities (UDC 4)

UDC 4 is the local communities who are affected by and are making an impact on tourism, hence, are necessary to be involved in the management of cultural tourism. These are the locals living near Rohtas Fort, Lahore Food Street, and Takht-i-bahi. The locals of these streets have been selected as UDC because they are living near the destination and have more chances of having an impact on tourism.

1.6.5. Tour Operators (UDC 5)

UDC 5 includes some of the tour operators. In this study, the data has been gathered from the tour operators of Islamabad and Lahore. From Islamabad, the management of Saiyah Travels, from Lahore, the management of Karavan Leaders and Adil Lahori Club have been interviewed. Saiyah Travels and Adil Lahori Club were selected based on their noticeable work for cultural tourism and Karavan Leaders as being the oldest tour operator company and the management being the part of the Pakistan Association of Tour Operators (PATO).

1.6.6. Tourists (UDC 6)

UDC 6 are the tourists visiting the management destination either the cultural site or attending cultural event or festival. The tourists from all the sites have been included to gather data. The collected data is useful in gaining an insight into the fact that either the prevailing management is satisfactory or not.

1.6.7. Tourism Websites (UDC 7)

UDC 7 are tourism websites. Different tourism websites by different organizations are used for promoting cultural tourism. The data of some of them have been analyzed to get an idea of the effectiveness of this marketing tool and issues related to them.

1.7 Organization of the Study

The organization of the study provides a brief overview of the whole thesis. This thesis is structured as follows: the first chapter includes the introduction, statement of the problem, research questions, research objectives, key term and unit of data collection. The second chapter covers the literature review and the conceptual framework. The methods, methodology, and locale of the research are then discussed in the third chapter. The fourth chapter comprehends the findings of the study that are mentioned in different themes. Then the fifth chapter takes on the multimodal analysis of some websites and in this chapter, their comparison has also been done with some tourism websites of other countries. Chapter six then generally discussed all the main things of the study. It also concludes the thesis with some recommendations, significance, and limitations of the study.

CHAPTER 2

REVIEW OF LITERATURE

The literature review provides a general overview of the research subject, helps to determine problems in existing work and give new ideas. It will help in bringing clarity to the research problem, improving methodology, broadening knowledge base and contextualizing findings. For getting a better understanding of prior relevant research and recent trends reviewing literature critically is important. This literature review takes up the deductive approach and subdivided it into a theoretical and conceptual framework. Major themes reviewed are cultural assets, management system, site, and visitor management, government's role and organization nexus, community involvement, marketing strategies, e-governance role in promotion.

2.1. Cultural Assets

Culture is perceived as a key asset in fostering tourism and bringing development in this sector (Mousavi et.al., 2016). It is a very complex and misunderstood phenomenon perceived to be a whole way of life of an individual, group or society covering their heritage, traditions, arts and the lives and interests of ordinary people (Williams, 1958). Traditionally cultural tourism was just seen as something related to heritage although (Ashworth, 1995) defined cultural tourism as a combination of heritage, art, and place-specific tourism, however, for most of them, it is just comprised of heritage and art (Zeppel and Hall, 1992). This type of tourism rooted in a grand tour, a period of 1600 to 1800.

Tourism offers the means to promote tangible, intangible and natural cultural assets. Cultural assets can be either material, immaterial, emotional or spiritual. These can be historic places, sites, concert halls, galleries, stadiums, parks, and gardens. Intangible cultural assets include artifacts, skill, instruments, expressions, practices. Climate itself is a cultural asset if it is

encouraging communal activities. Some stories attached to people and places also have cultural value.

Pakistan is a culturally diverse country with many tangible, intangible and natural cultural assets. Some of the heritage sites regarded as tangible are listed in World Heritage List: archaeological ruins of Moenjodaro, Buddhist Ruins at Takht-e-Bahi and City Remains at Sahr-e-Bahlol and Taxila enlisted in 1980, Lahore Fort, Shalimar Gardens and Historic Monuments of Thatta enlisted in 1981 while Rohtas Fort in 1997.

South Punjab is the region having a rich culture with vast tangible and intangible heritage as it is a land of legends, Sufis and myth. The tangible cultural assets of this region are ancient archeological sites, medieval forts, walled towns, public institutional buildings, palaces and the walled city of Multan. While intangible cultural assets are oral poetic, literary traditions, folklore, music, dance, customs, melodious language, crafts.

This National Database of Pakistan's Cultural Assets has been launched in 2011 by the National Institute of Folk and Traditional Heritage in association with the Ministry of Information and Broadcasting and UNESCO. This project has been launched to identify and collect the database of cultural assets across Pakistan which is now made wholly operational and being upheld by the core team trained within the framework of the Cultural Mapping Project.

Many attempts have been made with the provision and assistance of key donors like UNESCO to preserve the cultural heritage contained by the country, these efforts have remained fragmented, and lack an integrated approach about promoting a holistic conception of cultural heritage within the country. Furthermore, in 2000 a Tourism Master Plan was prepared for Pakistan indicating that only 13% of international arrivals into Pakistan could be considered as tourists. This Plan also demonstrated how an increase in the number of business/cultural

tourists can augment job creation at different levels of the tourism service industry, but this plan needs to be updated (GoP, 2004).

It is also important to recognize that cultural tourism in Pakistan is characterized by a lack of effective interaction between the custodians of cultural heritage and the tourism industry. Although the PTDC and TDCP promote heritage and World Heritage Sites, they do so often without the involvement of relevant agencies active in cultural heritage management, such as the Archaeology departments (UNDP and UNESCO, 2004).

Up till now, little attention has been given to intangible culture. It has faced inadequate research and documentation of intangible heritage, limited funding and inadequate policy frameworks for its conservation. It can also erode traditional knowledge and practices. Mainly this is because although living culture is mostly embodied in intangible culture it has been ignored and all efforts are done to impose a common agenda at cost of disregarding rich cultural diversity (UNESCO, 2011). Moreover, copyright infringement of all aspects of intangible heritage is widespread, as free copying of music, film and all kinds of software prevailed throughout Pakistan. Hence, authenticity becomes a key issue, especially when rituals are performed in isolation from their traditional context. However, 'staged authenticity' in the form of displaced ceremonies, activities and events has become widespread. Although the authenticity of the tourist experience is of some importance, it is more crucial to ensure that local communities feel comfortable with their role as performers and entertainers.

2.2. Management System

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 protecting it for survival. However, Lickorish and Jenkins (1997) were of the view 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 the time is to recognize them and trying to find solutions. Protecting cultural heritage is very important as the culture is being sacrificed for the 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 behavior known as cultural drift which is a phenotypic change. On the other hand, acculturation is a genotypic change which unlike cultural drift is not just for a particular time rather passed from one generation to next. Smith (2003) along with cultural drift and acculturation mentioned commodification as another possible impact of tourism on culture. The author made it clear that the destination management plan is important as unplanned destination management leads to an overall 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 as one of the high priority sectors for the county. In the post-soviet period, Russia concentrates on putting all its effort into tourism development, for that they started with 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, universities involved in tourism that helped public and private organizations. After 2010 using the cluster approach for developing the regional tourism administrations favor public-private partnership agreements for sustainable tourism development projects. The main challenges they faced 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

increase 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 out many flaws in the existing system. Pakistan lacks even considering tourism important for the development of the country. He recommends bringing education about tourism or academic value, public-private sector collaboration, aggressive marketing, awareness campaigns. Some of the management issues faced by Takht-e-Bhai are custodianship, enforcement of legal protection, staffing, training. The same management issues have been faced by Shalimar Garden along with the issues in funding (UNESCO, 2006).

2.3. Site and Visitor Management

Visitor management rooted in outdoor recreation management practiced to balance out the needs of tourists, the local community, the place, and other stakeholders at the site. It is to manage the visitor's actions to safeguard vulnerable environments, but it is 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 hard 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 behavior through code of conduct, marketing and de-marketing, information

provision, interpretation, on the ground advice. At the second level, management can be done by redistributing demand through marketing, signage, and zoning. These two are mostly applicable for open sites. At the third level, rationing demand will be helpful through time-tickets, limited car parking, permits/advance booking, guided tours, pricing, 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 recreation opportunity spectrum determining threshold level of use, carrying capacity model imposing the maximum number of visitors at a time, 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, values–threats framework.

High numbers of visitors can have an impact on built heritage, which can be ameliorated in several ways. According to Buttler (1998) implementation of 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 objective, but even if 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, the implementation of carrying capacity does not guarantee the preservation of local culture, it can be effective if applied with other policies to help locals in preserving and constructing their living culture (Hong-Gang and Wao, 2001).

2.4. Government's Role and the Organizations Nexus

Lickorish and Jenkins (1997) concerned with describing the government's role in establishing and promoting tourism. It is evident that its role is important but in different countries its way

of practice is different. The role of government as compared to other agents does not prove to be much positive. Its main role is to create favorable conditions and to guarantee safety and freedom for travel and trade. Technological change and privatization withdraw the government from trade and promoting tourism but this withdrawal may have some negative impacts along with positive ones. So its major role is as a 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 approving 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. Providing financial assistance, establishing favorable conditions for growth, promotion of national destinations in foreign countries and at the local level, provision of statistics, economic, technical information, and support all are the responsibility of the state. 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 researcher sees government as state and hence for them it is government responsibility to make policies. However, the government not always have full access to the impact of tourism that is why sometimes international and national tourism organizations also intervene but not an integral unit. As we know organizations are comprised of people and they interact regularly, and 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 is required between public-private sectors

2.5. Community Involvement

Aref et.al (2010) stated that local communities are an integral and important part of tourism industry development. Fellin (2001) considered community as a social unit having a common place, interest, identification or the amalgamation of all these characteristics and defined local communities as social systems comprising of 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 decisions and actions. (Alexander, 2008). Local people are the primary source of information on the value of their heritage and hence for effective protection of indigenous heritage values, their active participation is integral in identification, assessment, and management.

One of the early work on community approach for tourism is by (Murphy, 1985), he emphasized on communities role for planning as for him planning should be extended down to 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 to 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. Strategies must be developed by local communities for receiving and interacting

with tourists as well as to exhibit 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 peoples and communities who are being presented, represented and misrepresented. If guides belong to the community in which the tourism activities are taking place, their insider positionality at least gives them the advantage of knowing what the cultural sensibilities are (Salazar, 2012).

An issue to look at in the case of communities is a host-guest relationship. 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, the development of tourism is community-based but at this stage, participatory planning is not a fundamental solution there. As both local people and tourism developers obtained economic benefits, tourism development focus turns from protecting cultural uniqueness to 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, heavy reliance on external funding. Moreover, that place lacks the capacity among Gaing'O Community Trust Board and Staff. Technical Advisory Committee Members also have limited capacity and their involvement in cultural tourism is also unsatisfactory.

2.6. Marketing Strategies

In this modern travel, marketing become a predominant factor. Modern marketing practices were used by Victorians and they were broachers, posters, guidebooks, and media. Morrison (2010) stated the evolution of marketing as an era of 1920-30 being production-oriented, 1930-50 as sales-oriented, 1950-60 as marketing department, 1960-70 as a marketing company, 1970 to present societal marketing and 1995 to present online marketing. Sharpley (2006) explained traditional marketing mixes in the form of four P's: price, product, place, and promotion. However, three further P's are necessary people, process and physical evidence.

The travel trade is the smallest sector with playing a minor role in the domestic market. It comprises of two interdependent sectors: tour operators and travel agents, and they are the enablers and promoters of tourism products. Thomas Cook is the first tour operator. For control and profit from the market, the UK adopted a strategy of vertical integration for package holidays. Tourist boards are also an important promoter as they create and implement advertising campaigns, make available information literature through promotion and organize training courses.

Seasonality which is a major problem is also seen as a marketing challenge these days. Weekend breaks, traffic trends in former off-season months, senior citizen movement with new marketing skills and approaches can overcome these problems. Europe gets affected by three recessions and takes longer in recovering. It is also characterized by different market segments. Marketing became more important there that is why seasonality was tackled by considering as a marketing challenge.

 According to Middleton market planning is of two types: strategic and tactical. Strategic planning includes goals and objectives, image and positioning, budgeting, programing while tactical planning includes objectives, mix and budgets, action program, evaluation and control.

The marketing cycle directs movement from longer strategic planning to shorter tactical planning. Marketing focuses also shifts from national to commercial. Hence four best options in this regard are market penetration, market development, product development, and diversification. If cultural heritage assets are effectively marketed they can lead to the restoration of historic cities, along with that resources can be generated for economic and social development by protecting natural heritage (UNESCO, 2000).

One of the major strategies is promotion, a site being registered in world cultural heritage directory can promote tourism. Brochures should be made available for site visitors so that they will not cause a litter problem. A resource center could also be made at the site, where visitors could have access to relevant information about the site's history and cultural significance. Links to social media sites should be exhibited for those who want to link with other people and blog about their experiences.

Pritchard and Morgan (2005) stated that in the contemporary world future-oriented travel is not restricted to guidebooks, brochures, travel guides and websites available to tourists shape their expectations long before they arrive at their destination. Thus those texts representing the local life become codified and authorized descriptions of local culture and history.

2.7. E Governance Role in Promotion

Some analysts have even suggested that ICT changes the very rules of tourism with industry influential adopting new managerial and strategic best practices (Poon, 1993). The adoption and development of ICT especially the internet influence structure, performance and impact of the tourism industry, in information management and flows, shaping consumer behavior, new product development, small and medium tourism enterprises, disintermediation, labor security, training and skills, planning and participation.

ICT has had a major impact on the ability of tourism operators to reach the marketplace, and perhaps avoid the intermediaries that exist between their product and the consumer. Computer Reservation System (CRS) is a tool that has been historically dominated by how travel professionals gather and pass on information about destinations. Nowadays CRS is also increasingly using the web as a border with travel agents and consumers.

With internal content and links, websites also provide more comprehensive information. Websites can be particularly important in improving the match between tourism and the surrounding economy. The internet has several features that make it an important alternative to traditional marketing approaches (Loader, Hague, and Eagle 2000; Lawrence et al. 2002). These features are following: websites are flexible, their content can be changed easily; internet sites provide an international presence; the internet can make customer relations easier and more individualized; the net decentralizes and democratizes access to the customer; customers can make easier decisions with more precise product information and book online; there are cost savings in distribution, service, marketing, and promotion; numbers of internet users are growing rapidly; their socioeconomic profile is important to communities seeking to attract high-yield, low-impact visitors; partnerships between tourism agencies can be nurtured more easily; websites have the potential to facilitate networks.

Russia also incorporated ICT for promoting tourism from the last five years. For that, they have started two projects Living map of Russia and My Museum. The former project is providing information about Russia's map and the objective of the latter project is to implement cultural object integration in the tourism industry. The information about name and concept of the culture and art institution, Location (accurate address with geo-localization and possibility to generate public transportation routes), Creative description and visual representation of the main artifacts; List of available tourist services, Event schedule, User feedback (tourist blog), The 'best sights of the week' rating of museums are available there.

Small-business owners are often intimidated by the "hidden costs" of ICT adoption, such as training and upgrading software. They are also wary of time commitments and the problems of relying on external expertise. The initial cost is in website design, which requires some technical expertise that is often hard to find in peripheral developing nations (UNDP, 2001). Indeed it is the lack of understanding between web-developers and tourism operators that are a factor in poor website performance in some settings (Milne and Mason 2001).

Castells (2000) argues that traditional sources of exclusion are duplicated on the internet. The challenge, therefore, becomes one of ensuring equality of access while at the same time tackling the consequences of marginalization and underdevelopment. Most websites remain as little more than "virtual brochures" with limited interactivity and e-commerce, and few links to other elements of the local tourism product. They will still have to rely on a mixed array of tools, both traditional and new, and on the continued willingness of consumers to embrace the internet as a travel-shopping and information gathering tool (Morgan and Pritchard 2000).

In the context of Pakistan, there is very little literature on cultural tourism and when it comes to management there is not a single study. A little work is done on the management of tourism broadly, one of that work is of (Baloch, 2007) who worked on the management of tourism industry in Pakistan taking Chitral Valley as a case study. Rasul and Manandhar (2009) point out some of the problems in promoting tourism in South Asia in their study. They found out that complicated travel procedures, poor travel facilities, inadequate infrastructure, poor quality of management and services, safety and security, negative image of the region and along with that inadequate political commitment and bureaucratic meandering made it difficult for several organizations to promote the tourism industry. Pakistan is also facing the issue of representation as Iqbal Muhammad Iqbal president of the Baltistan Association of Adventure Tour Operators wrote that in a letter to the prime minister that they were not been given representation in a recently formed National Tourism Coordination Board (NTCB).

Arshad et.al. (2018) stated that Pakistan offers all types of attractions but is not able to grow as a tourism industry. They mentioned many snags of tourism industry: absence of tourism body at federal level, low precedence to the tourism sector, safeguard of tourists, difficulty in acquiring visas, poor coordination among departments, want of private sector investment, impotence of tourism institutions, absence of criteria and certifications, lack of proper marketing and promotion, negative image of country, inadequate usage of IT for tourism promotion, ineffective involvement in global tourism fairs, dilapidated tourism infrastructure and lack of human resource development.

Some problems and issues have been pointed out by the above-mentioned scholars but there is a need to work more on this topic by not only sticking to just tourism. Hence this study is providing literature on the management of cultural tourism in Pakistan as there is not a single study on cultural tourism in this regard because of negligence and not considering it as a priority.

2.8. Conceptual Framework

This conceptual framework is based on the literature review. Cultural tourism is a broad area, a subtype of the tourism industry which refers to the movement of persons for essentially cultural motivations tending to raise the cultural value of the individual rise. This is being categorized into tangible and intangible. Tangible cultural tourism is linked with heritage and refers to physical artifacts produced, maintained and transmitted intergenerationally in a society. It includes artistic creations, built heritage such as buildings and monuments, and other physical or tangible products of human creativity that are invested with cultural significance in society. On the other hand, intangible cultural tourism encompasses art and place-specific tourism. UNESCO (2003) explained Intangible Cultural Heritage as the practices, representations, expressions, knowledge, skills as well as the instruments, objects, artifacts and cultural spaces associated therewith that communities, groups and, in some cases, individuals

recognize as part of their Cultural Heritage. These three concepts heritage, art and place-specific are being borrowed from (Ashworth, 1995). Ashworth (1995) defined heritage tourism as the one most manifested as a fusion of preserved buildings, conserved cityscapes and morphological patterns as well as places associated with historical places and personalities. In his views art tourism is related to art, artistic products, and performances while referring to place specific tourism culture can be defined as the common set of values, attitudes and thus behavior of a social group.

Management of all these terms is necessary. Management is a process of planning, organizing, actuating, and controlling, performed to determine and accomplish the objectives with the help of people and resources. Four of the concepts related to the management of cultural tourism or need management are cultural assets, cultural heritage products, visitors and marketing. The concept of the cultural asset has been borrowed by (Mousavi et.al. 2016), while visitor management and marketing have been taken from (Sharpley, 2006). When it comes to visitor management one of the main issues to consider is of carrying capacity (Buttler, 1998). Carrying capacity refers to the maximum number of individuals that can be supported by an environment without endangering the ecosystem. In the case of marketing, some of the main issues are seasonality, integration and staged authenticity.

Three key stakeholders playing a necessary role in the management of cultural tourism are government, non-governmental organization (Lickorish and Jenkins, 1997), and communities (Alexander, 2008). A government is a group of individuals in authority to govern a country or state. A non-governmental organization is a non-profit institution organized on a local, national or international level by a voluntary association of individuals or groups independent of governments. Community is a social unit having commonplace, interest, identification or the amalgamation of all these characteristics and defined local communities as social systems
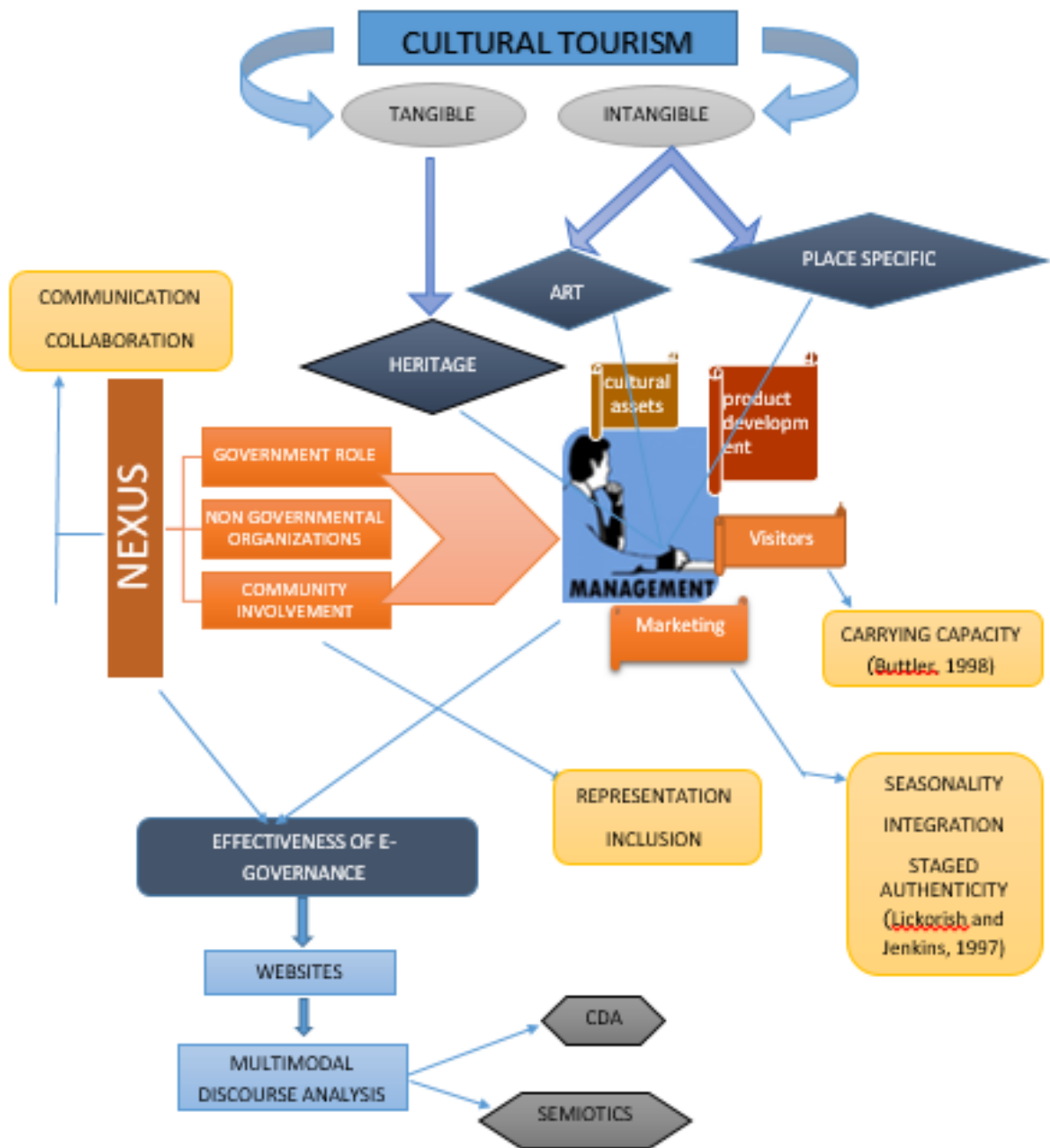
Figure 1: Diagrammatic Representation of Conceptual Framework

comprising of families, groups and organizations (Fellin, 2001). Representation and inclusion are the main challenges in community involvement. Furthermore, for better management a nexus between all these stakeholders is essential, communication and collaboration are the main hindrances in this aspect.

E-governance comprises the use of ICT to support public services, government administration, democratic processes, and relationships among citizens, civil society, the private sector, and the state (Dawes, 2008). Effectiveness of E-governance is looking into how ICT is helpful in all the above-mentioned concepts. Moreover, in the world of internet websites are playing an important role in promoting and strengthening cultural tourism. That is why this concept website is taken here from (Lawrence et al., 2002) to know its worth. A website is a group of World Wide Web pages containing hyperlinks that are available online by an individual or organization about a subject. The value of websites in this regard further be analyzed through multimodal discourse analysis. Kress (2011) described it as an approach useful in enlightening the meaning of community and its semiotic manifestation's relation. MDA is a combination of CDA and semiotics. CDA is rooted in discourse analysis of Michel Foucault, a variant of discourse analysis, which emphasizes language as a powerful tool for bringing change in socio-cultural processes and structures. Whereas semiotics is an approach related to the analysis of signs and symbols in search of finding the connotative and denotative meaning of texts (Bryman, 2012).

CHAPTER 3

RESEARCH METHOD AND METHODOLOGY

This chapter is about research methods and methodology, one of the necessary elements for the researcher while conducting research. It is a way of studying how research is done in a scientific manner and a process to solve research problems systematically backed by some logic (Kothari, 1990). Hence it includes the research strategy, research design, method of data collection and sampling.

3.1 Research Strategy

Research strategies primarily are of three types in social sciences namely qualitative, quantitative and mixed-method (Cresswel, 2003). Qualitative research suits best this study which is holistic in nature and investigates the reasons for human behavior. It emphasizes more on words for analyzing the gathered data. As the researcher used an interpretive epistemological position in this qualitative research, this study deciphers a deeper meaning of the subject matter.

3.2 Research Design

Research design helps in collecting data and analyzing it with the help of methods and techniques developed through advanced planning. It is essential as it makes research efficient and various research operations smooth. (Kothari, 1990). Selitiz et.al. (1962) described it as a procedure of gathering and analyzing the collected data in a way that the purpose of the research will be pertinent to the economy. According to Bryman (2012), there are five types of research designs: experimental, cross-sectional or survey, longitudinal, case study and comparative design. Akhter (2016) mentioned four types of research designs namely exploratory or formulator, descriptive or formulative, explanatory or analytical and experimental. This study

is descriptive and explanatory in nature as it explained the structure of management and described some issues and challenges in it.

3.3 Methods of Data Collection

Methods are a part of the research methodology, they are the techniques used by researchers in performing research operations (Kothari, 1990). These are the tools used to gather data to facilitate methodology.

Mainly there are two major sources of data: secondary data and primary data. In this study, primary data have been collected through interviews, observation and multimodal discourse analysis have been done as the tool of analysis for secondary data.

3.3.1. Observation

Observation is a product of a sense of sight, it's more about what meets your eye. There are two kinds of observations: structured and unstructured. Unstructured observation also has a category of participant observation which has been used in this study. The participant observer also has the option of choosing one of the three routes, either to be complete participant, complete observer or observer as participant. The latter two are used in this study as the researcher was the complete observer at the time of the visit to a tourist spot in Lahore, Taxila, Rohtas Fort, and Takht-i-Bahi. While the method of observer as participant have been employed in different activities such as a trip on a sightseeing bus in Lahore.

3.3.2. Interviews

Interviews are the most common method for extracting data in qualitative research. Denzin (1989) refers to it as a conversation. Mishler (1986) views it as a joint product of the conversation of the interviewer with the interviewee and then the researcher's analysis interprets the conversation. They help explore the interviewee's views, beliefs, motivation, and

experiences. Kvale (1996) second this by saying that in qualitative research interview knowledge is being constructed as two individuals' inter-change views while talking about something of common interest. To get in-depth information about anything different types of research interviews are used in research. Unstructured, semi-structured and structured interviews are the three categories of interviewing an individual. In this study, unstructured and semi-structured interviews have been conducted to gain information.

3.3.2.1. Unstructured Interviews

Unstructured interviews are in-depth interviews having a flexible agenda. They are more general and casual in nature. These interviews are open with no set questions. The interviewer just has a conversation with some themes or a couple of topics in mind. They have been conducted from UDC 4 and 5.

3.3.2.2. Semi-Structured Interviews

Semi-structured interviews are like conversations. Unlike unstructured interviews, they are more formal in nature. An interview guide has been made for this kind of interview in which some questions have been made before having a conversation. These interviews are built on the interviewer's observation. For an interview guide, probing has been used and as the conversation goes along further questions have been developed. The interviewer has the objectives of the research in mind and what issues to cover during the interview. The interviewee was allowed to talk freely about the subject. The interviewer's role was to check on unclear points and to rephrase the answer to check for accuracy and understanding (Gray, 2004). They have been conducted from UDC 2, 3, 4, 5 and 6.

3.3.3. Thematic Analysis

Thematic analysis is the most common technique for analyzing the data in qualitative research. Within these different themes and patterns are generated from the data. Braun and Clarke (2006) considered it at first qualitative process providing basic skills that will help analyze data from other techniques. For them, it is of two levels: semantic and latent. The former deals with the surface meaning of data whereas the latter looks beyond what has been said. This technique has been used in this study to analyze the gathered data from the field.

That data went through different techniques to get the themes. At first the transcription of the data taken place then it went through familiarization and coding of the data. Then the themes have been generated from the data.

3.3.4. Multimodal Discourse Analysis: Linguistic and Visual Texts

This has been described by Kress (2011) as an approach useful in enlightening the meaning of community and its semiotic manifestation's relation. He was of the view that language alone only represents half of the meaning. For better understanding analysis of further semiotic categories is essential. Jones (2012) also stated that MDA is a discourse approach opposing just language explained meaning with the help of multiple modes of communication. Hallett and Kaplan-Weinger (2010) labeled it as a combination of critical discourse analysis (CDA) and semiotic analysis which refers to the analysis of linguistic and visual texts. CDA is rooted in discourse analysis of Michel Foucault, a variant of discourse analysis, which emphasizes language as a powerful tool for bringing change in socio-cultural processes and structures. Whereas semiotics is an approach related to the analysis of signs and symbols in search of finding the connotative and denotative meaning of texts (Bryman, 2012). This study has done the multimodal discourse analysis: visual and linguistic texts of some of Pakistan's and three foreign countries' tourism websites. With the help of this analysis, the proceedings of

organizations toward cultural tourism, their projects related to and marketing strategies of this sector have been analyzed. This method has been used for UDC 7.

3.4 Sampling

Sampling is a procedure in which researchers systematically select a smaller subset of the representative from a larger predefined population to gain information about his topic (Sharma, 2017). Sampling is mainly classified into probability and non-probability sampling. In probability sampling, everyone has an equal chance of being selected in the sample, it is also known as random or chance sampling. On the other hand, non-probability sampling does not give an equal chance to everyone for being selected (Kothari, 1990). In this study both the techniques have been used considering the UDCs.

3.4.1. Purposive Sampling

In this non-probability sampling technique, the researcher selects those participants who are well informed about the phenomena. It is also known as judgment sampling as participants are being selected with sound judgment. The reason behind judgment is to focus on those who are having particular characteristics and the ability to assist the researcher in their work (Creswell and Clark, 2011). In this study, purposive sampling has been held for gathering data from key stakeholders specifically UDC 2, 3 and 5.

3.4.2. Accidental Sampling

Accidental sampling also known as convenient sampling is a non-probability sampling where participants are selected according to their availability and willingness. The researcher also chooses this technique considering the easy access, geographical proximity, and time availability. It is called accidental because the target population is people researchers meet at the time of collecting data (Dornyei, 2007). In this technique, the researcher does not

accompany any purpose or strategy. In this study, this sampling technique has been applied to UDC 6.

3.4.3. Stratified Random Sampling

Stratified sampling is a probability sampling that divides the population into smaller groups called stratum or strata, each member of strata shares common attributes and sometimes these strata are also sub-stratified to get a random sample (Sharma, 2017). According to Kothari (1990), this technique provides us with reliable and thorough information. These strata being more homogenous provide more precise estimates and a better estimate of the whole. Hence, they are best to generalize the population. This technique has been used for UDC 4. Furthermore, researchers apt Snowball Sampling to construct the sampling frame.

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 & Unstructured Interviews.	10

Table # 1: Sampling

The above table is explaining the methodology in one table.

3.5 Locale

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. All these locales further have some sub-locales. All the selected sites are noticeable places, so they are selected to have an idea of how these famous sites are been managed. These places are as follows:

3.5.1 Rohtas Fort

Rohtas Fort also known as Qila Rohtas is located near Jhelum in the province of Punjab in the North of Pakistan. This site is built strategically by Sher Shah Suri after the defeat of the Mughal emperor Humayun in the 16th century (1541). It shows the early Muslim military architecture of central and south Asia. This site is a blend of the archeological and artistic tradition of the Islamic world influencing Turkey and the Indian subcontinent altogether making the Mughal emperor architectural style.

3.5.1.1 Local People

Inside the Rohtas fort a whole community is living, they have made their houses inside the fort, they have made a town in that place and have schools, shops and almost all necessities. These

people are living there from their childhood and their ancestors also lived there at the time of the Mughal dynasty. Those were the people who at that time work for the Mughal Dynasty. Now the descendants of those who back then work as carpenters, laborers, soldiers, gardeners, and cook lived there.

The architecture of the fort is very unique and its structure consists of 12 gates: Sohail gate, Talaqi Gate, Shah Chand Wali Gate, Khwas Khani Gate, Gatali Gate, Pipiwali Gate, Mori Gate, Shishi Gate, Tulla Gate, Kabuli Gate, Langar Khani Gate, and Sar Gate. Some other buildings are Shai Mosque, Haveli Maan Singh, Thakiya Khair-un-Nisa, Rani Mahal and Boolis. This place is listed as a world heritage site and it has been managed by the Department of Archaeology and Museum with the help of UNESCO.

3.5.2 Taxila

Taxila has been located in the Rawalpindi district of province Punjab. It is a Buddhist center of learning having an influence of Persia, Greece and Central Asia. It is a historic place with evidence of Neolithic, Bronze and Iron Age occupation having many archeological sites, Mesolithic cave, Buddhist monasteries, and Muslim mosques. This place is also enlisted in World heritage sites. Some sub-locales are Taxila Museum, Sirkap.

Taxila Museum- This museum was constructed by Sir John Marshel in 1918. The collection of the museum consists of Gandharan art and Numismatic material.

Sirkap- Sirkap is another archeological site in Taxila built by king Demetrius and excavated by John Marshall. Some main buildings of the Sirkap are round stupa, apsidal temple, double-headed eagle stupa, and Dharmarajika stupa. One of the famous festivals held in Sirkap every year in July and all the Christians visit the place for the offering.

3.5.3 Takht-I-Bahi

Takht-i-Bhai (throne of origins) is located in Mardan, Khyber Pakhtunkhwa province in the Gandhara region of Pakistan. This site was founded in the early first century. It has many Buddhist relics on the high hilltops. It is an Indo-Parthian ancient Buddhist monastery. This site is also a world heritage site since 1980.

3.5.4 Lahore

Lahore is the capital city of province Punjab. It has been reined by Hindu Shahi, Ghaznavi, Turk dynasties, Lohanas, Mughals, Sikhs, and the British, hence having a diverse culture. This city is very famous for tourism. The walled city of Lahore gets recognition internationally and the two masterpieces Lahore Fort and Shalimar Garden get recognition as world heritage sites by UNESCO. This old city is famous for architecture, cuisine, crafts, music, art, couture and specifically its street culture represents its historical and modern-day benchmark. Some sub-locales from Lahore are: Food Street, Lahore Fort, Minar-e- Pakistan, Badshahi Mosque, Lahore Museum, Shahi Hamam and Majid Wazir Khan with main focus on Walled city of Lahore. Some of the organizations part of the sub locales from there are TDCP and Karavan Leaders.

3.5.5 Islamabad

Islamabad is the capital city of Pakistan built as a planned city in 1960. This city has several landmarks such as Faisal Mosque, Pakistan's National Monument, Democracy Square and offices of many organizations are also there. These are also the sub-locales for this study besides the offices of the following organizations:

3.5.5.1 PTDC

Pakistan tourism development corporation (PTDC) is a government of Pakistan's organization incorporated on March 30, 1970, under the repealed Companies Act 1913 with the main motive to promote and develop tourism in Pakistan. Its head office is located at Mall Road, Rawalpindi.

3.5.5.2 STFP

Sustainable Tourism Foundation Pakistan is a non-profit and non-political organization working to promote sustainable tourism. Its goals are to bring sustainable and responsible tourism. It is located in Bani Gala.

3.5.5.3 Lok Virsa

The National Institute of Folk and Traditional Heritage (Lok Virsa) is a federal specialized institute that collaborates with other federal institutions and community-based organizations for research, documentation, preservation, collection, dissemination, and promotion of Pakistan's traditional culture (tangible and intangible).

3.5.5.4 Saiyah Travel

It is a destination management company, a tour operator who arranges adventure and cultural tours for domestic and foreign tourists. Its office is located in Bahria Town Rawalpindi, Islamabad Capital Territory.

The selection of Rohtas Fort, Taxila and Takht-i-Bahi is based on these sites being on the World Heritage List and having a cultural significance, being the most popular archeological sites. Lahore has been selected because that city being a cultural hub and having so many locations with a cultural element. All these organizations and tour operators are selected because they are the notable names doing some work related to cultural tourism

CHAPTER 4

RESULTS AND FINDINGS

This chapter entails all the results from the gathered data and through thematic analysis, some themes have been formulated to present the findings. These themes have been made from the data of fifty one interviews. The number of the respondent for all the UDCs have been decided based on the availability of respondents given the time constraint. Three major themes are referring to the objectives of the study and these are Management structure, issues and challenges, e-governance. Those themes are then divided into many sub-themes.

4.1 Management Structure

In this section, the management structure is explained with the help of some sub-themes and they are:

4.1.1 Understanding of Cultural Tourism

Cultural tourism is defined in several ways as culture itself is defined differently by different people. To deliberate what organizations are doing for this sector, it is necessary to know how this term is being understood by them. Every person has something different to say about this and their understanding is very simple. One respondent from Saiyah said,

"Cultural tourism in layman language which can be different from bookish one is to take a person in an area and introduced him/her to the place, environment and the people of that place which he has not visited before or which are different".

He further explained his point with an example that, "People living in Rawalpindi are different from people of Karachi and Lahore. So for a cultural trip, you have to take the person to a place, make him stay there, let him taste the food of that place".

Here in this country usually people are not aware of the segregation of tourism as different categories, so they are not able to regard themselves as cultural tourists. The respondent is also of this view and said, "In Pakistan, cultural tourism is normally related to sightseeing. We are very new to the concept of tourism as a country and families also are not into it so they are confused to differentiate between cultural tourism and sightseeing. People come and say we want to go for a trip and we consider that trip as cultural tourism."

The tour operator named Saiyah is offering two types of tours: cultural tours and trekking and they segregate both as "Cultural tourism is also sightseeing where you do not have to walk much, if you have to walk more then it will come in trekking."

So many categories of tourism are being heard of such as adventure tourism, religious tourism, eco-tourism, heritage tourism, art tourism, gastronomic tourism, cultural tourism, sports tourism. There is always a debate that what cultural tourism is, about its types or is it come under any category of tourism or not. Manager of PTDC said, "All these things came under cultural tourism, we cannot separate the components of religious tourism from cultural tourism. But in cultural heritage, we see our monuments and our religious sites".

Cultural Tourism is divided in to tangible and intangible, both are witnessed in immense proportion in this country. But the emphasis of all the organizations is more upon tangible while according to the organization's officials they are working on both but it seems they are working just on intangible. So it is necessary to understand what they meant from both. The ED of this organization stated,

"Tangible is more connected with archeological sites but intangible is what you can feel, you cannot see them and only see them in traditions, that is the difference between both. Now the archaeology department sees archeological sites that come in heritage. But our vision about tangible and intangible is that most of the traditions, folklore come under tangible as they are

linked with the place, there is a typical place where you find typical kind of music and traditions which linked you to that place. Although we do not deal with tangible in the broader sense however, we deal with both tangible and intangible."

Among all these components culture is very important especially to a country like Pakistan which is very culturally enriched. One respondent from STFP said,

"Culture is an important component of tourism if you visit a place you saw the landscape and the culture and craft of that place. Without culture, tourism is nothing. Murree is just a landscape, whenever I visit that place I do not get to see the music, craft of their people so it's an incomplete visit for me. If there would be any cultural significance I would get attached to that and may expand my trip if it is also culturally rich. Culture is a strong element which makes tourism strong, you can attract tourists more because of that".

Being an important component is one thing, another respondent from Karavan Leader revealed the nature of that component as he said,

"It is a very soft component of tourism, adventure tourist is rough and tough they bear the difficulties. While cultural tourists are more families who want to travel soft like want to stay in big cities, good transport, visit museums, galleries, bazaars, cultural events, melas."

So everyone is far away from bookish definitions and has an understanding of the concepts of their own which are helping them out to carry out their agendas. But it would be much better if they would get out of their boxes because then they will be able to do more for cultural tourism than they are doing now. One thing is certain that this is a soft element of tourism and hence more care is needed while dealing with this.

4.1.2 Projects Related To Cultural Tourism

Cultural tourism is not the only focus of any organization, all the organizations are working for this along with many other things. They have so many projects and some of them are related to cultural tourism directly and some indirectly. Most of the organizations and mainly tour operators include their tours covering cultural sites as their projects for cultural tourism.

Well PTDC is recently not doing much as they are in a process where NTCB is planning out things according to which they will work. For now what they are doing is arranging some trips, one of the respondents said,   "When foreigners came they have their priorities so they visit according to that but if they stay in Islamabad we take them to Taxila or archeological and historical sites near Islamabad. Similarly, if they stay in Lahore we take them to archeological places there."

Another respondent said that,

"Pakistan tour is focusing on tourists packages and we introduced them to tourists, our Naran bus service is operational, everyday it departure at 9 and reached there at 5 and next day take those tourists back."

So these visits to historical sites and this Naran bus service are the recent projects by PTDC. Saiyah's tours are related to cultural tourism and adventure tourism. One of the respondents from there mentioned their cultural tours as, "Our main focus was on cultural tourism and trekking from the start and the focus is still the same. In cultural tourism, we visit historical places like we start from Islamabad, went to Taxila, Takht-e-Bahi, and then 2 days in Lahore and then salt mine. The real cultural tour starts from Karachi, which starts in the offseason, in winter when hotels are closed because of snow, the weather is cold so we start a 10-day tour which starts from Karachi and ends in Islamabad. Then it covers all the historical sites like

Karachi museum, Thatta, Makli hills, Forts, Mohenjo-Daro, Harappa, shrines in Multan, then sightseeing in Lahore, Taxila, and Islamabad. It is purely a cultural tour."

So they are doing just the cultural tours. While during the interview he also mentioned that,

"We also focus the festivals like we have been doing Kalash tours till 2017 of Joshi festival. As there were bad conditions so the Japanese are not allowed there. If the condition gets better we will do that again. Then there are 2 festivals in Shamshal, Koch in summer they take their yarks to green areas, they went there in June and came back in October so we have two tours: one in June and second in October. Another festival held in March named Tagham. More festivals did not hold in the south but if a program of qawali was there in shrines we visit those programs too, Joshi in May and Uchao in August, mostly European went there."

This shows that they touch the intangible part of cultural tourism too but again this is not their main focus, they visit these festivals if there were any during their above mentioned cultural tours. Another tour operator is also doing cultural tours recently as one of the respondents from Karavan Leaders said that, "Recently our trips are of Hunza, Chitral".

But they are also working on some other projects having a cultural element. As he said,

"If we talk about international then next month Indonesian, Malaysian will come next week for Islamic tourism." He further elaborates this as, "Punjab department named urban unit working for Asian development bank said that there are so many segments in Asian development bank and they wanted to develop a new segment named Islamic tourism. They are targeting Indonesia and Malaysia at first. In a recent meeting, they are of the view that many religious people visit Saudi Arabia for hajj and umrah from Indonesia and Malaysia. Now a lot of people want to visit many other cultural sites even in Pakistan as in Pakistan there are many Islamic heritage sites such as data darbar, old mosques, and madrassas, Tablighi Markaz. So people from those countries want to visit these places. So the Asian development bank is

assisting in developing the platform for Islamic tourism and the urban unit is on the forefront. The process is at the preliminary stage and at collecting information, in next month 20 or 25 tour operators will be invited here from Indonesia and Malaysia. They will take photos, visit places and when go back tell people to also visit Pakistan. This is one component of cultural tourism."

TDCP is another government organization that has several projects. One of the respondents from there mentioned some of them as, "We have a city tour and these days there is a bus service which covers 36 landmarks of Lahore and guides give information about them".

Their projects like Saiyah travels also include some events and festivals. As the respondent said, "Some events we do with the federal government to make it recognize at national and international level. But there are some which we are doing and they are recognized at the national level such as the Cholistan desert rally. The reason to introduce this was to bring the focus of people, media and other government agencies on this neglected area, site, and culture. And we introduce it as a winter destination because unlike other countries we have a living desert. This event brings hope of revival to the deprived and deteriorated environment of the place and people living there. The nomads were migrating towards Bahawalpur and the culture of Rohi was disappearing. But Alhamdulillah in 2019, we have done 14th event and when we started in 2005 the magnitude of people were 10 to 15 thousand people now there is the attendance of 4 lac people. People will come to know about the culture, civilization of Cholistan and the revival played as a positive role.

We also celebrate international days like tourism day, we try to celebrate in whole Punjab and try to engage people in it. We arrange walks in every city to engage all the communities and create awareness about the themes given by world tourism organization through campaigns, billboards.

We recently introduce Agri tourism so that people will know about our indigenous crops. At first, we did a guava festival, many people do not know that 55 % production of guava is by Punjab and maximum types of guava are also available in Punjab. We have done that event in Sharkpur, we also involve other stakeholders, then our institute of hotel and management introduce dishes of guava which they have not eaten before, there come value addition, information about jam, squashes have also been given.

We also do a citrus festival just like this. The hub of our citrus is Sargodha belt and among that there is a fine location Gomin where there are more varieties of citrus and we did our festival there. We include people, there was an open invitation. The next festival was the strawberry festival and now our next event will be on dates and in the mid of July, there will be a mango festival. We are also planning to do grapes festivals. In these festivals when people go the places the culture of that place gets promoted, they will also enjoy the other heritage facilities available there."

Here they mentioned some projects and then explained what cultural component is present in these projects.

A respondent from STFP said,

"One of their project exclusively on cultural tourism basically has its link with the Kalash community. Kalasha tribes are indigenous people and their total population reduced to 4000. Their culture is very old about 327 BC related to alexander some say. Most of the people visit to see festivals, other rituals, and people call them kafir. This project is a joint venture with UNESCO and we are trying to preserve their thousand years old culture and to link the people of Kalash community through environment-friendly tourism so they can present their culture in a good way and earn from that. In the first step, we are doing the capacity building so they can understand what tourism is and how they can run it. We are training them as a guide,

making an institute, training the people of hotels, tour operators and drivers, developing awareness material on that, making a page on social media, making a code of conduct for tourist, working on the artistic leaflet which will present their culture through art.

Another project just like this is on the indigenous culture of people of river Sindh called Mohane. They are living on boats for a thousand years. We started a project which is preserving the Indus blind dolphin. That project has been started in 2 years. We have made an enterprise of this community that is running all of this. Tourists visit their traditional boat, eat food made in their houses, saw their culture, and buy products made by them. These two activities are running well and there will be more projects like this in the future. We have started work in hooper an area of Hunza which is a remote area, the motive of this project is the mixture of nature and culture…"   All these projects are related to the preservation of indigenous cultures.

The same respondent is also working for another institute and mentions one of the projects of that institute. He stated that,

"This institute adventure foundation, I am vice president of this, is also my volunteer work. The programs here are adventure-oriented more for children and youth. There is an annual program named National Children Mountain Meet, we organized it every year in July and 120 children came from all over the Pakistan of 11 to 14 age. They stay in any hilly area with us for 10 days. They have a cross-cultural exchange as they are coming from different areas, so for the first time, so many cultures get together for 10 days. They get a chance to learn about different languages, behaviors. Along with other activities we had a cultural evening one day where they present cultures of their areas, they present their dresses, folk songs and all. This year it was its 17th meet. It is practical learning for them. The children from the first meet in 2002 and they are now working on big projects and they say that we learn a lot about tourism

from this. We are also training those children and they also came as volunteer staff and lead the programs." This one is also having an indirect cultural link.

The role of the Department of Archaeology and Museum is different and one of the respondents from that organization said, "The main concern of our project is of repairing, infrastructure, cleaning, as we have done the terracing." He furthermore talked about one of the upcoming projects and said, "Our next project is to promote Qila Jogian, the road goes from here is about 25 km, maybe a chair lift has been made from this fort to that fort which will be helpful to attract tourists. The road basically will be a bypass to convert the heavy traffic on this road as heavy traffic can be dangerous and be the reason to break walls." But as the respondent is from Qila Rohtas he just mentioned one of the upcoming projects near that place. There can be many other projects of the organization in other places.

4.1.3 Marketing and Promotion Strategies

PTDC is using so many marketing strategies, they have a separate department for the promotion of tourism and one of the respondents said about that department that, "We had a department of publicity and promotion. Its main role was to make guide maps of tourist places and provide the information in a brochure form, then distribute those brochures to other countries too along with Pakistan. One of its roles is to arrange conferences, seminars, and events." But for now and future they are looking forward to NTCB and another respondent from that organization said that, "NTCB will formulate its policy now about how it will promote tourism and focusing on that we will market our tourism destinations. Working groups will give their recommendations and then the policy will be formulated and then everything will be according to how internationally things happened in the tourism board". Then he mentioned some marketing tools they are using now and they are as he said, "We made brochures, provinces also made brochures. We cannot give our brochures

door to door, there are 14 information centers if anyone goes there all our brochures, posters, CDs, DVDs are available there. The government's focus is on religious tourism, we are now printing new brochures on Ghandhara, Sikhism, and Sufism and we call it Journey into the light. In that journey there comes all religions, our Islam, Gandhara, Hinduism, they all are in one place. All these religions promote religious tourism, if we separate them then Gandhara which is related to archaeology comes in cultural heritage, historical places. So we cannot separate them and all these come under religious tourism. If all these religions will be focused then brochures, videos will be made on those, and we will also upload those videos on YouTube. Vloggers and columnists will be welcomed to made videos and write articles to promote Pakistan. Ecotourism, religious tourism, and adventure tourism are three main segments and all tourism depends on this because the focus of the world is on these three. If these three will be branded properly then domestic and international tourism can be promoted." The website of PTDC is under construction from a lot of time and about that he said that,

"The website of PTDC is taking time to upgrade because they are waiting for the approval from Board, once the board is done with their work then many radical changes will take place on the website. At least it will take two months."   He is also of the view that even giving someone an interview is promoting them as he said that,   "You are also the part of our promotion like you are taking our interview and if you mention us in front of 70 people they will know about us and our services."

Saiyah also used different tools and one of the respondents said that,   "For   promotion, we are using two main platforms are social media and website. In social media, we have Instagram, Twitter, Facebook. If you visit our website it is better than many other websites and we also update that time to time and post all the events there. We also WhatsApp the detail of upcoming trips to old customers, so we do networking. After the trip with the consent of tourists, we share the content on our pages. So when you see that on pages it conveys the

message that people who went there enjoy, so it brings you here". Some other tools are as he stated, "We also have some brochures but their amount is less. We do that with time to time we made short videos and upload them, we have our YouTube channel and we promoted these places there. There are our videos of Hunza, Baluchistan and other places. We use almost all advertising tool but recently it was not a good experience as the algorithms changed. Whatever response is coming it is from social media but it is not that much." They are not satisfied with the outcomes as they think that all these practices are not enough to get the results they wanted. And they also have a point of view why is this so as he said, "What I see is these days trend is changing and it is towards vlogs, different vloggers came and promote tourism through their videos. Moreover, the trend of collaboration is more now, like recently in an advertisement of careem we saw Ali Sethi with oppo phone which means careem and oppo both collaborated to promote their product and services."

One respondent from the Lahore museum stated their marketing strategies as

"We do one-week coverage on channel city 42. These days we are working on the Islamic section, there are so many videos of coins on FB and YouTube, our in charge noshaba worked so much on coins. For promotion, we also announce a guest for exhibitions opening. The City Museum is also our museum which is basically for exhibitions, students and artists display their work there and there is also a thesis display of different colleges and universities, projection of all these done through media. We gave them letters then they came for the coverage and that coverage is run all over the media.

At first, there is not any website but now we also have a website named Lahore museum. It is very beneficial and access to that is also very easy. Now people know about it and even by staying at home they can have a virtual tour. So they will get to know what is in the museum, about galleries and history. We also have a page on Facebook and we get more feedback from there. Visitors also came more through Facebook as compared to the website."

Some of the main tools used by Lok Virsa elucidated by a respondent from there is that,

"We are recording these cultures and they are in our media center, we also share them on our social media pages and now we also get conscious and made our website so we upload all the videos and our happenings, all the festivals, their timings on our website."

A respondent from Karavan leaders said that, "As events happen every year like an event held at Karachi named Pakistan travel mart, so we participate in events like that. This year an event held in Islamabad named Pakistan tourism dialogue so we participated in that tourism forum. But specifically from our point of view, the best publicity is word of mouth. When a client came to us they bring more visitors and do not just disappear. If things get better so we will participate in international marts on international platforms of tourism, we will visit their exhibitions and seminars.

We have started in 1997 and had a website from the start as for respectable presence website is a basic requirement because a person who does not even go there will ask do you have a website. In the late 90's and early 20's, we take lead because we developed interactive CDs as that was a new thing then and it gives us a boost because at that time traditional ways are brochures, names of websites on the card. The next wave was of social media and we missed that. It is an important component and so many people are doing just on that. It is not professionally licensed, there is no backup and they are just doing it on Facebook. It is less costly as there are no expenses of licensing and government-related guarantee. We are setting up here for some time, if there is a loss a person who is on Facebook just has to delete the account and he can start by making a new page, there is less monetary loss. To be honest, it is a not good decision and we were not as vigilant that we should have been to follow but we are doing it now. Slowly we are covering on that."

One respondent from STFP said that, "There are no strategies to preserve the cultural heritage only the documentation. We did not promote cultural tourism in our country. There is no example where culture is connected to tourism in reality."

This means that everyone is using both traditional and modern techniques. Traditional practices are less and they are using print media specifically brochures for that but they use them less. Some main tools used by everyone are social media and websites especially Facebook among social media sites. Some organizations are using other tools too including vlogs, blogs, participation in events, magazines, posters, networking through WhatsApp. Most of them think that word of mouth is the best marketing tool in their hand but even for that, they have to perform well and manage everything properly.

4.1.4 Collaboration with Other Organizations

The general stance was that collaborations have not been done between organizations but after these interviews researcher came to know that some organizations collaborate with other in one way or other but it is not that much which is required. One of the respondents from Saiyah said that,

"We do not have a link with other organizations." But he also said that, "We had MOU with TCKP for 3 to 4 years. All there tours were done through Saiyah. As we arrange tours they also mention them on their page."

To make that collaboration persistent between all the stakeholders a board has been made by the Government named NTCB. One respondent from PTDC informed about the board and said that, "The Prime Minister of present government made a Board for the coordination of tourism with provinces and named it National Tourism Coordination Board. He made a task force and until now 3 meetings have been done, members of the task force gave different suggestions and on those suggestions, NTCB was made. Its notification was done in March

and the members of the Board are 26. It will work independently under the PM for the betterment of tourism. For the first time at this forum, all the stakeholders were gathered. There are elite people, those elite people who work more than 30 years in the tourism industry and they worked in policy formation and promotion. There are 9 segments in this board and working groups have been made on these segments and in the working group, there are members of these segments. For example Adventure tourism, Religious tourism, Infrastructure and Facilitation, Policy Making, Trans Pak Rally (organized at the international level representation of that), Tourism Branding and Marketing, Investment Promotion Working Group, Cultural, Heritage, and Archeological Tourism. In this board, there is the representativeness of all the ministers, secretary ministers of all the provinces, some federal ministers and representatives of foreign exchange, interior, aviation, information ministries and members of some private organizations and five members are of the public-private sector."

Another respondent from STFP explained about it and said that,   "Basically I am the author of the concept of establishing NTCB, I have given the proposal to the federal government to make this board because you cannot promote tourism until all the stakeholders get on one table. Even if provinces are promoting well but if the visa policy is not good you cannot bring tourism to Pakistan so we include a foreign office on the board. Aviation should be there, airlines, institute at the federal level, private level stakeholders, hotel association, tour operator association, travel agent association. When they all work together then collaboration is developed. Board is made and now we are trying that this collaborating field also established between them."   He furthermore explained the benefits of this using words, "After   the board, two things get better. One is that taking visa is easy now because of online visa service and in the first two months 7000 people get visas. On the contrary before that 7000 people will not get a visa in a year. NTCB gave us hope that collaboration gets better".

One respondent from PTDC mentioned the TORs of this board, "They are as follows:

- Coordination with provincial, national and international organizations dealing with the tourism sector.

- Marketing and promotion of tourism potential

- Coordination with EAD, BOI and other entities to attract investment in the tourism sector

- Facilitating the provinces in developing a regulatory framework for quality standards in the Hospitality sector.

- Coordinating national participation in tourism-related international expos and events.

- Forum for provinces to discuss tourism-related strategies.

- Developing synergies amongst provinces and regions.

- Coordination with relevant organizations for developing quality human resources.

- Technical assistance to provinces to develop institutions in the tourism sector.

- Overseeing implementation of the reformed tourism-related Visa and NOC regime.

- The main reason for NTCB is the collaboration of all the stakeholders, they are working now under one umbrella which has never done before and this is a big change."

All these TORs depict they are going to work on all the main prospects collectively.

Lahore Museum also collaborates with some international agencies who are having the same agendas as they have. One respondent from there said that, "We are working these days with UNICEF and UNESCO on the complete process of conservation and restoration. This is the only project running these days. Their experts gave us the training we told them what we have in the museum then we do something for conservation and restoration of it. It is beneficial as we have an exchange of culture with foreigners."

Before NTCB an organization is present for the coordination of all the tour operators. One respondent from PTDC said that, "There is a proper Association of tour operators and the

role of all is to promote tourism so they collaborate." One of the respondents of tour operator Karavan leader said that   "We are under the umbrella of one of the licensed tour operator organization named PATO who covers the professional and licensed tour operators and we must raise our issues."   While other tour operators are of the view that,   "There is also an organization named PATO for tour operator, we are also a member of that. Although it is not a registered company and we never get involved in it but at least they are doing something for solving the issues."

So the collaboration we had these days is in the form of just NTCB board and the organizations with the international agencies like UNESCO for assistance in training. Some organizations also collaborate with other organizations and tour operators for some projects.

4.1.5 Resource

For the proper management organizations heavily depend on their resources. Without resources they are not able to achieve their goals and these resources can be of many types and mainly there are two very necessary resources: human resources and capital resources. Here we have mentioned these resources of some organizations to get to know what resources they have.

4.1.5.1 Human resource

Human resources are a very important element in tourism. One of the respondents is also of the same view that   "Human resource is necessary, tourism is based on human resource so we need to train people"   The human resource of different organizations is the following:

One respondent from Saiyah said that,   "Our total staff is 35, 10 drivers, other field staff and guides. We also have Japanese speaking guides, the office staff is 8 or 9 people. Among guides we have 4 tour guides, 3 Japanese speaking in case we need more then we hire some freelance guides from the market. We also have some mechanics and other people".

Another respondent from PTDC said,   "Our regular employees are 300 plus but if we include people on daily wages and contract then they are approximately 500 and in Pakistan Tours Limited approximately 40 employees are working."

The staff working at the Rohtas fort is working for the Department of Archaeology and Museum. One of the respondents said that, "Our total staff members include 10 or 12 individuals. There is in charge SDO his name is Imran Zahid, under him DC works and his name is Khalid, under him works CA Qaisar Shahzad, others are gardeners and laborers. There were three sections: permanent (3,4), contract (6) and project (4). There was fourth section RMFC (22 workers) but that section has been obliterated now." The staff of the same department at Sirkap was stated by another respondent as,   "5 workers are working here among them 2 work at night and 3 in a day."

One of the respondents from Karavan Leaders said that,   "The number of our permanent staff is fifteen, other than that we have many young boys from the north who freelance with us. Some of the freelancers include cooks, guides, guards, electricians, plumbers, who work on the project then go back. If we are doing a big project then we work with at least forty or fifty people."

Another respondent from STFP said that,   "The full-time staff here is 4 to 5 people. It is not a commercial organization, it's a volunteer organization. We have different members some have expertise in hotel management, some have an interest in a culture so whenever we have any activity, we inform our members and who want to work an interest group is made on that. For some projects, we trained them and logistic cost will be beard by STFP. Mostly work is voluntarily and we do not have much-paid employees except some projects like Indus dolphin where our staff was, paid staff. Then we trained the community and its takeover of that and we just gave them technical assistance whenever they need.'

4.1.5.2 Capital resource

Human resources are not just enough in this era and some capital resource is also essential. Transport is one of the main elements of these organizations as their mostly projects are related to cultural tours and without transport, these tours are not possible. Under this heading, the capital resource in terms of transport of some organizations is mentioned.

One respondent from Saiyah said that,   "In our transport, we have 5 coasters, 2 vans, 4 cars, and jeep. For cultural tourism trips, we also have bikes if you want to visit the cultural site on a bike that facility is available or if in a car then we have that too. So for that, we have 16 Suzuki bikes and 8 RX3 250 CC (we purchased them for foreigners on their demand, they are coming in August and September)."

The capital resource of PTDC is stated by one respondent as,   "Our one subsidiary is a hotel, there is Flashman Hotel it is separate than motels. Our 39 hotels and motel are working, we had 4 hotels but now we are left with only one, the other three get privatized. We also have a tourist information center, we have different information centers in many cities which provide information to people and guide them. We have almost 10 to 12 vehicles. 3 stationed in Lahore for Delhi, 1 bus visit Delhi from Monday to Saturday, 1 service in a week from Lahore to Amritsar, and 1 service from Nankana to Amritsar. 2 coasters for visiting China, other vehicles according to tours."

One respondent from Karavan Leaders said that,   "For camping, we have four to five vehicles, we carry our particular equipment. We have specialized sectors, as we are tour operators so this is the destination management sector, another sector is transporters who specialized just in transport, and another sector is hospitality. Then we have long term year-round agreements with transporters, we hire additional requirement from them."

4.1.6 Training

The culture of training is also not that much when it comes to organizations in Pakistan. As tourism was not the priority so training in this sector was also not practiced that much. Here mentioned are the training programs of some organizations and how they look at it. The training was never part of some organizations and it still is not. One respondent from Saiyah, said that,

"There is no training as such for employees and guides." Another respondent from the Taxila museum said that, "If someone asks for a guide then we do guide them otherwise not and from the government, we have not been given any training, whatever we do is based on our experience and a little reading". Another respondent from Rohtas Fort said that, "I have never been to any training. I am in service for 17 years, when I get employed, we come to the field and with time learn all. Before this, I also worked in Lahore (Shahi Qila, Shalimar Bagh), Sialkot (Mazar e Iqbal). In all these places I worked as a site attendant."

In these organizations, no training session was arranged for employees. Whatever they learn, they learn on their own. Some learn by their experience as the years of working increases they get to know about the things more. In the case of guide they acquired knowledge on their own, they take language courses from different centers and institutions, and some read a lot of books, the guides of museums get information from the labels and books.

Even if there are training programs they are arranged by international organizations. A respondent from Lahore Museum said that, "The experts from UNICEF and UNESCO gave us the training we told them what we have in a museum then we do something for conservation and restoration of it. It is beneficial as we have an exchange of culture with foreigners".

One respondent from PTDC said that, "Training programs are done on the forum of UNWTO and Pacific Asia Travel Association (PATA), we daily send our employees there. This trend accelerates now before there were fewer sponsorships by tourist generating

countries. From the forum of UNWTO, the affiliated members are asked, and we are affiliated as a country representative on both forums."

This means that these organizations are getting training from international agencies which is a good thing as they get the opportunity to learn new skills this way. This practice was more before 9/11 and then it was a little slow but now after the concern of new government and NTCB, it is expected to pace up. One of the respondents from Karavan leaders said that,

"We do training sessions for capacity building. Last time a freelance photographer organized a photography course here for one week. From time to time for freshers, we arrange these kinds of courses. Before 9/11 we use to do proper seminars and excursions because at that time there was economic viability. If we get the same economic viability we will get back to the same routine."

A respondent from STFP said that, "We are training them as a guide, making an institute, training the people of hotels, tour operators and drivers". Training is one of thing on their to-do list so they arrange many training programs from time to time. It is part of almost every project where they train them throughout the project and then hand over the project to them and leave. They trained so many young boys and girls on how to guide tour, hospitality staff to add traditional food, train them on how to use traditional patterns in making new sellable product.

4.1.7 Community Involvement

The involvement of the community is very minimum again thanks to the negligence of the government towards them. A respondent from PTDC said that, "Community involvement process is slow but it has been done by UNWTO, PATA, NGOs promoting community-based tourism which is a good thing." This gave us the message that international bodies and

non-profit organizations are making an effort to include communities while government organizations are doing nothing.

One of the respondents from Karavan Leaders said that, "Community is very strong in the north. Most people are visiting Hunza and when they visit there, they stay in Karimabad. Karimabad has been a hub for tourism for quite a time. This year expected flow was discussed with the community of Karimabad, the consensus of the community was that we will build the capacity, they were okay with this expected flow, and we have discussed about the capacity, improving bazaars, hotels, shopping. So when we have this dialogue in February, in the discussion some people representing the PATO were there. Officially there is a village council and a Karimabad tourism committee, among them there are people who are in PATO and some are local so there are common grounds."

This shows the inclusion of community, basically how these organizations include communities there. So it is by having a dialogue with them, setting some rules and searching some common grounds. This is one of a good approach and in this case too as the issue of capacity is very common in many destinations so setting a limit to visitors is worthy for the betterment of communities, destination and tourism too. But this practice does not entail in all the destinations. The same respondent said that, "But it is a special case of a valley which is well developed, the literacy rate is 95 which is not of even Lahore. This means people are educated and it is easy to make them understand these things."

He furthermore presenting another case from remote villages said that, "When you visit remote villages thing is in control of the community, there are guidelines of communities and they say that families are welcome but do not bring boys here as our women are working in the fields. If you do not listen to them then they can close their doors for you. And where you need porters and doing trekking you need to stay in touch with the community, nothing can be done

without community." This case further encouraged others to have more involvement of the community.

As said by the respondent of PTDC the NGO named STFP is doing projects which include the community. They do projects to strengthen the communities that is why they are working on building the capacity. Their mostly training sessions are also for communities, they involve communities in their project in a way that they could earn a good amount of money.

4.2 Issues and Challenges

Some of the issues and challenges highlighted from the collected data are the following:

4.2.1 Infrastructure

Some basic infrastructure is necessary for the smooth working of organizations. Pakistan lack even some of the basic facilities and there are so many issues related to infrastructure. Now there are so many types of infrastructure but some common among them are, roads, transportation, energy, water, sewerage. Many issues related to these are pointed out by the respondents.

One of the respondents said that, "Places are good but the infrastructure is not, so it is very difficult to get to that place. Roads are damaged, roadside facilities are not there, and public toilets are not there." He also said that, "There is a need for good transport."

One of the respondents refer it as a challenge and said that, "At government level infrastructure is the big challenge, road and hotel conditions are not better and they need to improve that."

Some of the tour operators mentioned that during trips so many times they get late because road conditions are not good so a journey of 1 hour sometimes took 3 hours. They also face the issue of inadequate hotel conditions, especially in the north. One of the respondents said that,

"You will face issues regarding hotels because on the way there are no merit hotels and all are standard hotels." Similarly, another respondent said that, "In south availability of hotel is easy, there are 3 stars, 4 stars, and 5-star hotels while in the north there are standard, lux and economy hotels, and facilities like AC, 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 that, "The whole Naran is running on generators and there is no electricity from WAPDA there. A lot of 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".

4.2.2 Collaboration

Teamwork always pays well, so to attain proper management collaboration is a good tool 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 voice of some are heard. However, it is good to at least have these as they are the sign of little collaboration. Some organizations collaborate for training with others or the culture of collaborations is not that much. Well after the establishment of NTCB until now there is no such collaboration 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 that, "Management of the tourism sector is not good and there is coordination issue, from the international point of view connectivity with the world is not good. We are a landlock, tourists cannot come from Afghanistan, Iran, and we do not have good relations with India. Even if our border crossing gets better we can have so many tourists from there."

4.2.3 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 that. The issue here is of that missing

element of understanding. A respondent has to say about this that, "One of the constraints is lack of understanding and especially at the part of the government, the stakeholders of government 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."

He furthermore shares evidence from the past and said that, "I always keep telling them and warning them about the situations and they do and plan nothing. I remember 10 years back in a conference in Naran I tell them that the road of babusar pass which they were planning open then, being closed is a blessing and disguise for you. Once it open a mob of traffic will come and it will change your landscape and the same happened. All the big representatives of the government were there but they did not make any plans. I am saying the same thing about Kalash that if you want to do something for preserving their culture you need to do it now. You need to have a plan in hand and implement it."

This shows that 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.

4.2.4 Mindset

For understanding, a mindset is needed which gives it importance and value it. 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".

Furthermore, he explained how the mindset affects the culture by saying that, "If a Jogi is playing harmonium and there is no one to listen to him, no one to give him some money so did his son sing? No, he does not, he will say leave it my father play this his whole life sitting here

in the sand no one come to listen or give some money so why should I do this. He will start doing some other thing so that way culture vanished there. Similarly, women are making ajrak in far-flung areas of thar parkar, doing fine work of irli but they didn't get a true reward of that. They made a thing in 15 days, a person comes and buys it for 2000 rupees, is it justified? There should be 15000 for that work and we are paying her just 2000."

These examples illustrate 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 that,   "We can only save our culture by giving it importance it either be music, craft or anything else that is how it get preserved. Until we didn't give it significance to preserve and didn't link it with any economic incentive it will disappear."

4.2.5 Community Involvement

Communities were never get involved in processes of tourism because they never have been considered as a stakeholder of tourism. This practice is not a good one with the aspect of management. Still, the mindset is the same and they have not got the position of stakeholder. We can get the idea of this by looking at the stakeholders of recently established board NTCB. There are at least 26 members of the board and all the ministers and provincials representatives are members but there is no representative of the community 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 employed local people of communities. In Rohtas Fort there was tour guide but all were local people and no one was hired by the department of archaeology and Museum. But these local guides are doing a great job there. One respondent said that,

    " I am here with my family and some of them do not have interest in archeological and

historical sites but our tour guide was so good that he throughout the tour engage us with his jokes and rich information about place, because of him our tour become memorable and we all enjoyed very much".

One of the respondents from Rohtas fort said that, "Once I get employed as labor here. I used to construct the walls by using natural ingredients, the ones used at the time of the Mughal Era. I also tried to teach them how to do that but they want to do it in their way and I lost my job. Now after so many years as I went there I saw that the wall I constructed is still so strong."

Similarly, they also did not hire anyone from the community for other works. Some employees are local people in Takht-I bahi and Sirkap, but that does not happen everywhere.

Other than hiring they also were not included in the decision making of things related to the place they live in and even about themselves. When the government decided to reconstruct the Shahi Hamam, they had to demolish some of the shops. According to the officials of Lahore Walled City Authority, they have talked to the people and in compensation set a price for them. So, in their views, 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 that,

"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 have to accept it. The money they gave was not enough for a lifetime and now I'm making pakoras. I do not have any reputable work to do, people misbehave with me. The amount I get is also not enough to run the household and my wife also has to do some work to support me. Moreover, I do not have a permanent place and have to fear that one day the officials will come and ask me to move from here."

4.2.6 Negative Image

The image of a country plays a significant role in the flow of tourists, especially foreign tourists. Pakistan after 9/11 emerge 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 terrorist. So that 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 started visiting Pakistan again but we still face this issue and need to portray a good, positive and peaceful image to the world. Many respondents point out this issue and they are of the view that we should do something to change this image of our country.

4.2.7 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 mention this issue, some were the officials of organizations and some were tourists. One of the officials said that,

"Most of the visitors were foreigners but now the number of visitors reduced because of security issues."

One of the respondents who were foreigner said that,   "When I planned to visit Pakistan I was so afraid and I thought I will not be safe there, I wanted to visit this place because I love traveling, and cultural and archeological sites attract me more. But whenever I planned, the thought of security threat comes and I canceled the plan. Then one day I talked to one of my friend who was already in Pakistan and he assured me about the security and said 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 here."

Another respondent said that,   "The main threat for tourism is terrorism. If there will be peace in the country so this sector will get flourished. Foreigners are aware of the tourism potential in Pakistan but we need to tackle the security issue."

The Foreigners still not feel safe because of what they are hearing about it from so many years, all they need is an assurance that they will be safe here. It is also evident that if anyone 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 that,   "People of Karachi are afraid to visit Peshawar"

A tourist in the Taxila museum said that,   "There is a security issue, here in the museum you can bring anything inside, the machine is off, they just ask for tickets otherwise gate is open for everyone."

Another respondent said that,   "There are places other than this museum but people are not aware of them. We take students to these places for school trips sometimes but when we came with family we just visit the museum. If I know it is secure I will take them there. The road should be safe, what if we have some issues of car no one to repair there, no policeman there."

So the visitors do not feel secure while being on these places which is not a good indication for tourism.

4.2.8 Funding

One of the biggest issues is of the funding and it has been perceived by residents that it further leads to other issues. One respondent from Rohtas Fort said that,   "Funding   is   very   less,

under the ongoing project employees did not get paid from 8 to 9 months. If funding will be more and more employees will be hired then things would be better."

Another respondent said that, "We get funding from the Government of Pakistan, maybe UNESCO has some links with the government but our Archaeology department gets funding from Punjab Government. The museum is closed from 9 months as a result of lack of funding."

Similarly, a respondent from Lok Virsa stated another issue and said that, "For artists Welfare, the federal government made an Artist Welfare Fund, 5000 per month is given to artists for a year which is hardly anything and it is because of funds constraint. They have another plan for welfare which means realization is there but it will be implemented when they will get money."

Either it is a shortage of labor or some other projects such as running a museum, artist welfare fund, lack of funds come in the way of all these. If they will have some money in hand they will be able to do something or will be in a position to execute their projects.

A respondent said that, "We have a constraint of funding because of which many things are being neglected. There is a program of UNESCO and they wanted to do geographical mapping with us but we are not able to do that because funding is needed to carry forward that. UNESCO gives us a pattern to work on and we have to follow that, their funding is not available to us so that is a financial constraint and an important element gets missed. We do geographical mapping as I said our people go and record but this geographical mapping is not what done on an international level. When they come and ask you for data it is not available, you can tell these people live in Baluchistan, and they speak this, wear that but when they ask you for exact figures we do not have that. For that you need a proper team who go in these remote areas and collect data, we can put which type of cloth is provided at which place and which embroidery

is done at which place on the map but we cannot do that in a technical way which is a major issue."

4.2.9 Misallocation of Funds

Although funds are not that much but whatever is available is not being utilized properly. The misallocation of funds is pointed out by one of the respondents. He said that,

"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, are 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 they do not spend that money on waste management plan or some other thing which would have a tangible impact."

It is not just about the official 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 that money on the projects. They are aware of the fact that funding is less but they are of the view that available funding is not incorporated appropriately.

4.2.10 Expectation

Whenever someone visits a place he/she has something about that place in mind. They expect that based on the information they had about places. But things do not always go the way you think and sometimes your expectation does not meet the reality which disappoints you a lot. One of the respondents said that,

"The main issue is of expectations vs reality. Most families encounter these issues. The visit of Hunza is of almost two days with 12, 13 hours straight drive. When you start the trip you saw only pictures. There is greenery till Abbottabad then comes plain area and you will find the real place for which you come after two days. They think that there will be greenery and snow everywhere which is not the case so they become dissatisfied. You will face issues regarding hotels because on the way they are all standard hotels and no merit hotels. So proper information should be available to the visitor. They should also watch some vlogs, videos on YouTube, they should search for the place before visiting the place. We know for how long our family can visit after that they get irritated so we should plan accordingly".

Three respondents from the Taxila museum said that,   "I came for the first time here and I am very disappointed. This place doesn't meet our expectations."

People heard about a site from others who visit that before and made an image in their mind. Those people have their own interests, experiences while others start building their vision on what they say. They did not get information from any other source. When they finally visit that place they did not get what they expect.

4.2.11 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 one legal issue of No Objection Certificate (NOC).

4.2.11.1 NOC

One of the legal issues faced by tour operators and other organizations is of NOC at the time of the cultural trip.

One of the respondents said that, "We have to face so many issues. The new government tried to solve this issue and they deciphered it a bit. However, in the past, there were issues of NOC's and police stopped us but this year we did not face any issue like that. We had issues related to police, especially in the South. Before we were arranging camping nights at the Cholistan near the Derawar Fort. Once police asked us to leave the place but at that time we negotiate and settle the thing but next time they were sitting there before we arrived and they do not let the Japanese come out of the vans at 7 or 8 pm. They said, take them from here, the situation is not good here. I asked then to DPO if it is not safe here then where I would take them at this time we don't have any hotel here. He said we have a hotel in Bahawalpur take them there. And there were 4 rooms in that hotel and we need 14 rooms, so how would I manage 20 people in 4 rooms. But then I had a friend in Bahawalpur hotel, I talked to him and he helped me in getting 14 rooms there. After that, we take out this camping service from our trip."

So this implies whenever they visit these places they get disturbed by police. He said, "Last time police did not allow our group to visit Bibi Javendi in Bahawalpur and they also misbehave with our guide. These issues are all of the past as they wanted NOC's then, now this situation is much better. These days' police did not intervene because now NOC is not required."

According to some respondents, the situation is under control as now they did not have to face any problem like that but that is not the case everywhere. A respondent said that,
"Before the new government there was an issue of NOC but the Federal government removed this compulsion of NOC in provinces, but in reality, it gets implemented in one or two places and the situation also gets better there. 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 KPK, Chitral personally met IG and make them read all the documents individually while this is the responsibility of the government. It

was done in Punjab at the level of Lahore but has not been done in the South. Especially I'm getting calls from the Cholistan about the same issue so next time I will mention them in the upcoming NTCB meeting that people who went to Multan and Bahawalpur have been forced by police to take escort and force them to stay in the hotels of their choice. We asked them twice or thrice and they say we will do that but practically nothing has been done. So I ask people do not just 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.

4.2.12 Marketing

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

4.2.12.1 Costly

The traditional tools of marketing such as promotion on print media are costly as they have to pay a greater amount for printing brochures, magazines. One of the respondents said that,

"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 are not used that much, instead, the most used tool nowadays is social media, which is comparatively less costly.

However, these tools are not much effective whereas the effective ones are costly. One of the respondents said that, "Advertising nowadays is getting more difficult and costly." He gave one of the examples and said that, "Such as Oppo recently sent 4 or 5 vloggers to cover cricket matches, it is a big company they can do that because interventions like these need a big investment. Small businesses cannot think of doing that because for that you need a 10 million-plus amount. So as results were not good from old tools, new tools are introduced which are expansive and not profitable for small companies. We have done one thing like that and its cost is 10 to 15 times more than the revenue generated. We invited vlogger from Karachi she is a social media influencer as well, we offer her free trip and accommodation. We invited her because we afford her and then the results are according to that. Counter to that Oppo is working with Mooroo and Junaid and it is not easy to talk to them. That plan of vlogging does not work for us, immediate results are not there and we know the reasons, she has her restrictions and doesn't have that much fan base or just well-known in Karachi. It is also not important that if we have 400 followers all will be our clients."

Vlogging is seen as a new and effective tool of marketing but it needs a lot of money for that and is very costly too.

4.2.12.2 Branding

One of the main issues in marketing is the lack of branding. One of the respondents said, "Promotion is very weak in Pakistan, we 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, amazing Thailand. We need to build our image in real terms."

These countries get many benefits through branding and we are not able to come on this road. The absence of this tool is making the marketing delicate.

4.2.12.3 Direction of promotion

While promoting something, it should be considered that either is this suitable or not. Most of the time we keep on doing a thing which is not needed at that time. One respondent said that,

"We also need to change the angle of promotion, now publicity and promotion should be diverted towards educating people to be a more responsible tourist. 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 province base but for promoting 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 base, however, the access for provinces to the other countries is not that easy. It is also difficult for them to market provinces separately because worldwide Pakistan has some recognition, but provinces first need to make them known to the world and it will take more energy and time. Moreover, it would also be less confusing and easy for other countries to acknowledge a country rather than in many provinces and territories.

4.2.13 Visitor Management Issue

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

4.2.13.1 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 do not have strategies about restricting the tourists or dealing with the excessive flow of tourists. The organizations keep promoting one site thinking about the benefits and do not think about the other consequences. One of the respondents from a government organization said that, "It is the common practice here that people select the destination based on other people tours. If someone said that we 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 if at a specific time such as Eid we all visit one place then it will get too crowded and we will not be able to enjoy 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 this is also the responsibility of management to divert the attention of tourists to other places and arrange some awareness programs to guide them.

4.2.14 Influence of Religious Fanatics

Religion is interpreted wrongly by some people. They with their wrong interpretation tried to put a limit to the promotion. People being religious easily get under the influence of religious influential. One respondent said that,

"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 intihaism in that and try to suppress it with that. There isn't any vulgarity in your folklore, folk music, folk dance, traditional dresses but they present it in a way that it is the cause of vulgarity in society. There is a 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."

4.2.15 Accessibility

Accessibility for tourists to get to Pakistan is very costly that they have to come by air and we also do not have a good connection with other country's airways that is why comparatively fares are also high. The price of ticketing is more than tourists will spend throughout the tour.

4.2.16 Inadequate Services

The services provided by the management are poor and these services by different sectors are not up to the requirement of clients. One respondent said that, "There is an issue of quality of service in hotels, restaurants, and the expectation 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. A respondent said that, "Practically hygienic facilities are not available sometimes in cultural sites such as baba bulleh shah's complex in Qasur, big upright complexes in Pak Pattan Sharif from Islamic tourism point. There are women too and there is no washroom of their standard so it gets uneasy for them, public toilets are not clean."

Another respondent said that, "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 and here, there is no concept like that."

4.2.16.1 Guides

Guides play a significant role in tours accompanied by tour operators and organizations. They help make the tour interesting and informative for the tourists. Here, in Pakistan, the number of guides is less because they do not find any attraction in this sector. One respondent said that,

"As from last 18 years industry was down, so when any industry is down youngsters do not come to that industry. When they want to go somewhere they see for scope, youngster always goes for the charm and economic benefit. So it will take time because things do not happen quickly. At the moment available guides are sufficient and with time new people are coming as you see two young people are sitting here because now this sector slowly picks up the pace and they are seeing that there is future in this."

The issue is not just the shortage of guides but also of the unavailability of trained cultural guides. Another respondent said that,   "Major issue is that places are new for them, there is a need for trained people, cultural guides who will know everything about their place, who can explain it in a better way."

4.2.17 Behavior Issues

These days' tourists and local people have a behavior issue which becomes the reason for the reduction in the flow of cultural tourists. Furthermore, the management also found it difficult to handle the people having this kind of issue. One respondent said that,

"There is a rude behavior of people towards foreigners which was not a big issue in the past, culturally people of Pakistan respect the guests. We make sure that the visitor understands and respect our culture. He /she should not be violent to the people. If we are visiting a mosque we make sure that their dress would be decent and we know that what kind of people are coming, they do not have dupattas so we take scarfs with us in cars. So at the time of entering a mosque, we ask them to take their shoes off and wear a scarf. They are educated people so they never refuse. Similarly, on the other side, there are not many issues but there is a polish blogger named Eva, she is here from 4 or 5 months, she is traveling different places and make videos, in his one of the video, she mentioned the indecent behavior of boys and she forewarns the authorities. So this issue has started which was not in culture before."

4.3 E-Governance

Here as in this research, we take E-Governance as the usage of electronic media specifically, websites for the promotion of cultural tourism. Although many organizations made their websites, however, it's just for having a face value in front of the world. There are still so many issues and challenges in the system of E-Governance we have. Some of them are mentioned below:

4.3.1 Maintainability

Different organizations made their websites to be more professional but this activity needs to be properly maintained. Having just a website is not enough, it should be upheld in a better condition and sustained in a way that it should be timely updated. That element of maintenance is missing in some of the websites. The information on those websites is static, on some of them even after the date of registration for something is over, it still shows open on the options.

4.3.2 Accessibility

One of the main issues is that websites are not accessible to all the people of the country. There is always a need for the internet to access the website and people do not have the facility of the internet all the time. One of the problems is that networking is also poor, and in so many areas of Pakistan signals are not that strong so you cannot use the internet. So there is a possibility that at the time you want to visit the website you may have a poor connection so plans are made without seeking assistance from websites. This problem can be faced mostly in remote areas and villages. One respondent said that,

"In the north, there is internet issue which creates problems in confirmation of bookings".

4.3.3 Usability

Usability is also connected to accessibility in a way that if there is no access to websites you are not able to use them. On the contrary, it has been seen that even at places where there is accessibility, usability is less or even not at all. It is because either they are not aware of the websites or they are aware but they do not use it. One reason for this is that people are not used to planning trips by visiting websites, this is not the popular culture here and people are more okay with their old ways. This is also because they are not aware of the benefits of using websites. Throughout the study, this has been witnessed that none of the respondents visit the websites before visiting the site. Foreigners are used to planning their tour and search for the place but one of my respondent who was foreigner use the traditional way and gets information about Pakistan through a guide book. But if we compare the usability of websites is more in other countries. One of the respondents said,

"In Pakistan, we get or attract more tourists through social media while Japanese and other European countries use websites more and our international clients come more through websites".

4.3.4 Technical Issues

The government also faces some technical issues because they do not have that much-skilled staff or they are not able to handle things quickly in a rush. A respondent said that,

"Imran Khan in a big event just press the button that E-visa is started but on the back end, no work has been done on that. Because of that many people including us get embarrassed, as we said to our client from France that it is so easy for you now to get a visa, they tried but it does not work. We were on the safe side somehow but in other countries, the portal was half working, people submitted money, applications vanished. It happens with our general secretary that he get information from here and apply on the portal of NADRA from here, they were 20

or 25 dollars, his card was charged 15 lac/ 1.5 million. The question is how it gets charged this much as it is impossible when its limit is 5 lac. They should be aware of the fact that things were not ready, the software was not ready, why they just click a button and announced it, and one should have done it properly. So the complaints were that people applied in NADRA and then money and applications both get missing. Things are getting better like we get a call from someone and he said four of my clients get a visa and then one called and said the application of my client is missing. These people are like our guest and in a situation like this we have to pay them from our pockets for not getting embarrassed and this happened many times"

So there are so many technical issues in getting the visa through applying online.

4.4 Impact of Change In Tax

Changes in tax cause problems for tour operators especially those who are arranging tours for the corporate sector. One of the respondents said that,

"Another challenge is we are dealing more with the corporate sector and as when taxation changes economic situation gets tough and the first thing corporates do is they stopped training, so that's why the traffic of local corporates is less. And these are all timely challenges, when the economic situation gets better they will be back on road. In a situation like that, we changed our focus and we see then what we can do for locals and see other sectors which we normally we do not touch that much."

The findings in this chapter show that the management structure of cultural tourism in this country is not prevailing in real terms and what we have is even vague and subject to so many issues. Some of the issues are related to each other and some challenges may lead to many other issues such as lack of funding sometimes create many issues. So there is a need to tackle the challenges first instead of dealing with some issues. So by making segregation between issues and challenges among the above-mentioned points, this can be said that infrastructure,

funding, collaboration, marketing, safety, visitor management are the big challenges. Community involvement is also a big challenge that never gets attention but now some of the stakeholders start talking about it. All the other points are the issues.

CHAPTER 5

MULTIMODAL DISCOURSE ANALYSIS OF WEBSITES

In this chapter the multimodal discourse analysis of eight tourism websites has been done namely: Tourism Development Cooperation Of Pakistan, Tourism Corporation Khyber Pukhtunkhwa, Sindh Tourism Development Corporation, Department of Archaeology and Museum, Sustainable Tourism Foundation Pakistan, Around Pakistan, Lok Versa and PTDC. Furthermore, the comparison of these websites has also been done with the tourism websites of Paris, Britain, and Lithuania. Multimodal discourse analysis is the amalgamation of both CDA and semiotic analysis. For the CDA Fairclough model (description, interpretation, and explanation) has been used and Saussure method (Signifier and signified) for semiotic analysis. Here according to the theory of Ferdinand de Saussure signifier is the sound-image and signified the idea or concept of the image. Signifier shows what these images and signs on these websites convey about cultural tourism. Signified revealed the hidden concept of these images. While the CDA approach here describes, interpret and explains the text on these websites.

5.1 Multimodal Discourse Analysis of Linguistic and Visual Text of Pakistani Websites

In this section with the help of this technique, the analysis of both the language and visual has been done on some of the Pakistani tourism websites. Some websites are run by governmental organizations, one by non-governmental organizations and one by a group which is doing it voluntarily.

5.1.1 Tourism Development Cooperation of Pakistan (TDCP) Official Website:

TDCP is a government organization and this website is an effort by the government to represent Punjab as a tourism spot. In this modern world, websites work as a mediator to convey your message to consumers, hence TDCP also steps forward and made its official website to compete in this era of online marketing. From a wide range of content on the website, I cover only those sections related to the promotion of cultural tourism. It further focuses on text, images, and videos about cultural tourism and management. This website is more than a brochure website, along with providing information about the organization and its services it also provides the facility of online booking.

Language

The text on this website is in English language and all the pages contain information in only one language. Language plays an important role in the process of communication. As English is the most spoken language and referred to as a global language, so with this language the chances of spreading one's message to the world are more. The official language of this country is English and it is the official language of the other 66 countries and 27 non-sovereign countries. This makes the English language the best choice among other languages to use on the website to communicate across and overseas Pakistan. This also shows their quest to get acknowledged in English speaking countries.

Color Scheme of website

In semiotics, colors signify a lot of things. The color scheme of this website is mainly white and green which is also the color of Pakistan's flag, so this signifies a little patriotism and representation of the country. Moreover, the green color also represents the growth and white symbolizes peace and purity.

Home page

The homepage (http://www.tdcp.gop.pk/index.php) has seven links namely About TDCP, Punjab Travel Guide, Tours and Packages (Across Pakistan), TDCP Resorts, Youth Tourism, ITHM (Hospitality Institutes), Events and Festivals. At the top of each page, these seven links are accessible.

TDCP official website welcomes everyone at their website with the words, "Tourism Development Corporation of Punjab - Your Host in Punjab". By using the word host they are comforting and encouraging tourists to visit Punjab with the message be our guest we will be there to serve you in the best possible way. The hospitality is in the culture of people of Pakistan so they are also showing that hospitality to the visitors of this website. Only this line is written on the homepage, other than that all the text is used as a description of the links on the homepage. These links are: Government Guest Houses, TDCP Desert Rally, Sightseeing Lahore Bus, Chairlift, and Cable Car, Train Rise at Hill Top, Top Tourist Sites, Explore Punjab Magazines and Agri Tourism. Beneath them are two links: on the right side of the page there is a link named News and Events while on the left side there is Media Gallery. Media Gallery further contains four segments: brochures, videos, albums, and advertisements.

On the homepage, visual representation is more than the linguistic representation as to when a person opens this website he/she sees a lot of pictures. These visuals are more eye-catching than texts. On the top of the homepage, just beneath some of the main links, there are 10 moving pictures of Punjab most attracted sites and out of those ten, seven pictures have cultural significance. Among those seven, five pictures are of places of Lahore which is proof of this city being the cultural heart of the country and the importance of this city in the organization's views.

At the start of the homepage, there are some pictures of places in Punjab. All these photos have some text written on them. Both text and visuals have been used to convey the message which complements each other. 'Punjab Attractions' is written on the right side above all the pictures. On the bottom right corner of the image 1, Badshahi Mosque is written in white color. Next to that 'Jewels of Mughal Architecture' is written with little font-size. This is a small description of the mosque. Image 2 showing only the half dome of Mausoleum of Shah Rukn e Alam, the focus on the great work of Kashi Kari in the picture depicts the promotion of art. Again at the bottom right corner, the name of the place is written with the words 'mystic heart of Multan'. In image 3 two sightseeing double-decker buses standing side by side are shown. In these buses school students in uniform holding the flags of Pakistan represent their country.

Image 4 and 5 are described as World heritage sites, this label has a great significance which attracts tourists. The 4th picture is of Shalimar Garden and in the picture a sight of water, flowers at the side, trees in line at the back, tourists walking by the water, taking pictures of flowers, is so fascinating. Image 5 is of Lahore Fort, the picture has been clicked from the front and the sight of the fort is clear from the center of two pillars.

In image 6 the front view of the fort comes into sight, some small trees are planted in front of the fort. Some camels are also passing by at the front and the villagers are riding those camels. At the right corner, Derawar Fort is written downward with a big font size to make it prominent. And right next to that 'jewels of Cholistan desert' is written in small font size and italics. The picture is taken in a way that sun rays are coming from the right side and there is shade on the other half of the fort given the picture a light goldish and brown color.

Image 7, the picture of the flag-lowering ceremony, also gave a sight of the ceremony to the visitors. Two officers are standing in front of the image in their uniform and they are ready to parade in front of the Wagah border gate. Many people are sitting on both sides, some of them holding flags of Pakistan, some standing, and some taking pictures. People of all gender and ages, children, adults, youngsters, old are watching the guards. All of this shows that they are having fun, their love, passion, and enthusiasm for that event. The Pakistani flags along with the people in green t-shirts with white moon and star represent the country. This picture is depicting a scene of an event covering all the best moments and providing a visual of that event.

The first link on the homepage is About TDCP, this link contains five further links. The first one is Introduction, then messages, Offices and TICs, Ongoing Projects and Public Facilitation. In the introduction section, all the visitors of this website are welcomed by the statement 'welcome to the official website of TDCP'. With the words official website, they are making sure that this is the only website run by the officials of TDCP. A little description of the

organization is given then, and in the second paragraph, the concern of the Government is depicted towards tourism in Pakistan.

Welcome to the official website of Tourism Development Corporation of Punjab

The Tourism Development Corporation of Punjab is an autonomous body incorporated under the Companies Ordinances 1984 on the 10th December 1986. The Corporation is governed by Managing Director under the administrative control of Secretary, Government of the Punjab, Youth Affairs, Sports, Archaeology & Tourism Department. Major decisions are taken by the Board of Directors (BOD) under the Chairmanship of Chief Minister Punjab.

TDCP plays a crucial role in coordinating and supplementing the efforts of the Government in strengthening promotional and marketing efforts, catalyzing private investment and in providing trained manpower resources. TDCP has Tourist offices at various places in Punjab which are responsible for providing information service to tourists, tourism promotion and marketing in their respective areas.

This depiction shows that all the effort is by the government in this regard and we are directing and augmenting what they intend to do. After presenting their message that they are in line with the government on the road towards the betterment of this sector they mentioned the vision of the organization as:

"To develop and promote tourism by providing accommodation, food, entertainment /amusement, public amenities and other services including informatory literature to the tourists. We also intend to underline exploit the great potential of our cultural, scenic and religious tourism to create employment, generate revenues, reduce poverty, and bring the equitable distribution of benefits and building image of the country. (http://www.tdcp.gop.pk/page.php?pid=165)."

Their vision is very clear that they have to develop and promote tourism and they know that one way to do that is to comfort tourists by providing them with the best services. They also mention some of the benefits of tourism to impinge the importance and need of promoting tourism as it will help get rid of some serious issues the country faces nowadays. When they say that they intend to exploit the potential of our cultural tourism it means they are aware of the fact that if they have to achieve their goals promoting cultural tourism is the best option. The use of the word "great potential" here emphasizes the cultural diversity of the country.

The objectives of the organization mentioned on websites are: "To promote Punjab globally as a destination which offers a range of unique historical, cultural and geographical sites. To provide facilitation to visitors for an enjoyable, distinct and memorable experience. To project and publicize country's history, culture, art, literature, archaeological monuments. To generate significant investment and employment through business opportunities and subsequently the development of the economy. To demonstrate partnership and collaboration across all stakeholders. To identify and develop new tourist sites of cultural, historical, recreational and religious importance. (http://www.tdcp.gop.pk/page.php?pid=165)."

The focus of the organization on cultural tourism is shown by the repetition of the word culture in its objectives. They revealed the importance of cultural tourism by considering the promotion of cultural sites as their first objective, in their third objective they again use word culture. The use of other words in this objective such as history, art, literature, archeological monuments shows that when they talk about promoting cultural tourism they are not just concerned with cultural heritage tourism but also places importance on cultural art tourism. We again see this word 'cultural' in the last objective where they are intended to identify and develop cultural sites. However, as they use word culture along with history, art, literature, archeological monuments and cultural along with historical, recreational and religious it seems that they are not clear about the definition of cultural tourism as they consider culture as a separate thing from them. In these objectives the words promote, facilitate the visitors, partnership and collaboration show that one of the main goals of this organization is the management of the tourism sector in Punjab.

Functions

Functions of TDCP

The functions of the TDCP mainly consist of the following:

Tourist facilitation and information
Publicity, promotion & marketing
Events, Conventions & conferences
Tour Management & Guide services
Resort & Stopovers & Recreational Development &Management
Tourist Infrastructure Development
Manpower Development (Institutes of Tourism & Hospitality Management)
Investment Facilitation
Foreign Technical Collaboration
Research, Analysis, Monitoring and Evaluation

The functions of TDCP make this clear that the main goal of this organization is management as all the functions have an element of management. The vision, objectives, and functions are all linked up with this element, the repetition is showing their aim. However, hereby mentioning their functions, they elaborate that what segments they are going to manage.

Cultural Significance

In the next link messages of some ministers and managing directors have been stated. All of them in their messages mentioned the cultural importance of promoting tourism in Pakistan. Chief Minister of Punjab Sardar Usman Ahmad Khan Buzdar takes the start of his message with the words   "*Punjab has all elements of becoming a destination of choice for tourists owing to its <u>historical monuments, cultural diversity</u> and <u>hospitable people.</u>*" The use of words historical monuments and cultural diversity in the first line of his message conveys that Punjab has all that it needs for bringing cultural tourism. Furthermore, in his message, he says that, "*In the light of this policy, the Government will develop Punjab tourism as a hub of high quality facilities and services i.e. <u>cultural assets,</u> recreational sites, <u>arts and crafts, music,</u> transportation, hotels, restaurants, tourist shops and products.*" In this line, representing the government, he stated how enthusiastic the government is to provide better facilities. One of the high-quality facilities and services they want to provide to the tourist are cultural assets, arts and crafts, and music which shows that this policy is considering cultural aspects seriously.

However, facilities and services such as recreational sites, transportation, hotels, restaurants, tourist shops and products show that they are geared toward better management.

Minister for Tourism also in his message highlights some of the cultural sites and aspects that this country has and that will help enhance tourism sectors. He said, "*The province has an ancient civilization dating back to five thousand years and modern cities with a good level of infrastructure for comfortable living. It has diverse landscapes from desert and fertile plains to potowar plateau and foothills of Himalyan range. We have historical buildings, living and thriving culture and very friendly and welcoming people.*" Message from Secretary for Tourism is "*Our various projects promise a lot of adventure, experience and fanfare and our future projects will simply charm your desire to see around our beautiful landscapes, history and culture.*" They like the Minister of Punjab also tried to convey the same message with some different words that this country has a lot of historical buildings, rich culture, and very hostile people to welcome them with open hearts. The use of the words hospitable people, friendly and welcoming people are portraying a soft and positive image of Pakistan. The word ancient civilization also gave the impact of historical significance and after repetitively reading the words history and culture in every message visitors got the cultural relevance in their minds very clearly.

Message from Managing Director, "*This impact is brought about by the fusion of recreation and culture which help promote understanding, love and acceptance. Punjab – the Land of Five Rivers - is not only the most populous and most fertile province of Pakistan but also contains a glorious heritage. It is home to the magnificent Mughal architecture of 16th and 17th centuries as well as cradle of Indus Valley and Buddhist civilizations. Founder of Sikhism was born here and the region houses around a dozen important Sikh sites. The Salt range, Patriata Chairlift & Cable Car, and Desert Jeep Rally are other big tourist attractions in the Punjab province.*" He also in his message gave the visitor an idea that Pakistan has a lot of

heritage sites and it is signified by the word 'contains a glorious heritage'. But to make his point more strong he further uses the words Mughal architecture, the cradle of Indus Valley and Buddhist civilizations, dozen important Sikh sites to make sure that how rich the cultural heritage of Pakistan is. However, in the first sentence the words 'fusion of recreation and culture' also giving the message that culture alone is not enough to get what is the need of the time, we also need to blend it with recreation to achieve a better outcome.

Practical implication

What they display is important but more important is what they are actually doing. After clicking the link ongoing projects a page opened with details of five ongoing projects. Among them, only one project is related to cultural tourism which is

"1. Development of Resort for Religious Tourism at Nankana Sahib

Nankna Sahib is located about 80 kilometers south west of Lahore. The proposed project will be constructed to cater the needs of Sikh Yatrees / tourists from world over and the local pilgrimage. The project will have Information Center, accommodation for pilgrimage/visitors and restaurant." (http://www.tdcp.gop.pk/page.php?pid=213).

Then there is a link name public facilitation which leads to nowhere as when you click this link a blank page opens which is a little inconvenient.

This page in the link Punjab Tour Guide is to guide the visitors about the history, popular sites. Among many links, cultural tourism is being promoted by guiding about Harrapa Ruins, Buddhist Taxila, Mughal Heritage, Sikh Gurdawaras, Colonial Architecture, and Modern Landmarks. In the sub links, the first one is Heritage Tourism and it opens up on another website named Directorate General of Archaeology. The link heritage Tourism on that page has two links: Key Monuments and Hidden Gems of Lahore. Both the links open a page with

many sites and their pictures. When you click the picture or the text another page opens up which contains the pictures, location, Category, Protected Under and a little description about the site.

The information about different tour packages has been provided in the link tour and packages (across Pakistan) to decide on planning a trip more easy for visitors. This link further has three options City Tours, Day Trips, Family Tours and Adventure Tours. A little description of the site in two to four lines with the schedule is displayed. Well when it comes to price, proper information is missing. At some pages, they did not even mention the price like in link Lahore city tour, it is like "**Tour Price**: subject to group size and requirements" (http://www.tdcp.gop.pk/page.php?pid=286). But if they are not sure about group size and about tour cost it would be better to inform about cost as they did in link Rawalpindi/Islamabad City Trip "**Tour Cost**

Tour Cost by Car Rs.2,100/- per person Minimum Group Size 04 person

Tour Cost by Van Rs.1,300/- per person Minimum Group Size 08-10 Person

Tour Cost by Costar Rs.1,000/- per Person Minimum Group Size 20 Person" (http://www.tdcp.gop.pk/page.php?pid=280)

City Lahore

The more focus was placed by the organization on the city Lahore. The importance of this city is shown by the placement of this city at first in the link City Tour and the way they describe it on the page. The description is as follows:

"City of Gardens and Historical Monuments - Lahore is the second largest city of Pakistan with a population of more than 10 million. Being the cultural, historical and art center of Pakistan, this beautiful city features marvelous sights for visitors who love sightseeing. Take our guided

tours and avail the opportunity to explore the <u>city's treasures</u>."
"<u>http://www.tdcp.gop.pk/page.php?pid=279</u>"

This city is portrayed as one the biggest city with so many sights which have cultural, historical and artistic significance. By referring it the city of historical monument's attention of all those visitors who love to know about history is captured. With the words "cultural, historical and art center" message has been given to them that this city is the best place for you to visit if your quest is to know about the history, culture, and art. The importance of these sights has been enhanced by considering them as the treasure of the city.

Sightseeing Bus Service

Moreover, the prominence of this city is rendered by their efforts to make a kind of proper separate website by just clicking one of the sub-sub link "Sightseeing Bus" on their website. It is one of the services provided by them in the city of Lahore. This link takes you to a new website with a new homepage with links: Home, About, Route, Terminals, Fare Detail, Tours, Visitor Reviews, Contact, and Reservation. The name of the service is enough to tell what it is all about and thus the bus intends to provide a view of all attractive sights.

On the homepage, above all the mentioned links at the right corner, there is a logo with the words Sightseeing Lahore and these words conveys the message that this service meant to make available the visit to all the famous and attractive tourist spots in Lahore. Beneath that, a Punjabi phrase is written whose denotation in English is "Lahore is Lahore". This phrase by Lahoris shows their love for belonging to this city and how they value their city is also seen by this that they do not even want to compare their city with any other

thing. This phrase also shows that this city is so unique and there is nothing like Lahore. The use of this phrase here is representing the culture of this province; the language is spoken here, the thought process of people living here and how loyal they are towards their city.

The words Sightseeing Lahore have then repeated at the left side attached the logo, this repetition is to make sure that visitors get that message clearly. To get the attention of visitors this time the font size is bigger with the different and informal font to convey a fun side of this service. Here it is written in purple color which symbolizes the royalty or richness and it is highlighted by the yellow color, the color of life, it brings happiness, energy, and hope. This color scheme represents the royal significance and the rich culture of the city and signifies that your trip with this bus brings happiness, energy to your life.

One of the best things about this bus service is that it is really promoting the true cultural tourism of Lahore. Its route and tours show that they not only visit just heritage sites but they also let visitors experience the art factor. All the information about the service is provided very well on this website either the schedule, fares, routes. Online reservation facility of tickets is also available but you cannot rely on that reservation and have to confirm it on phone call which means you are not getting this online service with full relaxation. But at least they mention it on the website to avoid your tension if you do not confirm your ticket on call. The reduction in prices for students and free visits for old and disabled people is also a good way to attract and promote tourism. Furthermore, to attract more visitors some positive reviews are also mentioned on the website:

> *Great service. So excited about this. We went on this city tour last week and our tour guide was definitely one of the best tour guides I have ever seen in my life. I have traveled all over the world with guides from a variety of origins. Guide was very knowledgeable, had great communication skills, was funny and sang very well. He knew very well how to keep all travelers comfortable, informed and well entertained. The buses are spotless and well maintained. It was an amazing experience overall and I highly recommend you all to book your tour.*
>
> *Gri8 service.. We went to wagha border for flag lowering ceremony via this beautiful red bus......*
> *This trip was outstanding!*
> *Highly recommended, if you want to go to wagha, do go by this bus service.*
>
> **Namrah Naeem Tourist**
>
> *very informative,they tell us about all historical buildings on mall road,their historical importance, which always go un noticed when used to travel by personal car on mall road,This is our precious heritage and I love going on sight seeing bus due to this reason,and they are v economical too,I love Lahore and love Pakistan*
>
> **Rafat Jabeen Tourist**

All the reviews show that the visitors are satisfied with services and they enjoyed a lot throughout their trip on this double-decker bus. All the reviewers love the buses as the red buses attract them. The trip was so enlightening for them about the history of Pakistan especially Lahore and tour guides also helped them in getting that information. This tour on the bus is also affordable for them. As they recommend others to come and take advantage of this great service it shows how pleased they are with this bus service.

If a comparison had been done the other cities have been given little attention. Although Lahore is a cultural hub however there is also a need to promote the culture of other cities of Punjab. South Punjab is so enriched with cultural assets, tangible and intangible both. So many historical buildings are there and its folklore, music, literature, dance, oral poetry, customs, language, crafts have its own charm which needed to get international significance. Hence promoting all these assets would also be the part of this organization on this website. It has also be seen that their focus was more on promoting tangible cultural tourism.

Promoting intangible culture

A little bit of that side is touched in the videos on this website. The video link takes the visitor to the TDCP Dailymotion page. There is a total of 11 videos on that page and the videos having

a cultural element are uploaded a year or three years back. Recently no effort is done to promote cultural tourism through this medium which means there is no recent video.

Two videos are dedicated to just one city Lahore, one video is the documentary, colors of Lahore, and the other video aims to promote the food of this city. This way they are promoting anything other than historical and archeological buildings.

This video starts with the words 'Street Food Of Lahore' which indicate this video is promoting the street food of the city then throughout the video, all we saw is pictures of the food. It started with the picture of chicken karahi being cooked by two people. The name of all the dishes is written above the picture in the middle to make it prominent and so that the viewer knew the dish. In this video two pictures of some dishes have been added, the first one when the dish is being cooked by the cook and the second one when it is finally cooked and presented in a dish. The sequence of the dishes is such that it moves from the salted, sour, spicy to sweet dishes. In some pictures, people are shown buying and eating food which depicts how people enjoy these foods. The photo is the collage of pictures of all the street foods shown in the video.

Punjab destination Software

This website also has a software named Punjab Destination Software, it is an information software and its link is on the right top of the homepage. To log in the software username and

password are needed which is also available on the left side of the page so access to the software is easy. Some quick reports are mentioned there too. This software highlights the major documented tourism sites in Pakistan, Map views of sites and GIS Maps. Under the quick reports comes four options: Breakdown of Documented Sites, Sites by Development Status, Sites by Attraction Types, Sites by Geographical Position.

On the tourism, sites list total documented tourism sites in Punjab are 493. A total of 50 cultural sites are mentioned there. Cultural sites mentioned there are Jinnah library (Khanewal), Municipal Park and Jinnah Library (Khanewal, Mian Channu), Shahab Ud Din Ghouri Shrine (Jhelum/Sohawa), Multan Fort and Art Gallery (Multan), Rawalpindi Food Street (Rawal Town), Mall Road Muree, Municipal Library (Murree), TDCP Restaurant Ghora Gali (Murree), Noor Mahal (Bahawalpur), Tomb of Ghazi Khan (Dera Ghazi Khan), Islamia University Bahawalpur, Jirga House (Dera Ghazi Khan), TDCP Resort Kot Mithan (Rajanpur), Khawaja Fareed Museum (Rajanpur), Masjid Waris Shah (Pakpattan), Sheesh Mahal (Dera Ghazi Khan/Taunsa), Mukhtar King Fish (Gujaranwala/Wazirabad), Iqbal Manzil Sialkot, Masood Jandhir Research library (Vehari/Mailsi), Village Family Restaurant (Sargodha), University of Sargodha, Gaddafi Stadium (Lahore), Eiffel Tower Lahore, Chenab Club Faisalabad, Faisalabad Railway Station, Faisalabad Clock Tower, Heer Ranjha Darbar (Jhung), Qaisri Darwaza (Faisalabad), Furniture Market (Chiniot), Umar Hayat Palace or Gulzar Munzil (Chiniot), Lahore Country Club (Sheikhupura/Muridke), Anarkali Bazar (Lahore City), Abdur Rahman Chughtai Museum (Lahore City), Food Street Lahore, Islamic Summit Minar (Lahore City), National Museum of Science and Technology (Lahore City), Murray Collage Sialkot, Bahawalpur Library, Bahawalpur library, Mir Chakar Khan Rind Tomb (Okara), Allama Iqbal Museum Lahore, Fortress Stadium Commercial Area (Lahore Cantt), Faqir Khana Museum (Lahore), Lahore Heritage Museum Tollinton, Punjab Public Library (Lahore), Quaid e Azam

Library (Lahore), Lyallpur Museum (Faisalabad), (Attock/18 Hazari), Shah Said Bullu (Chakwal), Liaqat Abad Rest House Tehsil Peplin (Mianwali).

In Breakdown of Documented Tourism Sites, a bar graph of different documented tourism sites is shown. Among them, cultural sites are of just 27 % which is the second-lowest among all the other categories.
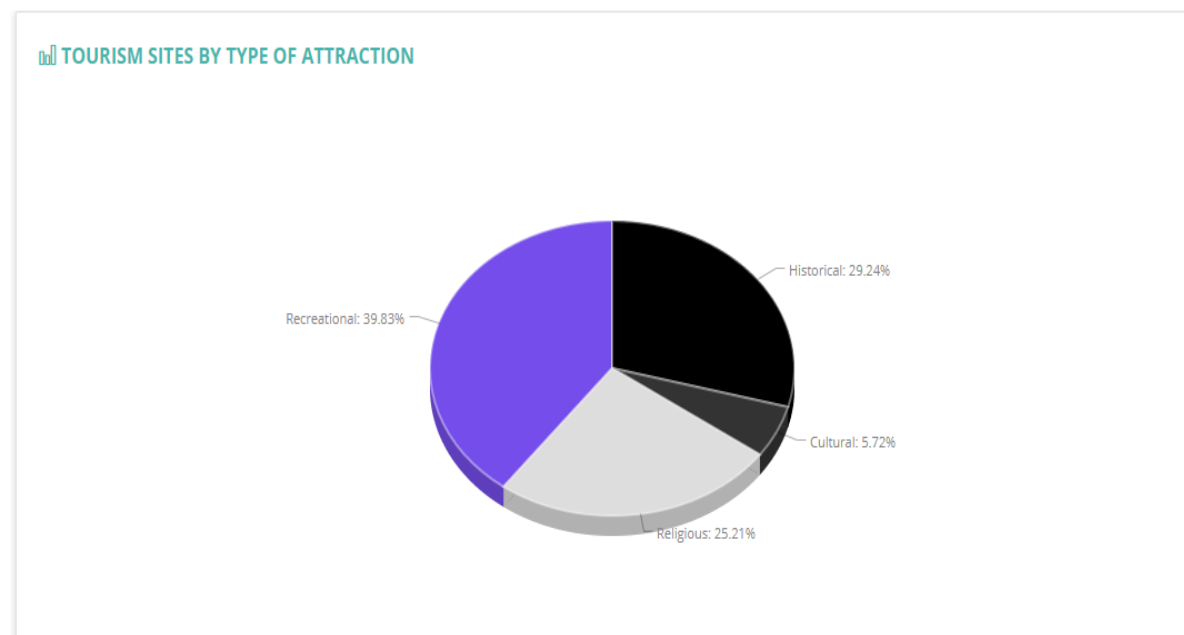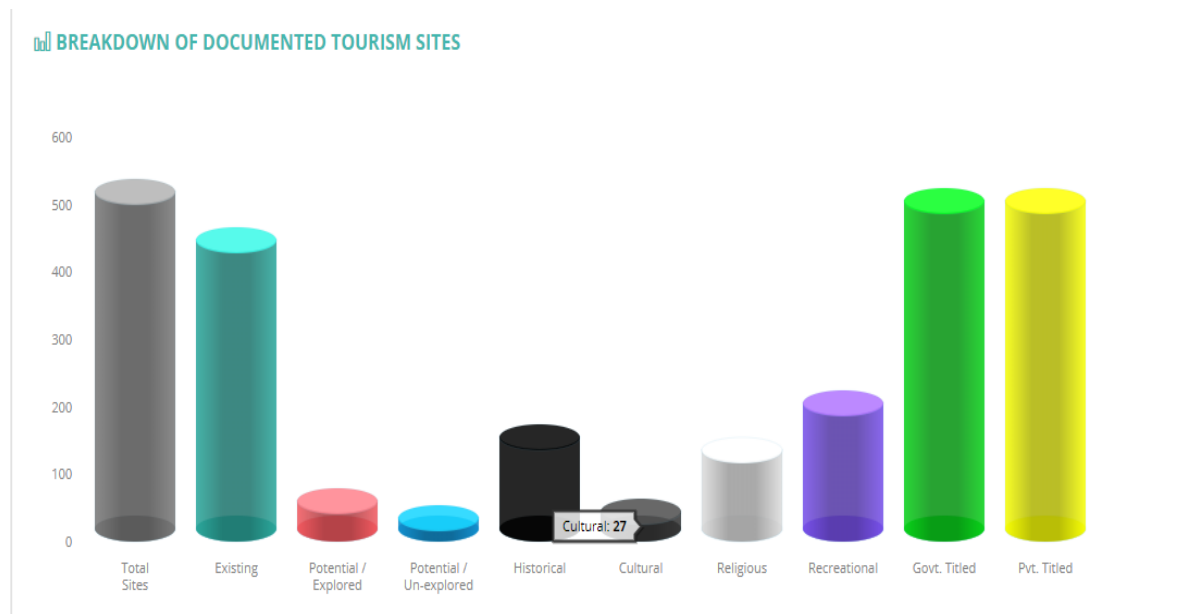
A pie chart is given showing the percentages of tourism sites by the type of attraction. So according to this pie chart, the type of tourism site which attracts the tourists more is

recreational 188 sites and 40.09 %. Only 27 sites come under the category of cultural and 5.76 % are given to cultural sites which is the lowest among other categories. The other two categories are historical and religious with 28.78 and 25.37 % respectively. The cultural site as a separate category in this website shows that this organization recognized the importance of cultural tourism and they are aware that it is necessary to promote cultural sites. However, it seems that their knowledge of cultural tourism is very limited. As a link on Punjab Destination Software, there is a need for a link on the Sightseeing Bus page so that you can easily go back to the homepage of TDCP.

This website is good in so many ways but there are so many flaws in it. On the one hand, where it seems very organized, there is a need to add some more sections to the homepage. It is also sure that there is no specific section for cultural Tourism on this website. All they have is a little information about some sites that come under cultural sites. One of their service 'sightseeing bus' is also has a cultural element and they have given a great space on their website for that service. This website also helped in conveying that the focus of this website is more on tangible cultural tourism and what they are doing for intangible cultural tourism is not enough. This also shows that they are giving more attention to the city Lahore. Furthermore, they talked a lot about Cultural tourism but practically not doing much about it.
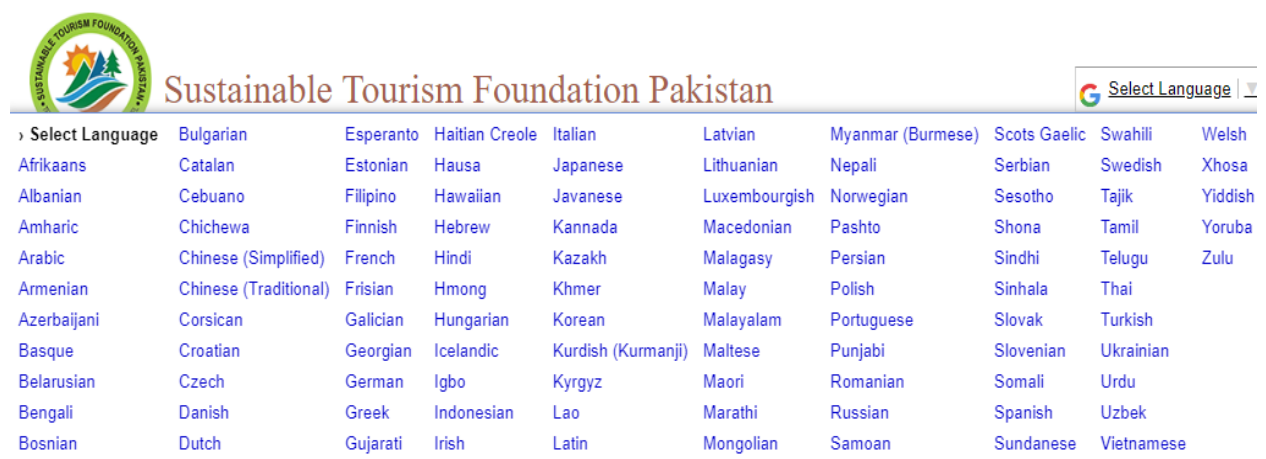
5.1.2 Sustainable Tourism Foundation Pakistan Official Website

Sustainable Tourism Foundation Pakistan is a non-profit organization, the official website is made by the organization with the aim that this will help them in achieving their goals. The layout of this website is simple and organized. This website is more informative and it seems that it intends to just inform the visitors about them, their projects and promoting their work not only there but also on social media. The main concern of this website is not to provide information about the destinations. However, at the bottom of every page, there is a link

between two separate websites. These websites have been made on two destinations Swat and Kaghan to provide all the information about these places.

Language

At the homepage, the name of the organization is written with its logo on the right. On the left side of it, there is a link for selecting the language, the 103 options are available for language selection. This means that this organization wants to promote tourism to a vast audience not just English speaking countries. As shown in the given figure on one click a dialogue box is opened with 103 languages in ten columns. All the text is written in blue. If you click any of these options, all the text on the homepage changes its language in selected one but it is just for the homepage and not for all the pages on the website.

Sustainable Tourism Foundation Pakistan — G Select Language ▼

› Select Language	Bulgarian	Esperanto	Haitian Creole	Italian	Latvian	Myanmar (Burmese)	Scots Gaelic	Swahili	Welsh
Afrikaans	Catalan	Estonian	Hausa	Japanese	Lithuanian	Nepali	Serbian	Swedish	Xhosa
Albanian	Cebuano	Filipino	Hawaiian	Javanese	Luxembourgish	Norwegian	Sesotho	Tajik	Yiddish
Amharic	Chichewa	Finnish	Hebrew	Kannada	Macedonian	Pashto	Shona	Tamil	Yoruba
Arabic	Chinese (Simplified)	French	Hindi	Kazakh	Malagasy	Persian	Sindhi	Telugu	Zulu
Armenian	Chinese (Traditional)	Frisian	Hmong	Khmer	Malay	Polish	Sinhala	Thai	
Azerbaijani	Corsican	Galician	Hungarian	Korean	Malayalam	Portuguese	Slovak	Turkish	
Basque	Croatian	Georgian	Icelandic	Kurdish (Kurmanji)	Maltese	Punjabi	Slovenian	Ukrainian	
Belarusian	Czech	German	Igbo	Kyrgyz	Maori	Romanian	Somali	Urdu	
Bengali	Danish	Greek	Indonesian	Lao	Marathi	Russian	Spanish	Uzbek	
Bosnian	Dutch	Gujarati	Irish	Latin	Mongolian	Samoan	Sundanese	Vietnamese	

Festivals

Then at the top of the home page, there are four moving pictures and two of them are from the northern areas. The first figure is of one of the famous Shandur festivals near Chitral. In this picture, phenomenal coverage of the festival is captured with players riding horses and playing polo, and around the ground packed audience watching this interesting game depicting the importance and popularity of this festival. A beautiful scenic view is also shown in this picture to capture the nature-loving tourists. At the back the White Mountains covered in snow, then

green mountains, water running between these mountains, it's so captivating. One of the key elements enhancing the charm of this game is its scenery.

The other picture is also from the northern area, this picture is from a festival in Kalash Valley. In this picture, some girls performing their cultural dance wearing their cultural dresses are shown. They are all standing side by side, their arms on other's shoulders. As the picture moves it focuses on one girl, she is smiling, looking straight into the camera, she seems very confident and enjoying the dancing. Boys are standing behind them enjoying their dance and some taking pictures of them.

As the pictures are of northern areas, this portrays that their emphasis and interest is more in promoting that side of Pakistan as compared to other areas. This emphasis can also be judged through this that they made two separate pages on two northern cities to promote those cities.

The link between those two cities is at the bottom of the home page under the section of useful web links. These two cities are Swat and Kaghan.

At the homepage above the pictures there are ten links in a row: About us, objectives, our core values, our linkage, our projects, publications, News and Events, Gallery, Join Us, Contact Us. Below the pictures with the welcoming statement 'Welcome to STFP' they comfy or bring their viewers at ease. Under that in the center 'TRAVEL TO LEARN-LEARN TO TRAVEL' is written. This statement is simply saying that the purpose of travel is to learn something and before you start your travel you should learn about your trip. This statement stressing on learning before travel makes it clear that it is necessary to know the place where you are planning to go and other things related to that travel. With that message, it is also saying that this website will be helpful for you to learn about your travel and you should visit this website before the trip and to gain some information which will help you to plan your trip. The statement is written in capital letters and bold to make it prominent.

Brief information about the organization is available on the homepage. Moreover, the mission, vision, news, and events are also briefly mentioned here. All the STFP projects and activities are also mentioned here which are 12 in total. They are all displayed in 3 rows and 4 columns, for each project there is a picture and the description of that project is written at the top of the picture.

Cultural Tourism as Sustainable Tourism

Below that under the heading 'What is Sustainable Tourism?' they explained the meaning of sustainable tourism in their view. Three lines are written at home page in this section and if you click to view more it will take you to another page named about us. There in the section what is sustainable tourism? it is explained as "If tourism contributes to the maintenance and improvement of biological resources and their diversity; If it ensures the preservation of culture

and values of people and strengthens community identity; If a process is set in motion in which the benefits of tourism are broadly shared and a wider participation in decision-making related to development and the management of natural resources is promoted; If economically efficient, positive backward and forward linkages among economic activities are increased to relieve the pressure on fragile resources and contribute to improvements in the quality of life of the population; and if resources are managed in ways, which not only support present needs but also supports the needs and aspirations of future generations; Then the presumption is that tourism is sustainable." (http://www.stfp.org/About-Us.html).

In this long definition of sustainable tourism, one of the components is as underlined to preserve people's culture and values. According to them strengthening the identity of the community also comes under sustainable tourism. Under this, there is one video of their latest project. However, some pages are missing from the websites such as our linkages, iljp.com.pk, the last two logos, they take you nowhere which creates a kind of difficulty and confusion in the mind of the viewer.

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Your email address   SUBSCRIBE

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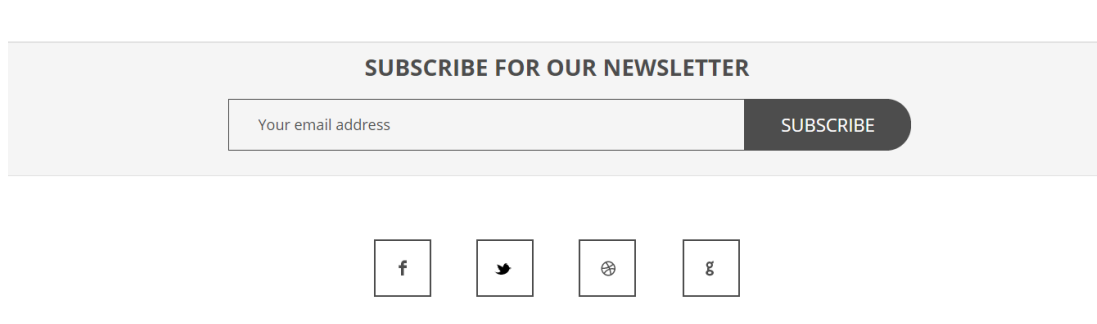
Then there is an option to subscribe to their newsletter by entering your email address as shown in the above picture.

Social Media

Then as in the picture, there are four links at the homepage with the four icons in the small boxes. The first link will take you to the Facebook page of this organization, The second link

to the twitter page of this organization, the other two links opened on this same page. These icons or links show that this website is also promoting its organization on social media through this website.

The bottom of the home page contains the location of the organization on the right side with the contact number. Then there are eleven links divided into three sections: useful web links, support, and quick links. Under useful web links, there are three links of web pages iljp.com.pk, visitswat.org, and visitkaghan.com. Under support sections there are links like FAQ, contact us and Join us. Under quick links, there are five links: our members, newsletter, picture gallery, testimonials, and your feedback.

The top part of the STFP logo, a row of eleven links and the bottom part of subscription of a newsletter, social media logos, location, and other useful links are available on almost all the pages. This makes it easier for the viewer to go to any page easily just by a single click.

Cultural Significance

The rich culture of this country and necessity to manage it properly to gain the maximum benefits is mentioned on the website as 'Pakistan has a great opportunity for the tourism development based on its spectacular natural landscapes and unique cultural heritage. Tourism is one economic activity that has the potential to bring considerable benefits to the nation. If it is managed effectively tourism can be used as a vehicle to deliver socio-economic benefits directly to rural and remote areas'. (http://www.stfp.org/About-Us.html). In this paragraph, the words 'great opportunity' and 'unique cultural heritage' are carefully chosen to show that potential.

'Since the Rio Earth Summit in 1992, there has been a steady increase in the awareness around the world for the need to consider environmental and cultural issues in the Travel & Tourism industry and not simply its economic returns'. http://www.stfp.org/About-Us.html

Here they said that the concept of think through the cultural issues in this industry accelerated around the world after in the Rio Summit in 1992 at an international platform addressing the cultural issues that have been realized essential. This shows that once an issue is raised at international platforms, the world acknowledges that issue promptly. So considering that this organization also consider this as we can see in their vision which is as follows:

"To establish Pakistan as a nature friendly, culture friendly and tourist friendly destination".
In their vision, they make it clear that their focus is on three things and one of them is as underlined to make this place culture friendly. Furthermore, in the core values, four points are mentioned and one of them is cultural protection which is placed third on the page. Furthermore, they consider this as one of the four core values.

"The tourism industry plays an important role by promoting inter-cultural contacts. Furthermore, Pakistan's rich cultural heritage is a valuable resource in itself. Tourism activities must therefore be developed and managed in close consultation with host communities to guard against exploitation and to ensure that they are protected from unwanted cultural change."
An element of cooperation among all the stakeholders is also present in this website as one of their core values. "Development of sustainable tourism cannot be achieved by individuals and organizations working in isolation. To be successful, close co-operation among all the stakeholders is required". (http://www.stfp.org/Our-Core-Values.html)

Practical Implication

Among all the projects and activities only one is related to one of the components of cultural tourism which is archeological tourism. The name of the project is the Promotion of sustainable archeological tourism. The picture here with the text is one from their trip to the lower swat valley. In this picture, the president of the organization is sitting with some other visitors at one of the archeological sites in the lower swat valley. At the back, there is a ruined building. When you open the link a new page opened with two photographs on the right side and some text on the left. At the top of the page, there is a picture of the archeological site. In the picture the view is so mesmerizing, the combination of cloudy sky, plain greyish mountains at the back, greenery at the left side of the picture, a stupa in the middle, half damaged walls in one sight appeals more.
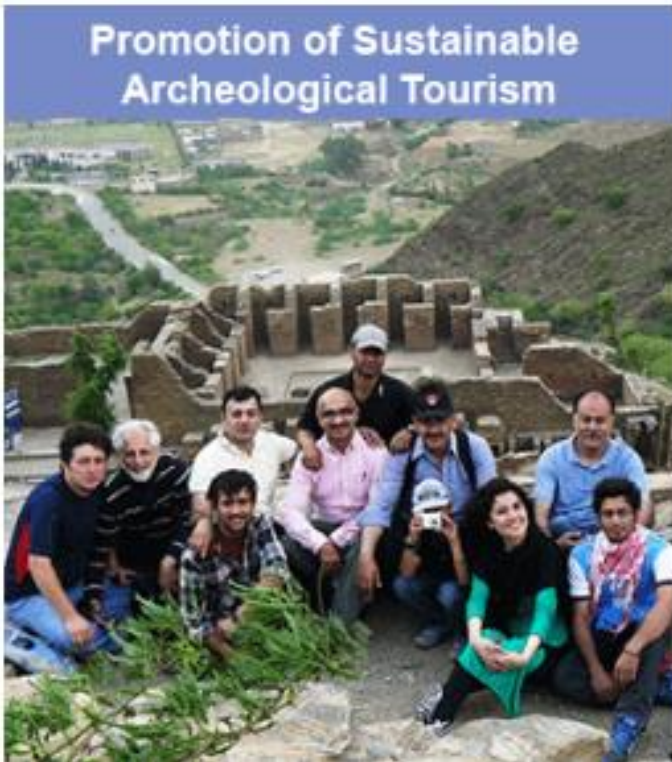
The promotion of archeological tourism is written in bold to show what they are doing in this project. Then on the left side, they explained what they doing in their project in the second paragraph as:

'In this connection, STFP organized an Essay Competition on the topic of Archaeological Tourism among the students of colleges and universities of Pakistan. A large number of entries for this competition were received from all over Pakistan and 10 best essay writers were selected by the judges to win an all paid in trip to Swat. The winners were invited to participate

in the inaugural tour of STFP's archaeological Tourism to the lower Swat Valley which was held from 09 to 10 May 2014'. (http://www.stfp.org/ArcheologicalTourism.html)

On the right side, the first picture is clicked at the time of competition and in the picture some organizers and the participants are present. A banner of the project is also there at the back in the middle of the building. This project is a joint venture and it is mentioned at the start of the text as:

'In pursuance to its objectives to promote archaeological tourism in the country, Sustainable Tourism Foundation Pakistan in collaboration with Tourism Corporation of Khyber Pakhtunkhwa (TCKP) and Italian Archaeological Mission's ACT Project has launched a project to promote sustainable archaeological tourism by promoting cultural and archaeological heritage sites of Pakistan'. (http://www.stfp.org/ArcheologicalTourism.html)

The underlined line mentioned the organizations with which STFP collaborated for this project. Other than this essay writing competition they are doing three more things to promote archeological sites which are underlined below. One of the things they are doing is that they arrange field trips on regular bases. Secondly, they are in a process to make the involvement of local communities and other stakeholders in the promotion. This means they are aware of the fact that alone they cannot achieve this target and that local communities can make a great impact.

'In this connection, STFP regularly organized guided field trips to various archaeological sites for its members and also building the capacity of local communities and concerned stakeholders to play their role for the protection and promotion of cultural and archaeological heritage of our country. STFP has also developed printed material for the education of interested tourists'. (http://www.stfp.org/ArcheologicalTourism.html)

So along with cooperation, they are also incorporating the element of community involvement and collaboration of stakeholders in their organization.

The publications of the organization are also available on the website in the link named publication at the top of the homepage. On that page five publications are accessible and then these can be accessed either by clicking read or download. The first two publications are about Swat Valley and two about their Indus dolphin program and the fifth one is about the tips for travelers. They have published the publication about the Indus Dolphin program in two languages English and Urdu which show they are more concerned about this program and want to spread their message to the wider audience.
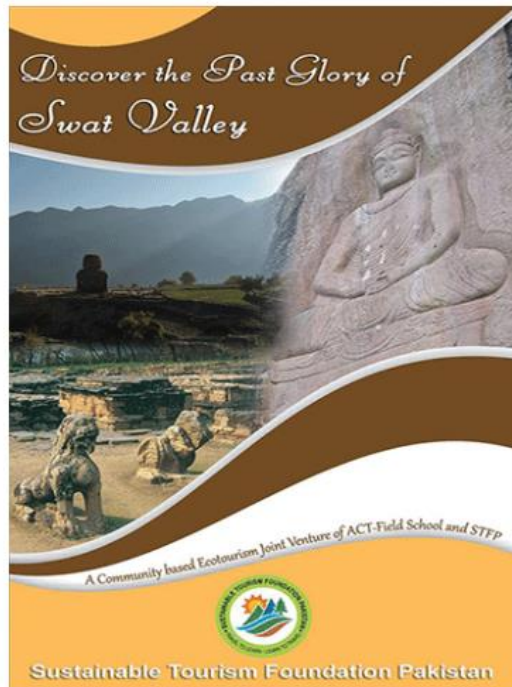
The name of one of the publications on Swat Valley is "Discover the past glory of Swat Valley". These words show that in this document search for wonders of the past is done. This publication is a report of the project to promote archeological sites and it is a 17-page report. It was placed second among all the publications. The link of this publication is given with the picture of the first page and then two words are written under that 'read' and 'download'. In the picture, on the top name of the publication is written in joining writing and at the bottom, the name and logo of the organization are displayed. In the middle, two pictures from the Swat valley are exhibited. The right image is of some statues and monasteries while at the left there is an image of Buddha carving on the rock. The selection of pictures and titles of the publication depicts that in the past this valley has a lot of connections with Buddhism. This publication report about the two-

day inaugural historical visit to the many archeological sites of Swat Valley and a seminar on archeological tourism.

Throughout the report, the aim, partners, schedule, and places of a visit has been discussed. As they visit the archeological sites and seminar was also on archeological tourism it gives the impression that the focus is more on tangible heritage.

Promoting Intangible culture

Chappli Kababs of Takht-e-Bahi
Obviously one cannot resist the mouth-watering aroma of famous Chappli Kababs while passing though the bazar of Takht-e-Bahi. So the last item on our trip agenda was to have a farewell dinner of delicious Chappli Kababs with hot Tandori Nans at Safdar's Hotel in Takht-e-Bahi Bazar.

The intangible cultural tourism has also been touched a little bit by mentioning about the famous and traditional food of Takht-e-Bahi. In the above image, the written text and the images complement each other and gave an appealing effect to taste the food of that place. The words 'mouth-watering aroma' was used to add an element of attraction and the name of one of the famous hotels for chapli kabab was mentioned. The visual shows the cooks at the time of preparing the dish and then in the left corner the prepared dish in the plate.

This image is of the Swat museum in which the sculpture of Budha has been seen at the right and then some of the statues and Budhas stories carved in rocks are hanged on the wall and are placed with some gap on the floor at the left.

The president of the organization also with his words spreading the message of the importance of this sector and valuing archeological tourism.

Speaking on this occasion, President of STFP, Aftab Rana, highlighted the importance of archaeological tourism and informed that archaeological tourism is travel that focuses on visiting and experiencing ancient sites and historical places. The motivating forces behind archaeological tourism are a passion for past and an interest in learning about the ancient or historical cultures that inhabited the area being visited. He said that archaeological tourism not only helps in conserving the rich heritage of the country but it also provides enormous opportunities of income and employment generation for the local communities.

Furthermore, he mentioned the reasons why it is so necessary to visit the archeological sites and how it would be beneficial for us. He also remembers the local community and with his words trying to convince the reader to plan all their trips and take care of all the cultures while traveling.

He said that archaeological sites should be considered a common resource, one that benefits everyone and, by extension, one for which everyone is responsible. He said that visiting archaeological sites can be a very rewarding and educating experience. A well-planned visit increases the awareness of the site, the culture that built and occupied it, the local environment, the local community and their practices and traditions.

At the end of the report some pictures of the trip have been added, these images were clicked by the two individuals who arrange this trip. All the pictures are giving sight of all the famous places they have visited during their trip to Swat Valley. Some were just the archeological

places and in some, there are also participants, some random and in some they were posing for the photograph. Among these pictures two images depict the ancient rock painting, these images are from the Swat museum. In the first picture, four people were looking at the rock painting and their back is towards the camera. One girl is pointing towards a figure and the other is looking where she was pointing. Two boys at the back are also looking at the painting and discussing the painting. This shows that this painting captured their attention. In the second picture, five people are standing in front of the rock painting looking toward the camera. This portrays that along with cultural heritage tourism they are also promoting cultural art tourism.


Trip particiapnts looking at enlargement of ancient rock painting at Swat Museum

Other than pictures there is only one video and that video is about the Indus Dolphin Program. That is basically a documentary of eight-minute and seventeen seconds, made with the assistance of USAID. It starts with explaining the importance of the river and dolphins for the people living there. Then the text 'Ecotourism bringing hope for the Indus' appears on the screen word by word. This text shows their concern about ecotourism and their belief that with ecotourism this Indus will get many benefits. Brief introduction about the place, dolphin, and the living condition of people living there has been described in the voice of girl explaining everything in the English language. At some places in the video the fishermen, local artisan, and president of STFP talked in Urdu and their local language, and below the subtitle in English are given. Then the aim of the program has been discussed at the end of the video by the

president of STFP.   In his words, he gave an invitation to the people of this country to visit this place and help both the blind dolphin and local communities. He with this text after showing the amazing sceneries and the role of the local community in this whole video make sure that you will love the place, enjoy watching dolphin, boat ride, camping, local food, and your visit also will be beneficial for the local community.

The element of food has also been added in this video, in this image eight tourists are sitting in
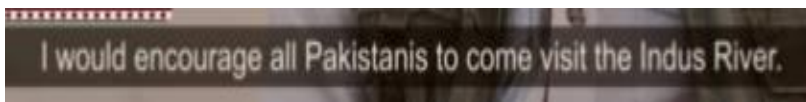
a circle and in the mid many dishes are presented and they are having dinner.
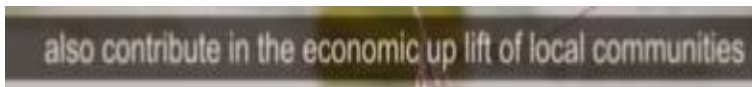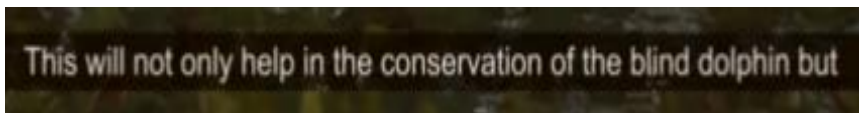
At the bottom of the image, there is a subtitle 'enjoy tasty local food while experiencing the local culture'. The words local food and local culture depict

that this project is considering the betterment of local people and promoting their culture through promoting their food.

Promotion of Handicrafts

In the same video, the culture of local people was promoted through promoting their handicrafts. In these two images, the making of baskets has been shown. In the first image, a hand of a woman making a basket is shown while a basket as a final product is placed in the

back which is a sign of telling what is in progress. In the second image, a woman is woving the wooden basket. She is looking towards the basket and seems very concentrated on her work.

In this image three women are working on one piece of cloth, they are all working with concentration and hard work. One of the women is working on blue cloth, all these are working with dedication.

One of the artisans said that the visitors appreciate their handicrafts which means they like to be appreciated and it gears them to work hard.

The tourists come to our village and appreciate our handicrafts.
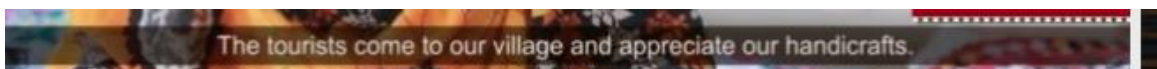
In the video, it has been said, "The long term economic benefits generated from the Indus dolphin ecotourism project will ensure the preservation of biological diversity and cultural identity of river Indus. The Indus blind dolphin is a precious part of Pakistan's natural heritage". This means that this project will also help in preserving the cultural identity of Indus and by considering the blind dolphin as a natural heritage of the country, it has been said that preserving that dolphin means preserving the heritage of the country.

The analysis of this website let us know that this organization is focusing on responsible and sustainable tourism. They have mentioned cultural aspect so many times in this website but

again this also does not have a separate section or are not doing anything specifically for cultural tourism. However, one thing is sure that they are focusing more on local communities and training for local communities. The focus of this organization is also on just some specific places such as Kaghan, Swat and Taunsa Barrage. To conserve tangible cultural tourism they have done only one trip and seminar on archaeological tourism. They are working for intangible cultural tourism through their projects of strengthening the local community.

5.1.3 Tourism Corporation Khyber Pakhtunkhwa (TCKP) Official Website

This website is the official website of Khyber Pakhtunkhwa's tourism organization and this website is just for providing information. This website also has a more visual representation. The selection of images is such that it looks so bright. This website is very responsive and adjustable to all the devices.

Motive

The main motive of this website is depicted at the bottom of the homepage in the statement "Official website of Tourism Corporation Khyber Pakhtunkhwa, Govt. of Khyber Pakhtunkhwa". The content listed on the website is itneded for information only". Here 'it intended' is a spelling mistake and it is intended, the use of this word is showing their concern related to this website.

Language

They also intend to make available this information to maximum people in different countries. At the top of the page in the left corner, there is an option 'select language'. There are almost 10 options of languages on this website and these include Arabic, French, German, Hindi, Malayalam, Pashto, Persian, Spanish, Tajik, and Urdu. The selection of languages shows how smartly they choose them and target those who are more likely to come.

On the home page at the top, there are fewer links as compared to the above discussed websites. On the right side there is a logo of organizations and on the left four links. The first three are written in black color and they are: what to see, plan your trip and downloads. The fourth one is 'explore' and it is written differently in a blue box than the other three to make it prominent in white font color. At the bottom of the page, there are five other links: E-Magazine, Terms and Conditions, Privacy Policy, Useful Links and Contact Us.

The extent of the cultural element

On the website, there is no special or separate section for cultural tourism or cultural sites. But at the home page 'Nature, hospitality and culture in perfect harmony' is written on all three pictures at the top of the page. These pictures are of northern areas and perfectly depict natural beauty but do not signifies hospitality and culture.

Peshawar Museum

The province was introduced on the page under the statement welcome to Khyber Pakhtunkhwa but in that introduction, the cultural element of the province is not mentioned. Whereas on the

left side of the text three moving pictures are displayed, each is having a cultural element.


Julian Stupa

Sethi House Peshawar

The first and third pictures are buildings from Peshawar and second from Haripur District. As Peshawar is the capital of KPK so the focus is on this city and the more pictures of that city also indicate that. The first picture is of a museum that is known for the assemblage of Buddhist artwork.

This picture is taken from the left side. The second picture is of the stupa from Julian which is in the Haripur district, some damaged statues of Buddha are also there in the picture and mostly the head of the statues is missing. The third picture is also of a museum but this museum is

notable for some traditional central Asian reminiscent. This picture is taken from the lower angle covering the wooden work of three sides and the opened rooftop in the middle.

Cultural Attractions

Under that, there is highlights and attractions section on the homepage. This section as named points out the main happenings of this organization and displays the attractions using pictures. This part of the website is eye-catching as in the middle of the page we see 5 pictures all attached in front of a blur pic. That blur background of the mesmerizing scenic view adds up to the captivity of this section. The blend of color is also complementing the idea. These five pictures are representing five different sections. On top there is a link of section 'featured places', the name shows that it represents the attractions of the province. The more space is given to this picture which means this website intends to promote the places more. The picture used here is of the Peshawar Museum, taken in the evening, the lights in the buildings are enlightening the attractiveness of this place.
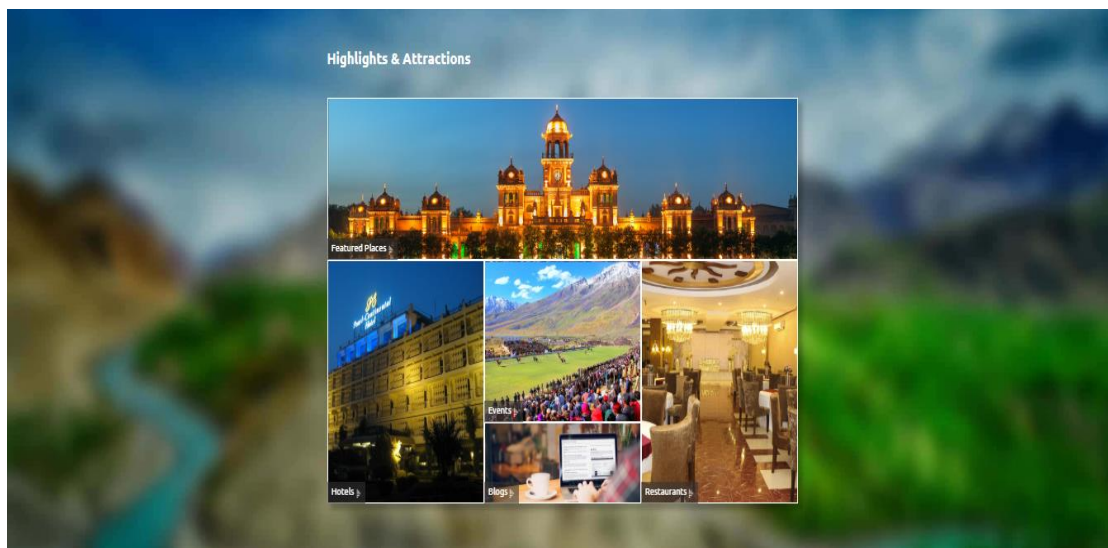
The two-section under featured places at both the corners are complementing each other and providing a good balance. On the right side, there is a picture of the Pearl Continental Hotel representing a section named 'hotels'. On the left side, there is a section named 'restaurant'

and a picture of the hall of a restaurant is shown. Through a picture of a renowned hotel and lavish hall, they are showing their deluxe services. This whole section is centered by a picture covering the polo game of the Shandur festival and named by subsection 'events'. Under this there is a subsection 'blog', in the picture a girl is shown typing something on the laptop, this shows that blog is something related to writing. Smaller space is given to this section which depicts that blogging is something new and did not attain much attention.

Events

On the same page, the repetition of events section and the most popular destination is depicting their passion to promote the events and destinations to the world. There was only one event when I first visit this website but at the end of the month July another event was posted which is 'Naran Festival 2019', in the description it is said that "Not only that but this festival also promotes local musical talent and the rich cultural heritage of this beautiful region." (https://kptourism.com/official-event-single/5d413b396d09c2653dc71c5d/show). This statement depicts the cultural element of this event to make it more interesting and try to capture the visitors who are interested in cultural aspects. One thing is clear that they update the details of every event some days before it's going to happen and this also shows that they update their website timely. However, the details of the event stay displayed on the website even after the end of the event for many days and they did not even change the registration status from open to close which may create confusion for the visitor. This shows that they did not properly look at every detail on the website.

The most popular destinations for them in the sequence mentioned at the homepage are: Peshawar, Chitral valley, Charsadda, Naran valley, and Abbottabad. The link of all these

destinations is available with the name of the destination written under one picture of that place in a white box. Again at the background of these five pictures, there is a blurred picture to make this look good.
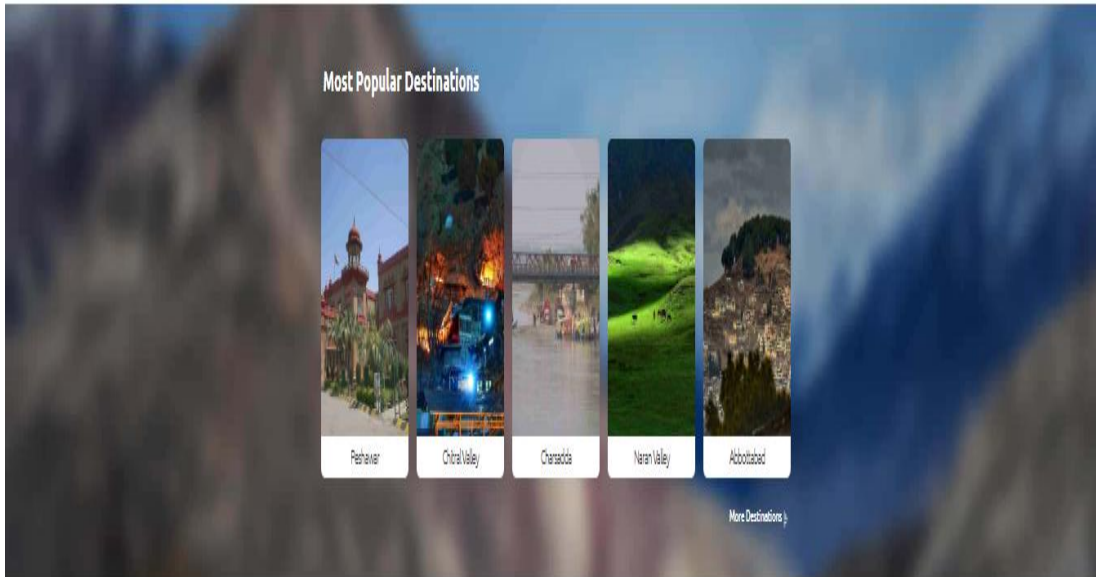
Social media

A special section is dedicated to promoting the social media on the homepage. Mostly on the other websites, just the icons are displayed but here some feeds are also mentioned. Here two pictures are from Facebook, two from twitter and three from Instagram. A small section is given to Facebook, one picture is of the logo of the organization with its name and the other is of trees on

mountains covered with snow. All the tweets and Instagram posts are related to cleanliness, this shows their focus or priority is not cultural tourism.

At the bottom of the homepage, there is a link to E-Magazine which is based on the tourism

policy of the province of 2015. In that magazine, the KP tourism mission statement is stated which shows their regard for better management and conservation of cultural heritage.

Cultural potential

The cultural potential of the province is put forth by the following statement "This was the centre of the ancient kingdom of Gandhara and is rich in archaeological remains." (https://kptourism.com/about-kpk/show) and from some statement in the E-Magazines. The statement at the start makes obvious the potential of cultural tourism. The latter part of the statement is pointing out one of the management flaws that officials were unable to bring that potential to the world.

Cultural showcase

There is a video of one minute and fifty-nine seconds in the link about KPK. The video starts with a dark sky with stars then something start appearing on the screen in the middle and it is 'imagine a land'. As it appears slowly the background changes from dark to blue then white


clouds passing by as the day takes over the night. Then all the four seasons were shown one by one and at the bottom 'all the seasons' were put on a show. After that amazing terrains typed slowly on the screen and in the background incredible view of deserts was shown. Then one after another startling view of lakes, fields, mountains, people walking on snow-covered
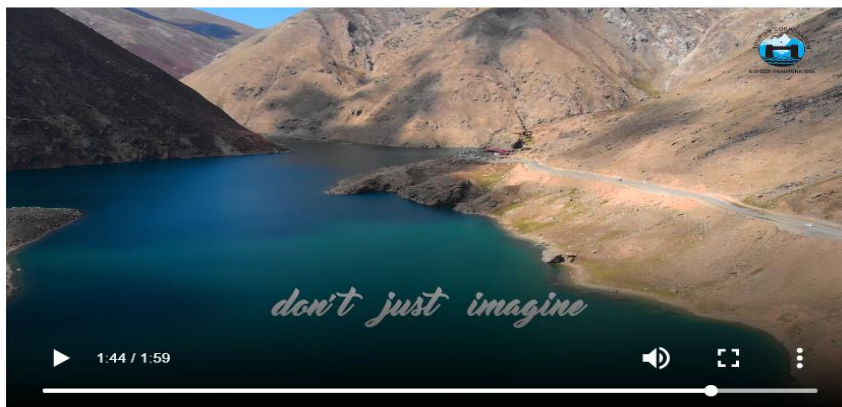
mountains, boys biking on roads in a hilly area is presented. Then in a sequence, different scenes were shown under the label of Wonderful lakes and

fountains, Indigenous cultures, Rich history, Mesmerizing sceneries and Full of thrill and adventures. The video was ended then with a text don't just imagine it and in the background,

a beautiful scenery having mountains in the back and clean blue water in the front floating between them was shown. Then the text experience it with an
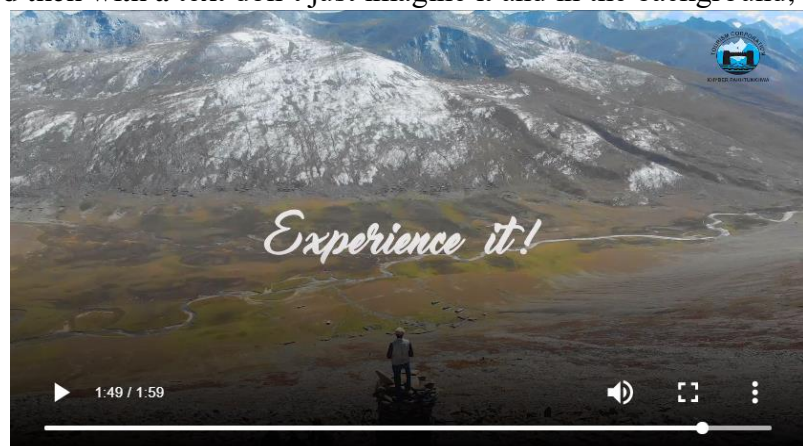
exclamation mark is seen and a man was standing there, the camera is revolving around him displaying the snow-covered mountains around him.
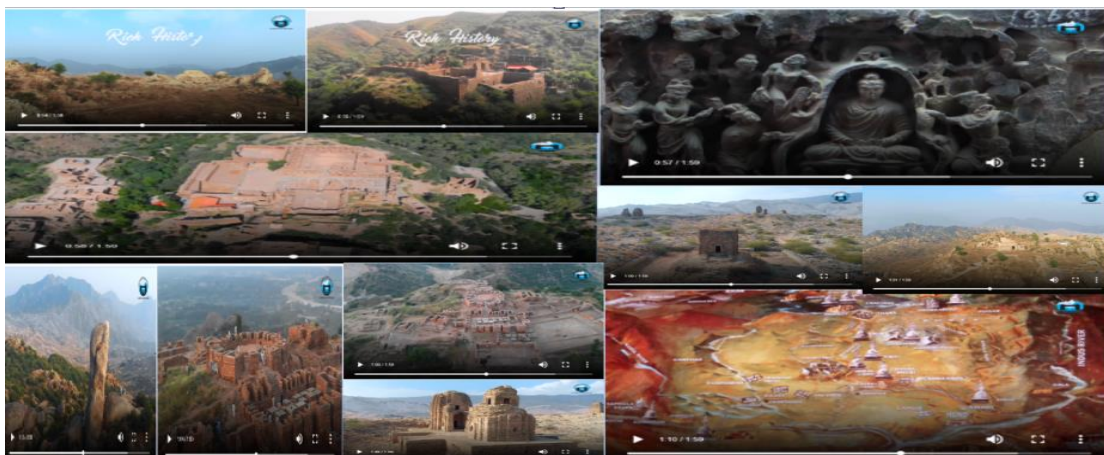
The indigenous culture of the country is shown in the picture at time 44 seconds. In the first picture, girls are dancing in their cultural dresses separately. On the left side of the picture two boys are also dancing, their back is towards the camera and their hands on each other's shoulder and there are arms on their back as they are dancing together. The enjoyment in the festival is shown from one side and in the next picture, it is shown on another side. In the second picture, the view of the festival from the upside is captured. All the men and women are gathered under one roof in a circle standing close to each other, different color are seen especially yellow and red in the middle, and white and

blue on the sides. This is because girls are in the middle of the circle and boys are in the corners covering them. while performing a ritual or at the time of celebration everyone is in or near this circle and the side area is vacant and only one person is sitting on the chair. In the third picture, the view gets closer and we see a lot of girls standing near to each other holding some leaves. This picture also shows how rushy this circle is. In the next picture, the view gets a little more

toward the girls who are dancing. The hands of all the girls are in the air and one of them is little tilt towards the camera.

The focus of the video is towards one indigenous culture which means they are concentrating on promoting and preserving only one culture and they try to preserve it by displaying just one side of this culture or community. In this video along with the focus on the festival of one culture, they are also promoting the archaeological sites of this province. At time 52 seconds in the video text appeared 'rich history' and in the background historical remains are shown between the mountains, the view from the upside is displayed. Then in the next picture sculptures of Budha are shown and after that the view of different monasteries, stupas, relics, remains are displayed, then, in the end, a map was shown in which all the historical sites were mentioned   on   the   map   with   their   names   and

pictures.

Issues

Some issues are also mentioned as

Sector Specific Issue
- Limited Availability of Information
- Low Quality of Workforce
- Absence of Standards
- Dilapidated Infrastructure
- Limited and Sub-optimal Marketing Activities
- Landscape Degradation
- Threat to Cultural Assets

Cross Cutting Issues
- Low Priority by Government
- Sluggish Economic Growth
- Unclear Policy & Institutional Growth
- Poor Law and Order Situation
- Low Public Sector Capacity

Keeping these issues in mind TCKP put forth its tourism policy built on seven main strategic areas. In this magazine, both ways were used to give this message; text and pictorial representation. Similar is the case with depicting issues. Yellow and blue colors are used in both illustrations.

In this statement, some statistics have been shown regarding marketing and some other aspects of tourism. But it has been shown

the relevant audience across the globe. According to World Travel and Tourism Competitiveness Report, Pakistan has been ranked at 117th number in the world on effectiveness of marketing and branding activity. Similarly as per Travel and Tourism Competitive Index, Pakistan has been ranked at 125th, 127th and 62nd positions on affinity of the local communities for tourists and tourism openness; attitude of population towards foreign visitors; and participation in international fairs. So far the

that Pakistan is lacking behind in marketing its tourism industry and incorporating local communities. Hence, TCKP in that tourism policy was geared toward better marketing strategies and adopted the following measures. All these measures are pretty good and implementation should be done as it's been more than 3 years since this policy has been announced. As mentioned in h. Shandur polo festival is promoted as they said these days on the websites, before the festival the dates have been displayed and they are still on the website after the closing of the festival. However, as they said there will be a calendar of expected dates and details of all the events on the web portal so that is missing on their website. In i. they were intended to venture Gandhara and Sikh Heritage tourism, Rail Heritage tourism, Cultural and Historical Heritage Tourism in both the selective tourism market but there is no separate section to promote them on the website.

The link explores to take the viewer to another page which is a home page. On that page further, twelve links are on the right side in a vertical setting. These links are: KP Explorer, contribute, events, blogs, tour packages, plans, weather, warnings, about KP, complaint us, feedback,

a. TCKP will conduct surveys in key domestic tourism market and prepare a strategy to further strengthen existing domestic tourism markets by developing new tourism products focusing on family, youth, students and corporate segments.

b. A detailed KP Tourism Web Portal will be developed to provide a one-stop solution to facilitate interested visitors for getting updated information and booking of hotels, transport and tour Packages.

c. Print and electronic media will be used in a cost effective manner to project the touristic attractions of KP in domestic market.

d. TCKP will participate in various national and international tourism expos and fairs to highlight tourism potential of KP.

e. Under a Franchise scheme, TCKP will establish a larger network of KP Tourism Facilitation Centres all over Pakistan or abroad, by encouraging private sector tour operators to establish a KP Tourism Facilitation Desk in their offices. Under this franchise Package, the selected tour operators in main cities will be provided necessary guidelines, publicity material, promotional display, sign boards etc. These centres will be provided with printed material on regular basis and their progress will be monitored to ensure they provide information services as per approved quality standards.

f. Opportunities for Winter Tourism will be projected through press and electronic media to improve the room occupancy of the hotels of mountain areas during the low season.

g. A task force on tourism marketing will be constituted to improve coordination between public and private sector to formulate a joint marketing strategy to promote KP as an all season tourist destination.

h. Events like Shandur Polo Festival, Kalash Festivals, Khanpur Water Sports Festival, Indus Food Festival, Swat Festival, Naran Festival, Brogal Festival etc. will be promoted more vigorously and well in advance to attract domestic as well as foreign tourists. A calendar of events will be given on the KP Tourism Web Portal with expected dates and details of all the events.

i. Special effort will be made to project potential of KP for Adventure Tourism, Youth Tourism, Gandhara and Sikh Heritage Tourism, Rail Heritage Tourism, Cultural and Historical Heritage Tourism, Sports Tourism and Ecotourism in the selective foreign and domestic tourism markets.

EMS. In the middle of the page, there are six pictures of six places of KP with their names written under the pictures and a sign of show more is beneath them which takes the viewer to other options of places. The number of likes, comments, and views of the places is also available. On the left, there is a slide show of pictures on the top and videos on the bottom. The main focus is on providing information about the places that is why these places are placed in the middle to catch the attention of the viewer.

This website has a good visual representation and the arrangement of the content on the homepage is also good. But some necessary links are still missing and especially at the bottom of the page. This organization is again not focusing on cultural tourism and all cultural we interpret are the pictures of cultural sites and the description of some cultural sites. When it comes to cultural fests or indigenous culture, they are also focusing more on Kalash culture. In their E-Magazine, they pointed out some issues which means they are aware of all the issues. As they also present their policy which is a good one but they did not implement it and in all these years we did not find it implemented.

5.1.4 Official Tourism Website of Sindh Tourism Development Corporation

This is a separate official tourism website for promoting the tourism of province Sindh. This is not just a brochure website and serves other functions along with providing information. This website is also helpful in booking and has links to other pages on their homepage. The design of the website is very responsive as it will completely be optimized to the screen of the devices accordingly. Most of the content on the homepage are pictures as the visuals are more attractive tool so the web page is very appealing. Furthermore, the text is in italics with immense font size which is easy to capture the glance of the viewer.

Language

The medium they choose for conveying the message to the audience is in English. Hence there is no option for the selection of language on this website. All the text on all the pages is in one language as it is the most spoken and understandable language.

Motive

Unlike other websites, the address of the organization is given on the top of the homepage at the right and the left, there are options of four currencies. Moreover, the top part of the page is dedicated to the picture of hotels and on the left side of the picture details of booking or checking in to rooms are available. By providing this facility they are making it easier for the tourist to book their rooms online. This also shows that they are focused more to get their hotels booked and sell it to customers, this factor makes it a marketplace website. This concern is also shown in a way they place a hotel next to the home in their web links on the top of the page.

Social Media

Similarly, another different practice as compared to other websites is that here logos of social media are also on the top of the homepage. This shows they also give more priority to social media sites. The first four logos are Facebook, twitter, google- plus, YouTube, the last one is LinkedIn which is not present in the above-mentioned organizations while the logo of Instagram is missing.

Homepage

There are six web links in a row: Home, hotels, tours, video gallery, contact STDC, Log in and seven sub links: Our services, special offers, Booking conditions, privacy policy, Location Map under hotels and All locations, happy new year 2019 under tours.

Cultural Element

Their welcome statement is "Welcome to Sindh, the cradle of civilization". With this statement, they are giving the message that Sindh is the place where the civilizations originated or framed. The hidden message in this statement is that this place is culturally rich as culture is a mind if civilization is a body. So as Sindh is the birthplace of civilization many cultures are also present there.

There are different categories at the homepage between the sections to explore the beauty of Sindh as displayed in the picture below. Culture is placed first among these categories which shows their importance for culture. However, by clicking this link you get back to the same page which means they add the link but the page is missing. While there are six results under religion, 9 results under museum, ecotourism, and heritage.
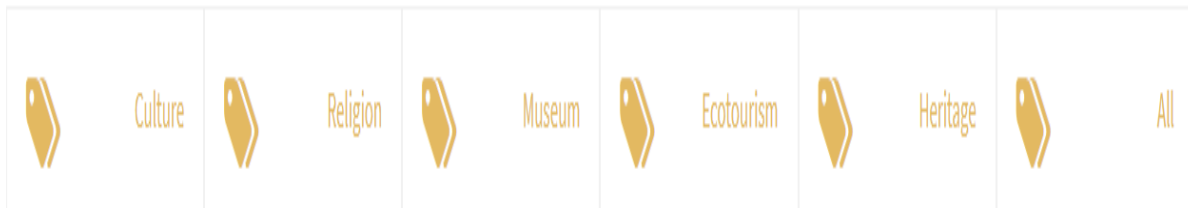
Safety assurance

Security and safety are the most important things for tourism and are the hurdles in the pavement of tourism in Pakistan. Keeping this in mind this message has been given on the website to the viewer that Sindh is a secure place to visit. The description of the Sindh on the homepage is given with the heading "Where

peace and nature exists". The words are chosen very wisely. At another place on the website under the section explore the beauty of Sindh the same message is given in different words as shown in the picture. This statement is placed under the links of all the sites, so when someone sees this statement after visiting these sites on websites they will get a message that it is secure for them to visit these places.

Visual introduction of the province

There is a video on the homepage of six minutes and one second and its title are Sindh Tourism Development Corporation Promo. It started with the logo of the organization in the middle and

at

On the right side, the view of the tomb of Quaid e Azam in two segments and on the left side another view is shown of a place on the top at the edge of the mountain. The people are present in both places. Then the middle part changes into four segments which are the view of people boating in the lake. After that from the right side, a white box emerges from the center and joins the two segments which then moves towards the left and converted eight segments into four. As we can see in the second picture 'explore Sindh' is written in the box, at the right

bottom and left top same views are cut to short and right top and left bottom the view of the lake is segmented.

Then the different views in a different segment are seen in the same way with a box and Karachi is written in that box. Next to that is the view of the beach as shown in the picture below. Here at the back, there is water and some tourists on the left side. In the middle of the left side waves of water are also prominent. At the front STDC is written on the wet sand. Then the views of lakes, important buildings, pictures of important figures of Sikhism and Hinduism and their statues are put on a show. Kenjhar lake thatta then appears in the same way written in a box between the views of the lake in segments and then the views of this place.

At one minute and forty-five seconds, the view as presented in pictures below is shown. In first
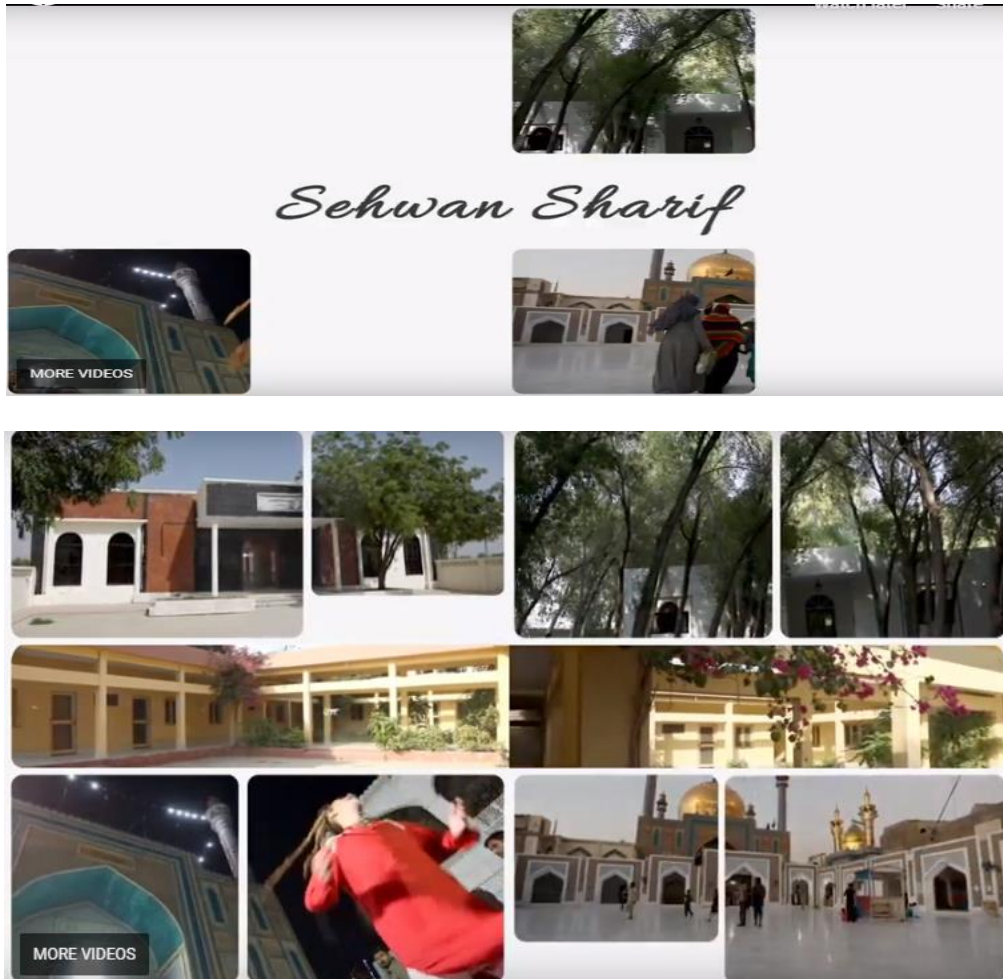
picture Sehwan Sharif is written in middle and the view is appearing in fragments, one glance is above and two below the text. In the second picture many sights were seen from the Sehwan

Sharif, most of the building and one of the men in a red dress (doing dhamal). Some sights from inside the Sehwan Sharif are also included in the video. As in the picture, the view from the upside is presented. There is a grave in a room in the center and people are around that room, some are also sitting near that room.

The four scenes of dhamal at Sehwan Sharif are presented in one picture. In the first picture, a man is looking downward in respect of the place and Kalam played at the Sehwan Sharif. In the second pi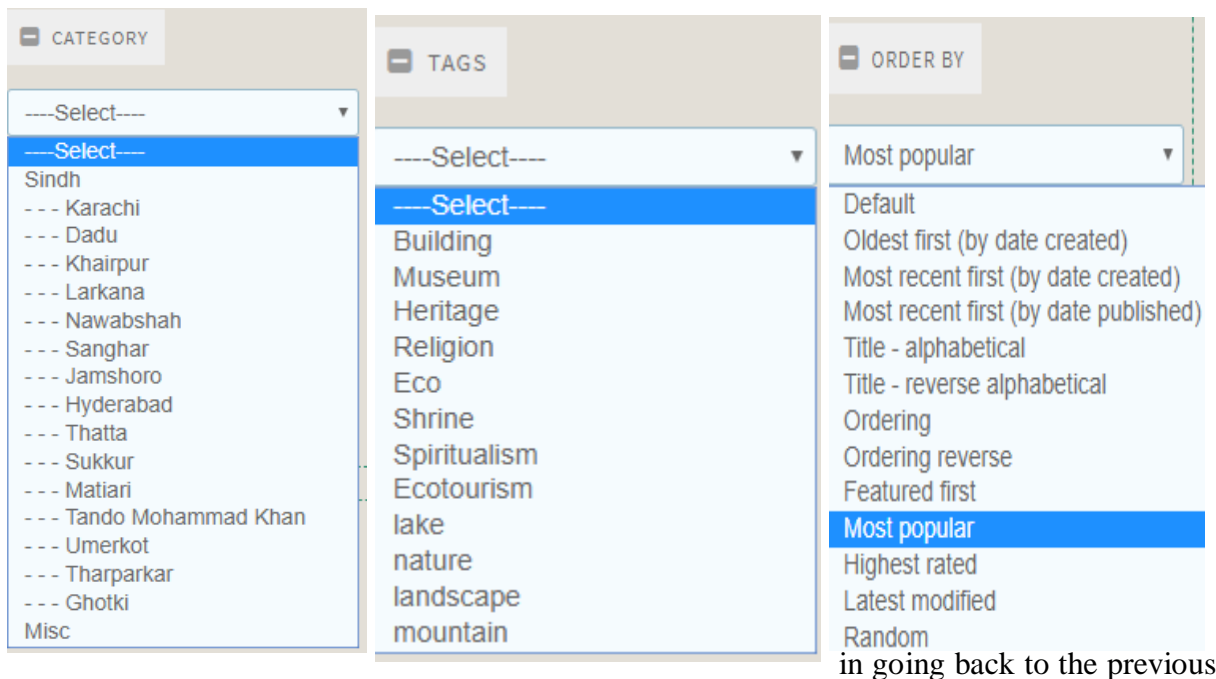cture on the left at the top, there is a sight of men with their hands in the air standing so close and dancing. In the third picture at the right bottom, a drum is in front and a man is ready to beat that one. In a picture next to that the focus is on the hand, which is in a position ready to touch the drum to produce sound. Similarly, Bagar lake Sanghar, Gorakh hill Dadu, Sambara inn Larkana, Mithi and Tharparkar came in a sequence at first with the view of the place in pieces then different views one by one.

In the whole video, the cultural significance is shown in many places. This picture below have almost all those pictures that come in the second half of the video. In that picture maximum images are of archeological remains, one is of the mosque, one of the crafts. In the end, there is an image of some people sitting next to the fire and playing music holding some musical instruments. This present Sindh as a place having many archaeological sites and also portray their culture of music.

Information about Destination

All the links of the sites on the website either mentioned in the link 'All Locations' or on the homepage contains a picture of that place, description through text, additional information such as district, visit hours, google map and weather at site. This given data is very helpful in making a decision when to visit the place and the direction on the map will make it easier for tourists to reach the place. At the end of all the pages showing one of the sites, some tags are available exhibiting the type of site. On the left side of the page below the heading 'Tourist places,' there is a list of cities in Sindh and in front of that in bracket number of spots in that city are mentioned. Underneath that in a box, there is a heading 'filter' where you can browse the destination by keywords, tags, category and order by. This makes it convenient to visit the other places on the website by just a click while staying on the same page instead of the hustle

CATEGORY	TAGS	ORDER BY
----Select---- ▼		
----Select----	----Select---- ▼	Most popular ▼
Sindh	----Select----	Default
- - - Karachi	Building	Oldest first (by date created)
- - - Dadu	Museum	Most recent first (by date created)
- - - Khairpur	Heritage	Most recent first (by date published)
- - - Larkana	Religion	Title - alphabetical
- - - Nawabshah	Eco	Title - reverse alphabetical
- - - Sanghar	Shrine	Ordering
- - - Jamshoro	Spiritualism	Ordering reverse
- - - Hyderabad	Ecotourism	Featured first
- - - Thatta	lake	Most popular
- - - Sukkur	nature	Highest rated
- - - Matiari	landscape	Latest modified
- - - Tando Mohammad Khan	mountain	Random
- - - Umerkot		
- - - Tharparkar		
- - - Ghotki		
Misc		

in going back to the previous page and then visit other places. The tags, categories, and order by options are as mentioned in the pictures. The tags are according to type and categories by the city. The 4 tags are related to cultural tourism and there are 9 search results for museum and heritage, 6 for religion, 2 for

Shrine and 3 for spiritualism. The 3 places in spiritualism are shrine but they did not include the third shrine in the tag of a shrine.

The link to some important sites is also present at the bottom of the homepage. These websites links are of Government of Sindh, Department of Culture Sindh, Department of Tourism, Department of Antiquities and Archaeology. These links are very important as all departments have a significant role in the management of cultural tourism.

This website also has a better layout and bring information about the sites and some hotels of Sindh. This organization is aware of the issue of safety and in case of cultural tourism they just touch that side in a video. Other than that a little description of the cultural site is there on the websites. These measures are not enough to promote cultural tourism in the province.

5.1.5 Website of Directorate General of Archaeology, Government of Punjab

This is a government website of province Punjab. This website is a simple one with fewer links and just providing information about the organization and sites. At the homepage, visual representation is more while on other pages text is more. The language used for delivering this information is English.

About Homepage

At the top on the black line, the name of the organization is written in white color in the bold text making it more prominent. In front of that, there are three links: collaborations, legal framework, advertisements. Beneath that in a row, some more links are available. At the right, there is a name and logo of organizations and next to that are seven links: home, protected monuments, museums, PIATR, news and events, about us, contact us. Protected Monuments also have seven sub-links: religious monuments, district wise, timeline wise, archeological sites, national monuments, world heritage sites, and most viewed sites.

Acceptance of other religions

In this website, a sense of belonging, respect, and acceptance is shown with the text, "Pakistan is rightly proud of hundreds of Buddhist religious monuments such as stupas and monasteries concentrated in the Khyber Pakhtunkhwa and parts of northern Punjab Covering a span of more than a century, the Gandhara art and architecture is basically a religion oriented manifestation with main emphasis on the depiction of Buddhist religious themes and life events of Buddha." (http://www.dgarch.gop.pk/piatr). Here word proud is used to show how happy we are to have these civilizations here, showing respect towards them and owning these cultures with pleasure.

Transparency issues

The placement of link collaboration on top of all the pages and first among all the links in that row means they do collaborate with other organizations and for them, it is an important component to accomplish their mission. On that page of collaboration, only three bullet points are displayed and the text is just mentioning with whom they are collaborating. In three bullets there is a line on the text which means that they are not in those collaborations now. By clicking

- MOA with COMSAT Institute of Information Technology
- MOU with COMSAT Institute of Information Technology
- MOU with Quaid-e-Azam University, Taxila Institute of Asian Civilization, Islamabad, Safeguarding Cultural Heritage

these three links and getting a sorry on a page means they remove all the details of the previous collaborations which should be there. This also shows that they are not doing any collaboration now with anyone.

Notified Rules of Act (1975)

- ACQUISITION OF ANTIQUITIES RULES 2013
- (ADMISSION OF PUBLIC IN TO IMMOVABLE ANTIQUITIES RULES 2013)
- ARCHAEOLOGICAL EXCAVATION AND EXPLORATION RULES 2013
- DEALING IN ANTIQUITIES RULES 2013
- EXPORT OF ANTIQUITIES RULES,2013
- FILMING RULES
- Form for getting License for Excavation and Exploration
- IMMOVABLE ANTIQUITIES
- LICENSE FOR DEALING IN ANTIQUITIES

Similarly, on the page legal framework, there are six bullet points under a statement "Survey, excavation and analysis of Archaeological heritage, establishment and maintenance of sites museum, conservation of all ancient and historical monuments, archaeological sites and remains in the province." (http://www.dgarch.gop.pk/legal-framework). This exhibit that these legal frameworks are based to do all the mentioned things in the above statement. The text on five of the points has a line on it. The sixth point is "Notified Rules of Antiquity Act (1975)" and that link opened in a page having nine bullets, texts of all having a line on it and all links then have a sorry page. On the page advertisements, only text is tender and job opportunities, which neither have further links nor mention any tender or jobs on that page.

Sites categorization

In the sub links of protected monument list of all protected sites are mentioned in bullets and the link of all sites show the text in bold letters "DETAIL DESCRIPTIONS WOULD BE UPLOADED SOON" (http://www.dgarch.gop.pk/description). This statement is written in the middle of the page as this part of the page gets the attention of the viewer at first glance and bold letters make it more prominent. The list of religious monuments is categorized in 246 Muslim sites, 14 Hindu sites, 9 Buddhist sites, 4 Sikh sites, 2 Christian sites. This categorization among sites helps get an idea of which sites are more and if you want to visit any specific site it would be easy to search that among a long list. This list shows that as Pakistan is a Muslim country more religious monuments are Muslim sites. While the presence of different religious sites shows the cultural diversity and that we can attract tourists from every corner of the world.

The list of district wise is categorized as 13 Attock, 28 Bahawalpur, 1 Chakwal, 4 Chiniot, 6 Dera Ghazi Khan, 1 Toba Tek Singh, 8 Gujranwala, 15 Gujrat, 7 Jhang, 14 Jhelum, 4 Kasur, 4 Khanewal, 2 Khushab, 168 Lahore, 2 Laiyah, 10 Lodhran, 2 Mianwali, 46 Multan, 10 Muzaffargarh, 3 Okara, 1 Pakpattan, 4 Rahimyar Khan, 7 Rajanpur, 20 Rawalpindi, 4 Sahiwal, 5 Sarghoda, 10 Sheikhupura, 8 Sialkot, 2 Vehari. According to this list, more sites are in Lahore that is why it is called a cultural hub. This also shows that there are sites in almost all the districts which means that these sites are in all the corners of the province.

According to timeline-wise, sites are classified as 5 Prehistoric (Harappan period) 3300 B.C-2500 B.C, 14 Hindu Shahi (2nd to 7th Century), 12 Buddhist Period (2nd to 7th Century), 46 Early Muslim Period (8th to 12th Century), 128 Mughal Period (16th to 17 Century), 31 Sikh Rule (18th to 19th Century), 77 British Colonial Period (20th Century). This exhibits that more sites are from the Mughal era and second-most from the British period. Although fewer sites are from prehistoric time period having 5 sites back then means this province also has those sites which are 2500 BC old. 7 sites are mentioned under link archeological sites and 4 under national monuments. The link 'world heritage sites' bring up 4 sites and most visited sites point out 11 sites in bullets and the link of these 15 sites also has a description of these sites. The link 'Museum' also has a list of all the museums in province Punjab but unlike list of protected monuments it is just text, not links.

1. Lahore Fort Galleries

i. John Marshall Gallery
ii. Armory Gallery
iii. Sikh Gallery

2. Kasur Museum, Kasur
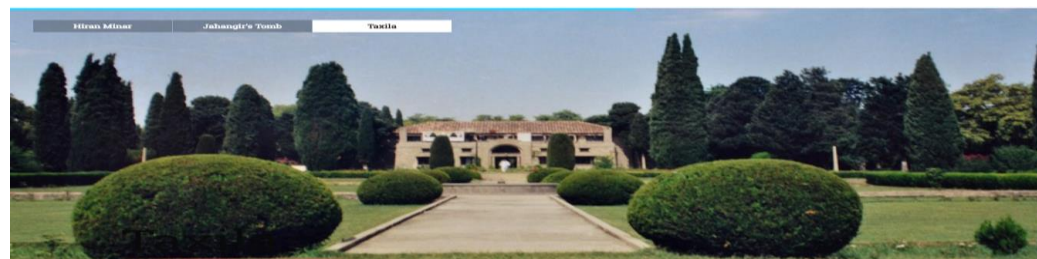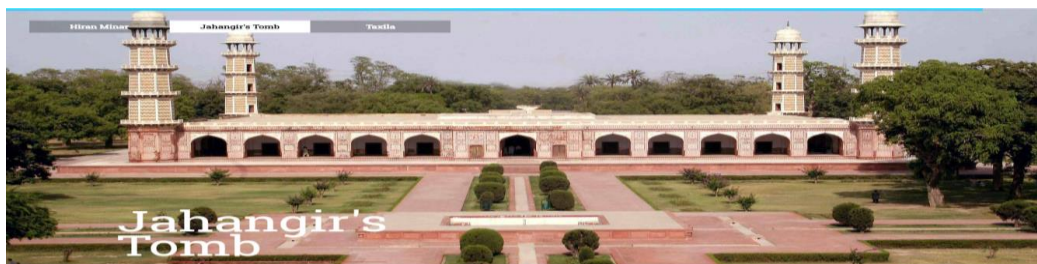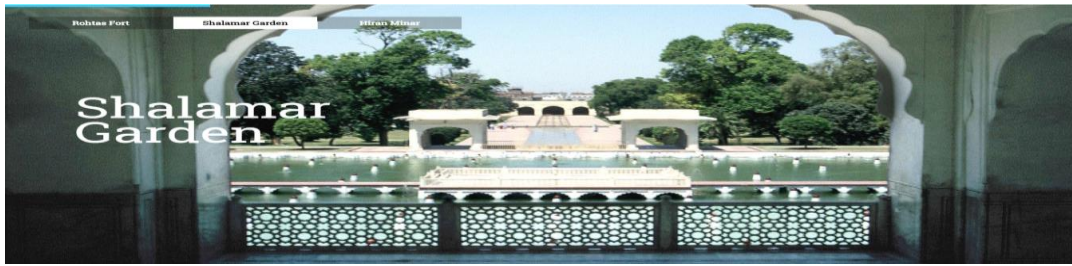3. Gujrat Museum (Ram Pyari Mahal)
4. Harappa Museum
5. Taxila Museum
6. Kallar Kahar Museum
7. Katas Raj Museum
8. Rohtas Fort Museum

At the top, there is a slide show of five pictures. These pictures are of five famous archaeological
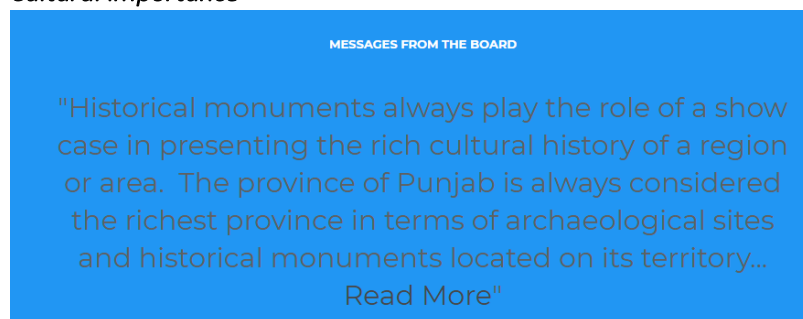
sites of Punjab. On the homepage beneath the pictures in the middle 'Somethings are worth remembering' is written then underneath that 'saving past for the future' is written. This former

statement means that some things are so valuable that they need to always keep in mind and the latter means that this organization is gearing toward saving the history for tomorrow. The prior is written with denotative meaning that it is very important to consider and do not forget these archeological sites with small font backing the latter one. The denotative meaning of the latter statement is referring to sustainability and its mission to preserve and conserve the archeological sites for that. This is written in big font as it is their main message.

A little information or brief description about Punjab Pakistan, directorate of archaeology, world heritage sites are also provided on the homepage with the links of these three. Furthermore, information about six sites is also displayed on the website on the lower half of the homepage under the heading 'Re-Discover the past'. These six sites are Lahore Fort, Rohtas Fort, Shalimar Gardens Lahore, Taxila District Rawalpindi, Badshahi Mosque Lahore, Hazori Bagh and Baradari, the picture of first three with their names and read more are presented in a row, and other three appeared by clicking on the sign of previous or next. The heading is written in bold large font size but in white color on the grey background making it less visible. The same is the case with the link of achievements, archives and developmental works.
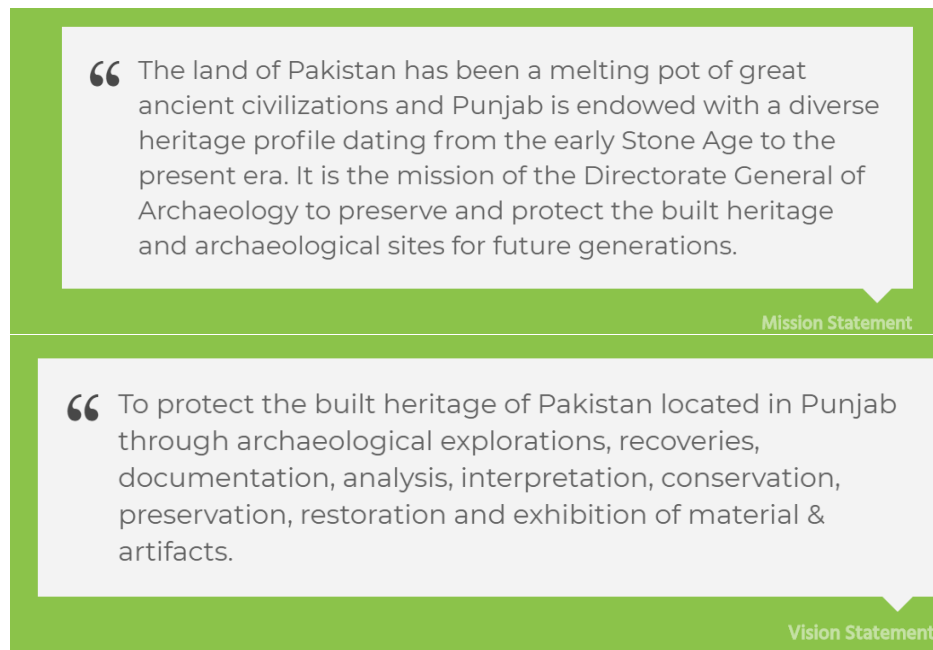
Cultural importance

MESSAGES FROM THE BOARD

"Historical monuments always play the role of a show case in presenting the rich cultural history of a region or area. The province of Punjab is always considered the richest province in terms of archaeological sites and historical monuments located on its territory... Read More"

The message of the director-general archaeology is placed in the middle of the homepage and text is written on a blue background. The start of the message is shown on the homepage with the link read more. The written text on the message is stating how important historical monuments are for a cultural history of a place, the second line confirms the cultural richness of this place then.

The mission and vision statement is placed at the end of the homepage. The background for

> **"** The land of Pakistan has been a melting pot of great ancient civilizations and Punjab is endowed with a diverse heritage profile dating from the early Stone Age to the present era. It is the mission of the Directorate General of Archaeology to preserve and protect the built heritage and archaeological sites for future generations.
>
> *Mission Statement*

> **"** To protect the built heritage of Pakistan located in Punjab through archaeological explorations, recoveries, documentation, analysis, interpretation, conservation, preservation, restoration and exhibition of material & artifacts.
>
> *Vision Statement*

this is of green color and the statement is written with dark grey color in a light grey color box. In their mission statement, they at first acknowledge the

diversity of civilization and culture of different eras then stating their mission being sustainable protection and preservation of sites. Their vision is displayed the same way and it is all set to achieve the mission as it mentions different ways for the protection.

Training sessions

The separate page on their institute PIATR shows their concern to promote training session. The link of the page is placed four on the top of every page. On that page, some training courses are mentioned with dates and time period in bullets. All the courses are dated from 90's and there is no recent training course on that list. Beneath that list, they have talked about the revival of this institute and mentioned some proposed training.

- CORE TRAINING FOR THE STAFF OF DGA (DIPLOMA IN ARCHAEOLOGY)
- SHORT TERM TRAINING MODULES
- PROFESSIONAL WORKSHOPS
- LECTURE SERIES

- TRAINING FOR ARTISANS IN TRADITIONAL BUILDING CRAFTS (CORE TRAINING FOR THE STAFF OF DGA (DIPLOMA IN ARCHAEOLOGY)

- SHORT TERM TRAINING MODULES

- PROFESSIONAL WORKSHOPS

- LECTURE SERIES

- TRAINING FOR ARTISANS IN TRADITIONAL BUILDING CRAFTS (http://www.dgarch.gop.pk/piatr).

The need for this revival of institute is also explained through the text in some lines as "This particular institute faced a <u>very lean patch</u> and <u>became dormant</u> due to the <u>lack of staff and funds</u> which is now <u>required to be revived with proper strength of instructing staff as well as provision of requisite equipment for technical training</u>. This institute was devolved to Punjab after 18th Constitutional Amendment. The Director General of Archaeology, Government of Punjab <u>assured UNESCO for revival of PIATR</u> and has been included in the report submitted by a consultant hired for the preparation of Capacity Building plan of the Directorate General of Archaeology." (http://www.dgarch.gop.pk/piatr). Some of the issues faced by the institute have been mentioned here as underlined in the above paragraph. This also highlights that for the revival, the help of UNESCO is needed.

Practical implications

In the link 'about us' the objective and targets and achievements are mentioned in bullet points. There are seven objectives all geared towards retention, up-gradation, preservation, protection

and development of all the heritage sites, employment generation and collaboration.

Targets and Achievements during 2016-17

- Development schemes of Taxila, Sher Shah Boili Waziabad, Harappa, Tomb of Khalid walid, Khanewal, Sawi Masid, Tomb of Mai Merban Multan, Tomb of Saki Dalail, Vehari, Musa Pak Shaheed Uch, Allam Iqbal Museum, Lahore are targeted to be completed.
- Missing facilities at the most visited sites will be provided through new ADP Schemes.
- Improvement of technical facilities at Central Archaeological Laboratory including conservation of its old building.
- Preparation of documentaries of important & most visited monuments like Shalamar Garden, Rohtas Fort, Hiran Minar, Jehangir Tombs, Harrapa and Taxila etc., and also to develop a well-equipped resource Centre and seminar hall for conducting research and delivering lectures and seminars.
- Preservation and restoration of Taxila, Shalamar Garden, Tomb of Jahangir, Tomb of Noor Jahan, Hiran Minar and Tomb of Bibi Jawindi will be undertaken on priority.

The points mentioned under targets and achievement all are linked with the objectives. However, all seems like targets and not achievements.

This website was the official website of the Department of Archaeology, Government of Punjab but recently this website is missing and now after a month of analyzing this website there is an error in opening that website. But there is another website of the same Department with the new layout, design. So we also look into what main changes they made on this website.

Homepage

The homepage of this website like the previous one also has more visual representation than the linguistic. Similar to the previous one this is also an informative website with no other specific aims. At the top of the homepage, there is a name and logo of the department at the right and four links at the left with the sign of search at the end. These links are: About Us, Tenders, Contact Us, Site Maps. Below that, in a row, there are six more links: Monuments and Sites, Museums, What We Do, Info Desk, Heritage Museum, and Media Room. The sub-links of Monuments and sites are World Heritage Monuments, National Monuments, Tentative List of Monuments, Key Monuments, Hidden Gems of Lahore, Religious Monuments, List of Protected Monuments and Museums. The sub-links of Museums are: Taxila Museum, Mughal Gallery Lahore Fort, Armory Galley Lahore Fort, Sikh Gallery Lahore Fort, Allama Iqbal

Museum and Harrapa Museum. The sub-links of what we do are: Restoration and Conservations, Exploration and Excavation, Establishment of Museum, Antiquity Trade Control, Implementation of Acts. The sub-links of Info Desk are: Capacity Building, Frequently Asked Questions, Publications and Reports, Forms, Achievements, Useful Links. The sub-Link of Media Room are: Documentaries, Books and Brochures.

Unlike the previous website, this website has more links, some of the links are missing which were not necessary and some necessary links were added. The way of displaying the images at the top of the homepage is also different. The number of images is the same but instead of Jahangir's tomb, they have added the image of the Wazir Khan Mosque. On this website, the new, brighter and better pictures have been added. Here the name of the places is written below the images in a row and along with the name a brief description of the site is also written on the left lower corner of the image in a box as shown in the image below.
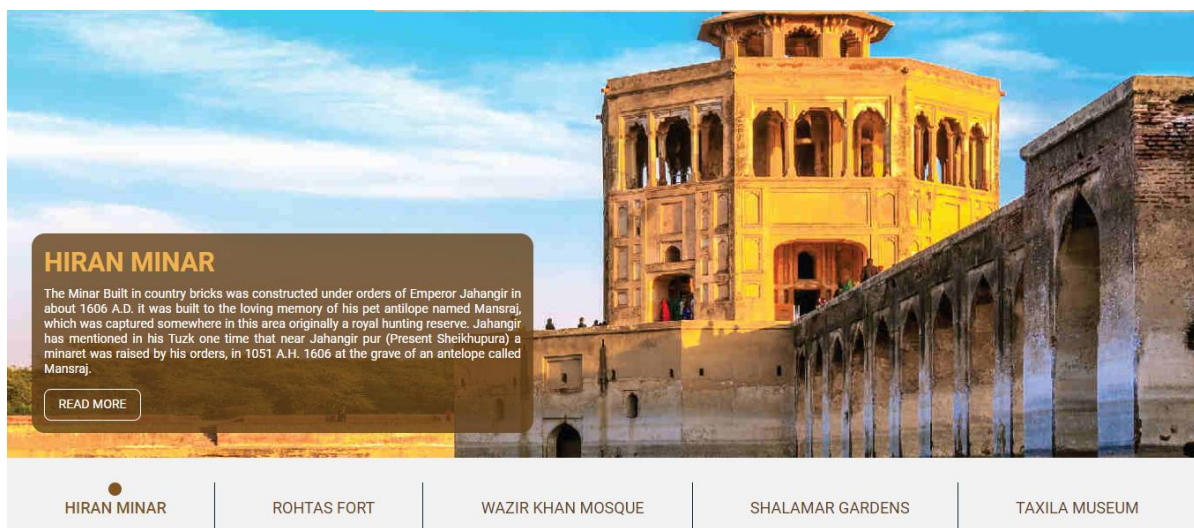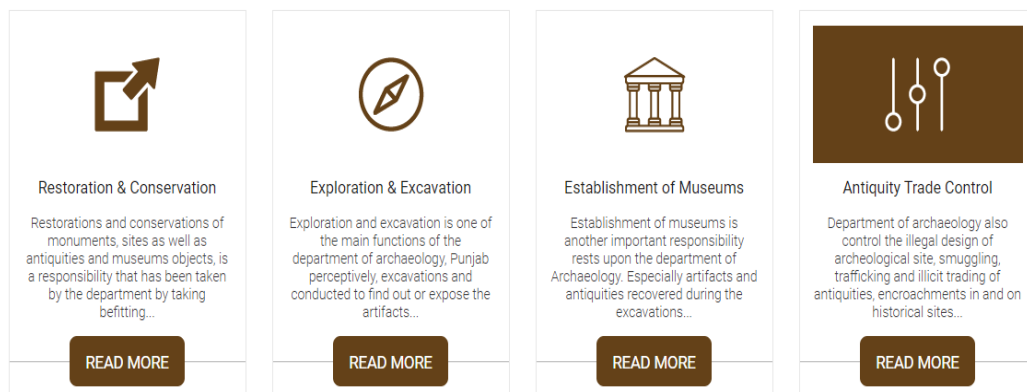

Similar to the previous one there is no option for the selection of language and all the text is in one language English which is the official language of the country.
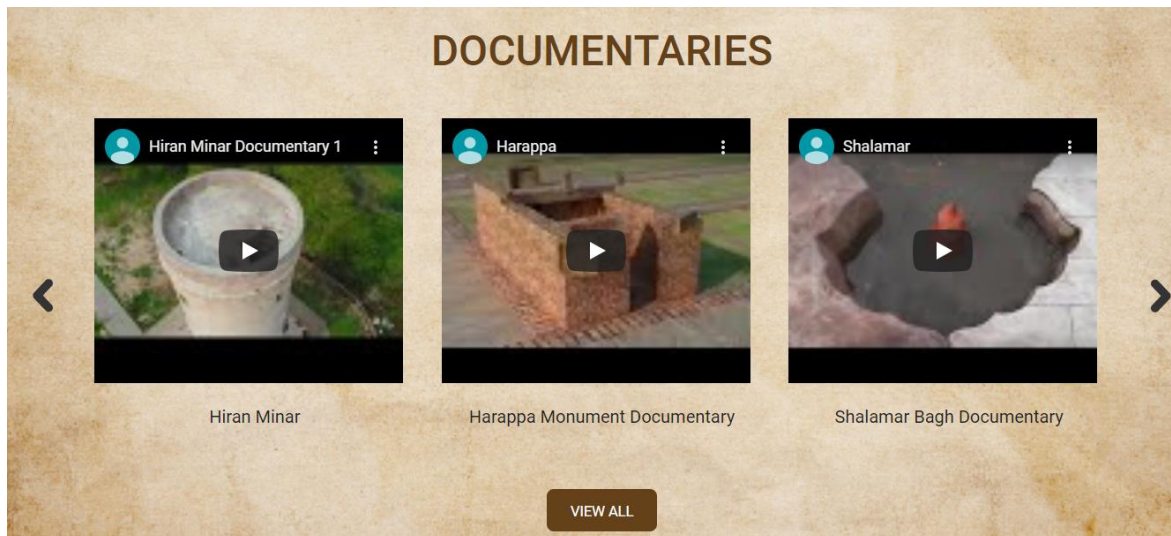
They explained their work and functions in a new way and it is displayed as shown in the image below. This section is placed in the middle of the homepage with the heading in the mid 'What

We Do'. This text shows what this section is all about and four things they do are then mentioned underneath in a row. All four have a sign representing their function, then its name, the brief description is given of all. Then read more is written in a box at the end of all four functions that lead to a page where a little description of that is given through text.

WHAT WE DO

| Restoration & Conservation	Exploration & Excavation	Establishment of Museums	Antiquity Trade Control
Restorations and conservations of monuments, sites as well as antiquities and museums objects, is a responsibility that has been taken by the department by taking befitting...	Exploration and excavation is one of the main functions of the department of archaeology, Punjab perceptively, excavations and conducted to find out or expose the artifacts...	Establishment of museums is another important responsibility rests upon the department of Archaeology. Especially artifacts and antiquities recovered during the excavations...	Department of archaeology also control the illegal design of archeological site, smuggling, trafficking and illicit trading of antiquities, encroachments in and on historical sites...
READ MORE	READ MORE	READ MORE	READ MORE

Another important addition is the section of Documentaries on the homepage. Here as seen in the image the link of three videos is given with an arrow at the right for backward and at left for forwarding which brings some other videos in a row. Below the row there is a link of 'View All' this link opened a page where all the videos are available. There is a total of six documentaries of some famous sites of Punjab and these sites are: Jahangir's Tomb, Katas, Taxila, Hiran Minar, Harrapa Monument, Shalimar Bagh Documentary.

DOCUMENTARIES

Hiran Minar Documentary 1

Harappa

Shalamar

Hiran Minar

Harappa Monument Documentary

Shalamar Bagh Documentary

VIEW ALL

The link of documentaries is also given as a sub-link of Media Room where it is placed first among three sub-links. This repetition shows the importance of this tool as a medium to convey the message. All these documentaries gave a brief introduction to the site. The language used in these documentaries is Urdu except the one Katas Documentary where English is used in the whole video for describing the site. In these documentaries, everything is explained very well which is very informative.

Other than this, in the link books, five booklets can be read online. These five books are Gems of Lahore, Booklet- Shalamar Garden, Rohtas Fort, Katas Raj Temple, and Harappa. In the link Brochures, the Brochures of Katas Raj and Hiran Minar are given. All the tools were used to disseminate information about these sites while mostly the sites are the same which shows the focused area of this organization. These three links were missing on the previous website.

The sites were categorized in the previous website and categorization has also been one on this website but the way of portrayal is different. Here at the end of the page, there are two options District and Category. In front of both, there are many options in a list to select one of them. After these two '37 locations' is written which shows that they are just dealing with only 37 locations of Punjab. After that, there are options for search and reset.
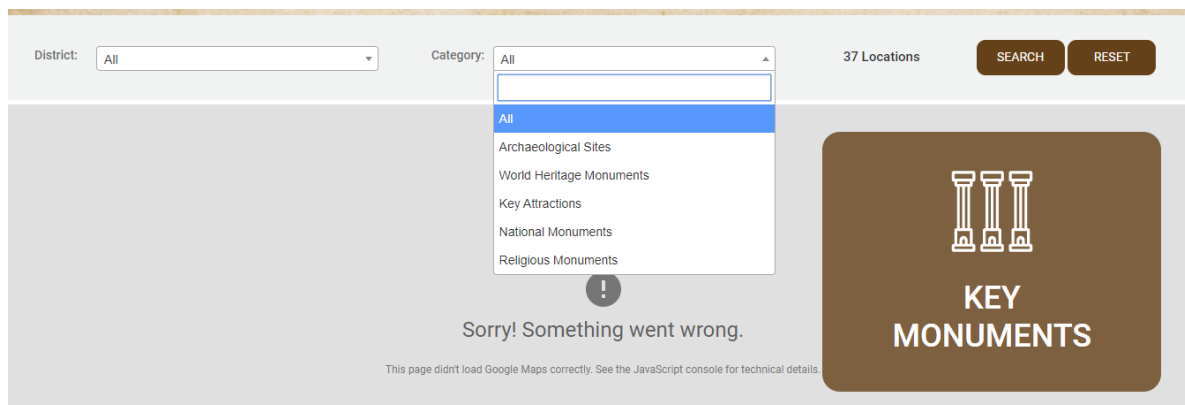
In the list of category, there are the following options: Archaeological sites, World Heritage Sites, Key Attractions, National Monuments, and Religious Monuments. The list of district wise is categorized as Bahawalpur, Chakwal, Chiniot, Dera Ghazi Khan, Jhelum, Lahore, Multan, Rahimyar Khan, Rawalpindi,Sargodha, Sheikhupura. The way of the display may be better but the categorization was better in the previous website where it was district wise, timeline wise, religious sites and world heritage sites. This link on the homepage may not have a detailed description but these sites are mentioned in link Monuments and Sites and Museums. The link Religious Monument in Monument and Sites also has a timeline categorization of sites.

The link Heritage Museum also has eight sub-link which is again a repetition as they are: key monuments, hidden gems of Lahore and documentaries of the five sites with the addition of documentary of Shahdara Complex. The links of a site on this website either in Key Attraction, Hidden Gems of Lahore, Monuments and Sites, Museums and other opened into a page having image on the right side and location, category, Protected under and brief description of the site at the left of the page and some more images below that.

The information about PIATR and their training programs is given in the link 'Capacity Building'. The word by word text is the same as stated in the previous website and they also

blame   lack   of   funds   and   staff   for   the   revival   of   PIATR.
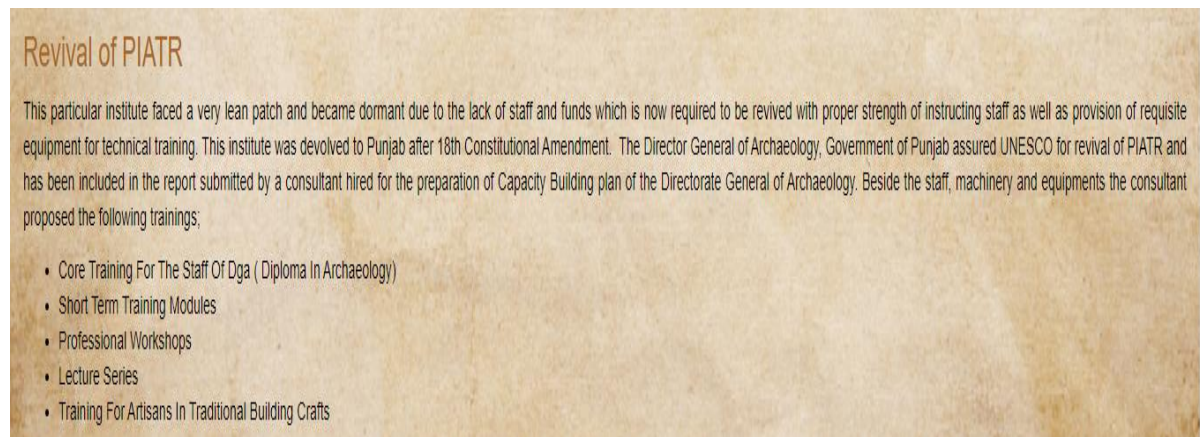
This website is better than the previous one in many ways as stated in the comparison of both above. Here the viewers have been informed about the cultural sites in so many ways, through texts, images, booklets, brochures, and documentaries. However, the focus of this organization is on just five organizations and all others were neglected. Whereas other sites are also important and there is a need to take care of those sites too.

5.1.6 Website of Around Pakistan

The main aim of this website is also to provide information about the sites but along with sites it also intends to provide information about the crafts and cuisines of the country. Their aim is clear from the lines "Our objective is to provide comprehensive and detailed information on the major tourist attractions in Pakistan. We can say that this website is more like a virtual brochure website.

Apart from the tourist sites, we have also added categories on local crafts and cuisine to showcase the rich cultural heritage of Pakistan". (http://aroundpakistan.com/). That information is been exhibited through articles.

Three language options are placed on the top and bottom of all the pages on the websites. These languages are English, Chinese, and Cantonese (the language of Hong Kong). While presenting the options they just show the flag of the country where the language is spoken and the name of the language is written in the same language. This makes it difficult to understand which language it is if a person does not know the language or about the flag of that country while this is for residents of that country and they do not have to face this problem. However, the best thing about this website is that all the text on all the pages converted to the chosen language not just the headings or text on the homepage.

Homepage

On the top of the page, in a row of black color at the right there are three links: Home, contact us and language option. On the left side, there are four links of social media sites: Facebook, Twitter, Pinterest, Instagram and search option. There are nine links in a row and they started with the name of cities. There are links of seven cities in sequence Islamabad, Lahore, Karachi, Peshawar, Quetta, Gilgit, Kashmir, and the last two links are cuisine and crafts.

Presentation of content

There are links of articles throughout the homepage in a different manner. At the top of the home page, the link of the article is presented with a picture related to the article in the background in a horizontal spectrum. On that image, there is a black color box but the picture at back is visible through that box. In the middle of the box, the title of the article is written in white color with capital letters. The use
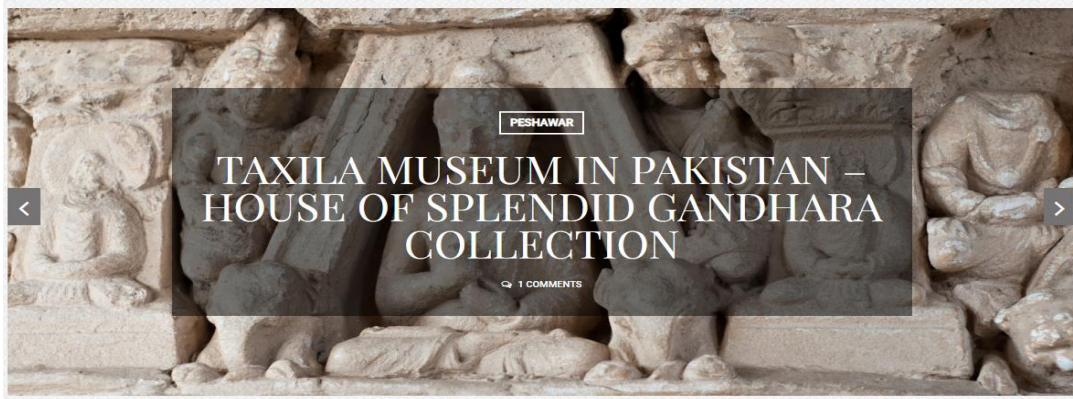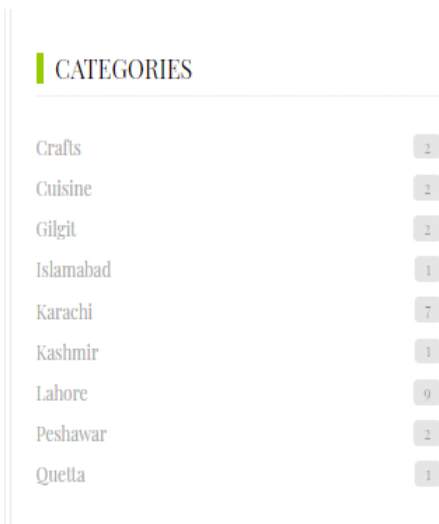
of the case and color combination is making it more prominent. Above the title, in a small box, the name of the city is written in capital letters with small font sizes. This is showing the article is about which city. Below that number of comments on that article are also provided. At both the right and left side of the picture in the middle, there is an option of previous and next. There are five articles this way.

All these articles are then displayed beneath that differently as shown in a picture rightward. In this picture, the name of the city is written in a small box with white font color. Then the name of the article is there in capital letters, the number of comments and views are placed under that with small font size. Then there is an image representing that article, some lines from the start of the article and the link of 'read more' beneath that in a green color box. At the end of every article, there are six logos of social media sites in a row. They are of Facebook, Twitter, google plus, StumbleUpon, Reddit, and Delicious. This shows they are very concerned about promoting these on social media.

At the left of all the pages beneath the search engine, the link of the same articles is placed categorically as popular ones and recent ones. The links on the top also have an article on their

pages. One article under Islamabad, nine under Lahore, seven under Karachi, two under Peshawar, one under Quetta, two under Gilgit, one under Kashmir, two under cuisine, two under crafts. This categorization with the numbers is also shown at the bottom left side of all the pages on the website.

The repetition of the articles so many times on the homepage is to make sure that they get read.

Cuisine Section

Under the cuisine section, the two articles are about the two most loved cuisines of the country; chicken tikka and biryani. Both the articles are showing the food culture of this country. The views of the first articles are more than the second one. "The origins of chicken tikka masala are not agreed upon, but most accounts claim that it has been there for centuries." (http://aroundpakistan.com/pakistan-cuisine-chicken-tikka-masala/), this statement shows that this dish is not a new one and presenting the old culture of food, then a little about the dish, its ingredients and recipe is described in the article.

In the second article, "The meat changed amongst the different social classes, as well as amongst different cultures". "The eclectic nature of biryani is what makes it so appealing to so many different regions, and every different locale has its own spin on the traditional dish". Then some different biryani is mentioned: Mughal Biryani, Hyderabadi Biryani, Calcutta Biryani, and Thalasseri Biryani.

Other than cuisine there are two articles about crafts. One is about pottery and one about soccer balls. The image on the left side is representing the article about the pottery. The text and visual in the image signified the artwork of Hala in Sindh. The heading of the article is giving the impression of what the article is about. Furthermore, the visual complement it as the making of pottery is shown with the hands of the artist turning a ceramic into an object and giving it the desired object. The words in the description 'Kashi Artisans, since ancient times, popular handicrafts, glazed ceramic terra cotta pieces' signifies that this town is famous for its pottery and handicrafts especially for its Kashi work from many years. This image signified the rich intangible cultural heritage of a specific place and promoting the culture of pottery.

In the article, many other images have been shown depicting the other art and handicrafts of

Design to Perfection

Hala and along with image some description about that craft has also been given. Similar to the above visual there is another picture of the process of formation of a pot but from a different angle. This image has been titled as 'design to perfection' this title with the image represents the hard work of the artist giving his work a new level of excellence. In the background, there are some final products, but their being blur shows their main focus is to portray the work of the artist. In the next two pictures, the painting on these potteries has been depicted. These paintings

Pottery from Hala

are in white, black and blue color where the background is white, outlined in black and filing in blue color. In the second image, the artist is sitting in the middle of many pots and one pot is in his hand and he is painting with concentration and dedication. In the third image, the spectrum of painting gets closer and clear. Here painter with a brush in his hand giving a blue shade to the flower. This portrays the clarity, fine and delicate work of painters.


Hand Painting

Other than pottery the woodwork of that town has also been promoted in this article through two pictures. The first picture is depicting the colorful lacquer woodwork, in the description, it has been named jandi. The words 'sold in the market of Baghdad, Istanbul, Cairo, Armenia and Samarkand for centuries' in the article impinge its popularity and importance. The second picture is also showing the woodwork, in this image the delicate work of wood carving is presented where there is a cutting tool in one hand and the posture is showing the artist is carving with the help of that tool. Here Jandi woodwork is shown in another form.

Woodwork from Hala

These last two pictures are depicting the Apparel and Textile work of Hala. Khadi and rilli work have been shown. The first image here depicts the textile work as an old man is weaving

Jhandi Crafts

Rilli Designs (Photo Credit Indus-Crafts.com)
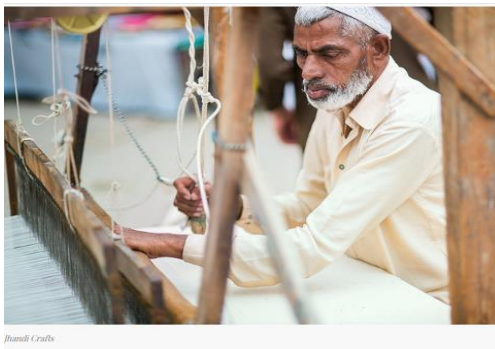
the cloth on khadi. Different patterns of rilli are shown in the second image. This image is a collage of various colorful patterns. In the third image, a girl doing the work of spinning at home is shown. The first and third images showed that although there is a technical improvement still people work with their hands including old men and girls. While throughout the article great artwork and craft of Hala are promoted, in the end, it has been said that this work is exploited.

Home Spinning

So this word is raising an issue, but it also provides a solution for that which is to visit the place and buy the products from them directly. This means that the issue arises because of intermediaries.

The other article is about soccer ball, the title as shown in the image below is stating a good

point

about a city then throwing a question with a challenge that you will never guess that city. This is to make the viewer attentive and to make the city suspicious. In the article, they made their point in a very systematic way. At first, the soccer and its importance have been explained and then the name of the city has been disclosed under the heading 'where are soccer ball produced?' again a question which has been answered next and the city turns out to be Sialkot.

Then the history, its modern state of production and Sialkot today in a sequence has been discussed. Its importance in recent times has been shown with the sentence 'To this day, brands like Nike, Reebok, and Adidas all have their soccer balls produced in the Pakistani city'. At the end of this article with the statement below the recognition and importance of producers has been done.

The hard work and the efforts of people who made these soccer balls have been recognized in the below mentioned statement.

Next time you play with a soccer ball, consider the place it likely came from. Most never will, and how could you blame them? As a lesson for life in general, always think about the difference between the product and the producer.

While the privileged play with soccer balls without a second though, hard working Pakistanis put their heart and effort into making them despite low pay. The thought is hard to stomach, but that doesn't mean we should avoid it.

So this website is all about the articles which are not just about the tangible but also about intangible culture. As intangible culture has been focused very less on websites that is why here the articles about cuisine and crafts have been discussed more by the researcher. However, this information is also not enough to promote culture all over the globe. There are so many other cuisines and crafts that should be included to attract tourists.

5.1.7 Website of Lok Versa

This website, unlike other websites, intends to promote the cultural heritage both tangible and intangible. However, when you look at the website just like others it also focused on just one. Contrary to others, it focuses more on the intangible heritage of the country. This website brings information about all the activities of the organizations to promote that intangible heritage. There is equal usage of text and visuals on the homepage. The home page looks little elusive.

An important section of the homepage is devoted to promoting the citizens portal. The message has been given to citizens to download a mobile application. This message is by the government but it is not related to the goals and objectives of the organization and been placed on the top of the homepage. The image in the right exhibiting the message is displayed twice on the page rightward and leftward and the logo placed in the middle. These images are taking the most and important space of the page which can be used to promote the most important thing of the organization. Because of this the page also looks unstructured and amorphous.

Language

The language used to convey the information is the English being the official language of this country and most of the countries. One more language is used to bring this knowledge to the viewers which is Urdu. Urdu is the mother language of the country and the most spoken and understandable language throughout the country. By choosing this they are trying to incorporate more Pakistanis even those who do 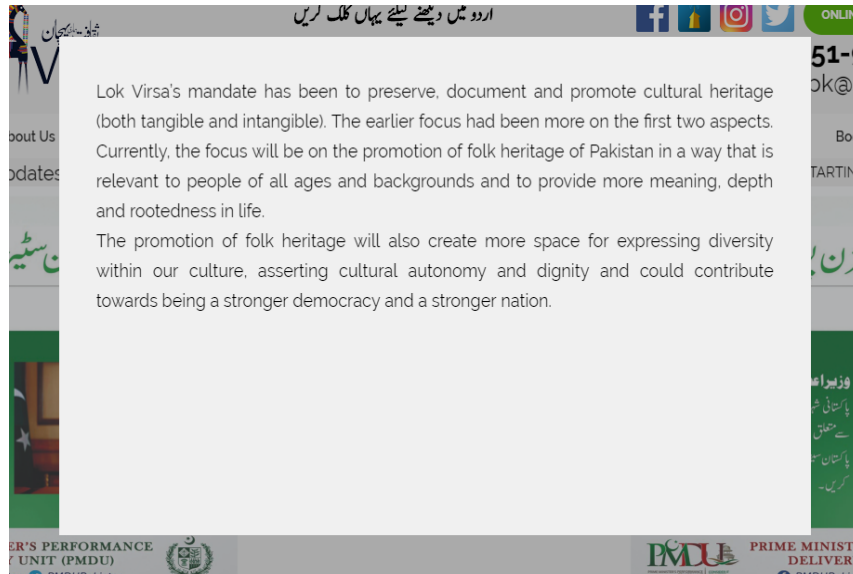not understand English and showing that they value and respect their own language. The option of selecting this option is also given in the Urdu language at the top middle of the homepage.

Homepage

The main links on the top are home, about us, programs, photo gallery, museums, live telecast, multimedia, virsa blog, contact us, books. The aim of the organization is explained in the link about Lok Versa in the mid of the homepage. That link opened up into the box as seen in the image. The text makes clear that they are dealing with both tangible and intangible heritage. While talking about heritage the word folk is used with it. It is also been shown that their recent emphasis is on promotion.

The goals are stated the same way and in the box following five goals are mentioned:

"1. Systematic inclusion of youth and their engagement in exposure to progressive, creative and   pluralistic traditional culture, through making our folklore relevant to them.

1. Inculcate a deeper understanding of our identity and pluralistic past, entailing layers of cultures over centuries, amalgamating into a sense of robust present.

2. Accentuate the diversity of folk cultures __ lifestyles, songs, music, languages, foods, geographical links and perspectives, intertwined in Pakistan's folklore.

3. Using internet, social media, as well as mainstream radio and television, as new grounds for Lok Virsa to disseminate its message.

4. Making Lok Virsa a vibrant hub of expression, discussion, performances and coming together of ethnic communities, folklorists, performing artist, students and scholars, who

would develop a high level of ownership of this platform and use it for collaborative programs." (http://lokvirsa.org.pk/).

These goals show that they are working to promote the folk culture and this also shows that they are trying to link the new generation with the old traditions. In their fourth goal, they illustrate the modes they intend to use to achieve their aim.

To achieve these goals they are doing two things that are not mentioned in other websites. The first one is their heritage library and the other is their virsa media center. On the website they have introduced it as, 'Heritage Library' is devoted to assisting scholars, students, common citizens on folklore and cultural heritage by accumulating field research, collecting cultural studies, oral traditions, indigenous cultural; inheritance and traditional culture. (http://lokvirsa.org.pk/programs/library/). VIRSA MEDIA CENTER undertakes recordings to focus on traditional music and cultural heritage. It has helped edit, compile and produce a set of fifty one cultural documentaries and three thousand hours of audio recordings. (http://lokvirsa.org.pk/programs/media-center/). The library is preserving the documented cultural asset and making it available to people to read which will promote the culture among those who read these books. This library is also helping students in their research who are interested in cultural heritage. Furthermore, the culture of traditional music is also preserved here in their media center.

Element of Selfness

The element of uniqueness and superiority of this organization are shown as, Lok Virsa is <u>one of the largest</u> publishers of the traditional music and culture. (http://lokvirsa.org.pk/programs/media-center/). The Heritage Museum <u>is the first state museum of ethnology</u> in Pakistan which presents the history and living traditions of the people of Pakistan both from the mainstream and the remotest regions of the country.

(http://lokvirsa.org.pk/heritage-museum/). Lok Virsa initiated <u>first ever of its kind</u>, a course on "Resource Based Management (RBM)" on 23rd & 24th September, 2017. (http://lokvirsa.org.pk/yearbook1718/).

The underlined words help portrays the message of oneness.

Social Media

As in this era, social media is playing a very important role in promotion and marketing, the significance of this media is showed by placing the logos of four social media sites on the top of the page. These sites are Facebook, Dailymotion, Instagram, and Twitter.

 They are also aware of the fact that it is necessary to inform about the recent happenings. So at the top, beneath the row of links, recent happenings are presented in a row. There is moving text from left to right towards the heading 'News and Updates'. Their concern about this is shown in the repetition of these links below the image of the citizen portal. These moving links are heading upward toward the heading 'Upcoming', here these links are also having a small picture along with the text. At this point, there are five links under news and updates and three under upcoming. The most vital among them for this study are Children Summer Camp 2019, Music Classes at Lok Versa starting from 16th February 2019, Lok Versa Year Book 2017-18.

The mid of the homepage is very colorful and is classified as: about Lok Virsa, Lok Virsa goals and Virsa blogs. The purple background is used for the first one, blue for the second and red for the third one. Goals and blogs are presented in a way as shown in the picture below. This picture is segmented into four squares, one diagonal is having text on the square and other diagonal having images giving a right balance to this picture. In the first square at the top right two goals are mentioned with 'read more' written in a red oval. In the last square at the bottom left three blogs are mentioned: Eid Greetings, A short description of Rubab, Muzakra presents: Indigenous knowledge of Pakistan.
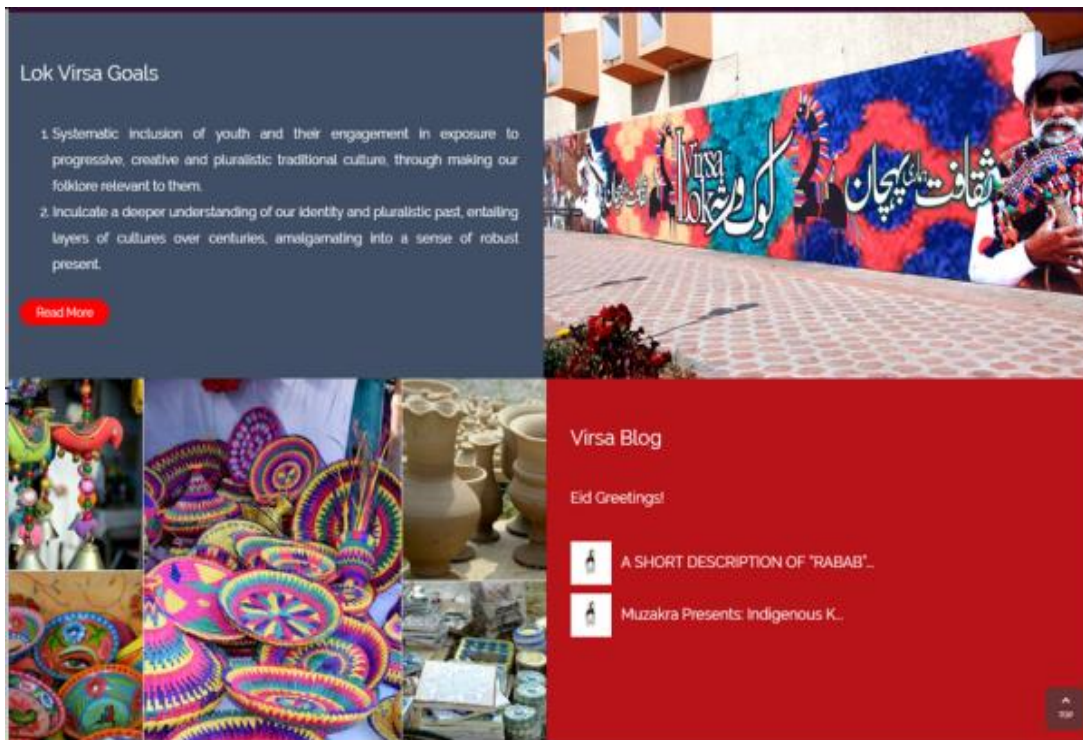
The images in this picture are depicting art and craft. One image at the top left is a painting on the wall of the building of Lok Virsa. The painting is flooded with colors, in the middle, the name of the organization is painted in white color highlighted by black color in both English and Urdu. At the corners, a horse similar to the one in the logo is painted, then 'saqafat hamari pehchan' in Urdu in the same color. Then in one end at the front of the square, an old man playing his musical instrument with the hand is painted. On the other end at the back a man in a white dress and white turban, in his cultural dress, dancing, is painted with another old man sitting and playing his instrument. The third square at the bottom right is showcasing the crafts of the country with the collage of five pictures showing different crafts. In the middle, there is an image with colorful handmade baskets. The rightward above picture is of two colorful handmade hanging bells and below painted clay utensils. At the left above there is a picture of handmade clay pots and below the artwork on tiles is displayed.

The one Virsa blog is just about informing the details of the muzakra session which they want people to join. The other one is to promote the culture of one musical instrument rabab. There is also a fifty-nine seconds video at the end of the blog of a teacher at Lok Virsa playing rubab.

The major section at the bottom is given to contact us on every page having the address, phone number, fax number, email address on the right and options to send a message to officials on left. Above that departments of Lok Versa are mentioned and there are six departments. They are positioned as three on one side and three on other with a picture, a little description of two lines and read more at the end of the text. These departments are Museums, Media Centre, Research Centre, Publishing House, Heritage Library and Video and Sound Archive.

Library

A separate page on books is to promote the culture of reading and showcase their collection of books. This page also works as e-library of their Faiz heritage library which is enriched with thousands of books on culture, art, and heritage. The color theme of the page is black and white with black in the background and text in white color which is making the text more bulging.
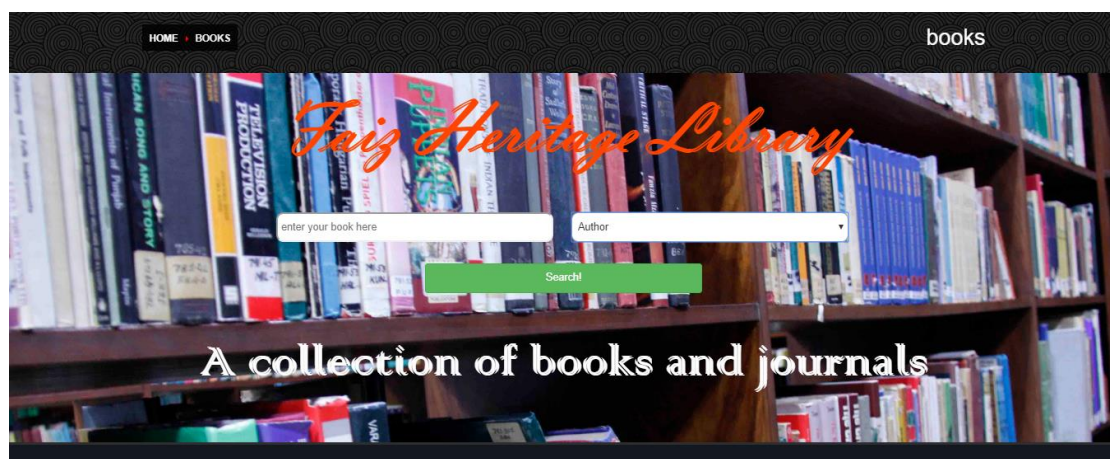
At the left of the page 'books' is written in white text. The books are not been displayed on the page for the viewers to look upon all and read what they want to. While in the middle of the page a search engine is given to search the book what the viewer is looking for. Two white

boxes are placed in the center, one is having a text 'enter your book here', for the other box there are options for search by. With the help of these options one can search by Author, Book Title, Publishing Year, Publisher, Language, ISBN, Keyword, and Accession. Beneath these boxes there is one green box having text 'search', the green color is giving a signal to go. In the background, books are shown from the library. The name of the library is written above the search engine in italics in red color while below the search engine 'A collection of books and journals' is written in white. Giving the impression that this library pool a lot of good books along with journals.

Some more information is given through texts to show the importance of this library and its cultural component. "The library has a collection of over thirty-two thousand (32,000) books and journals. In addition a collection of two hundred (200) books published by Lok Virsa is also available in library. The library continues to serve students, researchers and scholars in connection with their research work on cultural heritage of Pakistan. The numerous manuscripts, original research reports, field surveys and monographs on Pakistani culture are accessible to anyone. The Library is atypical since it is with a high concentration of books, journals, manuscripts and field reports pertaining to Pakistani folklore, ethnology, cultural anthropology, art history and craft." (http://lokvirsa.org.pk/programs/library/). "It publishes books on various facets of Pakistani folklore and cultural heritage covering all provinces and regions of Pakistan. Books are produced in series such as folk songs, folk tales, folk romances. epics, folk entertainment, folk poetry, Sufi poetry, cultural information, cultural surveys, folk classics, oral traditions and rare reprints." (http://lokvirsa.org.pk/programs/research-and-publications/).

Culture of Research

This organization is also encouraging the process of research and help those who are conducting research related to this field. It is depicted in the text as, "Towards this end, Lok Virsa commissions research projects and papers on significant aspects of our culture to students from different universities and colleges and also funds independent research studies." (http://lokvirsa.org.pk/programs/research-and-publications/). "It conducts and commissions research in all sub-fields of folk and traditional heritage like oral traditions (folk songs, romantic folktales, nursery rhymes; etc), children games, celebrations at birth and weddings and others." (http://lokvirsa.org.pk/programs/research-and-publications/).

There are also some missing pages on websites such as 'about us' and 'special events' in programs, 'virtual tours' in multimedia. Similarly, sub-link video divided into music (further into folk, classical and instrumental), dances, festivals, traditional cultures, interviews, in all these options there is not a single video. Moreover, in sub-link audio is categorized into folk, classical and instrumental and there is only one audio in the folk of one minute and fifty-eight minutes.

Projects related to Crafts

On the website, they also mentioned their project related to the training of children about crafts. That project is a summer camp where children are taught about some crafts, the learning is also by doing as they also do some practical work there. The text on the website explained it as, "The camp also contributed immensely towards creating ownership

among children regarding Pakistan's languages and cultural heritage besides reaffirming our identity of being multi-cultural and pluralistic country. The children besides their classes, also visited different museums and explored the beauty and richness of Pakistani culture and heritage. (http://lokvirsa.org.pk/yearbook1718/). Along with this text, the image also contains a brief intro about the camp as it contains the objective, class timing and the activities of the camp. Moreover, the organization is also giving classes on some of the musical instruments such as Bansuri, rubab, tabla, sitar, and harmonium. This will pass on the culture of traditional and folk music to the new generation.

Promoting leadership

In the yearbook 2017-18, their three activities are related to the lecture and courses. Two courses are about management and one about leadership which is the necessary element for better management. These courses are:

"2-days course on Results Based Management for Cultural Organizations:

Lecture on "Leadership in Museums – A Director/Curator's Vision to be":

Folk Culture and Heritage Management Course:" (http://lokvirsa.org.pk/yearbook1718/). This shows that they know how necessary the management of heritage and cultural organization is and to educate about it.

This website is dealing with the intangible culture of Pakistan. The layout of the website is not properly arrayed. Throughout the website the information about the organization and its projects, departments have been given with both linguistic and images. Hence, this website is not providing the information about all the intangible cultures of Pakistan but just those on whom this organization is working. There is no good representation of their Museum on their website. A lot should be done to make this website more effective.

5.1.8 Website of PTDC

The website of PTDC was under construction for a lot of time and it was dependent on the decision of NTCB. Recently a new version of the website has been uploaded but it seems similar to other websites. The links are not much on the homepage and even some of them do not have content and show a box with text 'coming soon'. This means this website is still under construction but is a little functional to have a face value. The previous one was the simpler one with more text and fewer visuals whereas this one has a more visual representation.

At this website, there is not a single sign of promotion through social media, neither any logo nor text or pictures from any social media site. And the language is also only English and there is no option of choosing the language.

At the top of the page, there is the number and email address of the organization in the left corner. Beneath that, at the right corner, there is a logo of PTDC and at the left, there are four links in a row: Home, Pakistan, PTDC and Destinations, after that there is a sign of a microscope signifying an option for searching. Each link contains a lot of information but does not have sub links like other websites. One of the new addition to this website is the links of the websites of the government tourism organizations of all the provinces and territories. The link of all these websites is on the page 'Pakistan' and they all are set up on the page beneath the text 'Welcome to Pakistan' as shown on the left. After welcoming the viewer to the country they are introducing them with its provinces. So all the links on this page are aligned very well and the arrangement of this
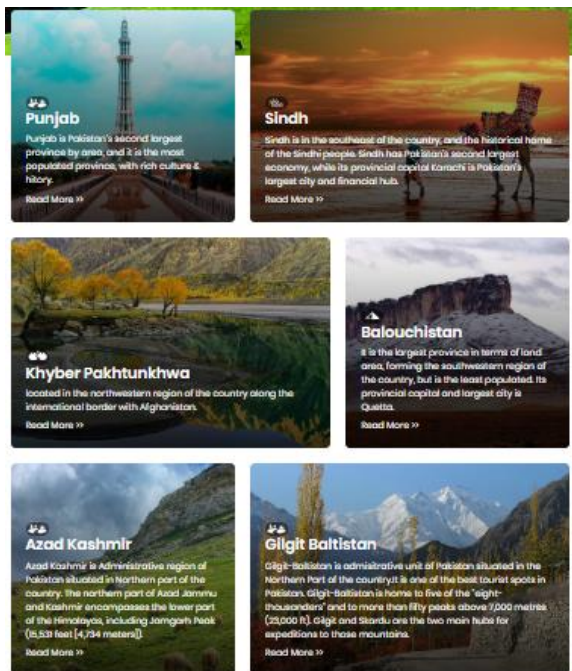
page is very good. The name of the province and territories and their little description is written on the image of one of the famous place of that area. Above the name of all, there are some signs such as sun, clouds, mountain, signifying the weather of that area. Then there is a text 'read more' which leads the visitor into another website. After that in the continuation of maintaining good sequence, peaks, festivals, and music of Pakistan has been lined up.

At the top of the homepage, there are four images and two of them related to cultural tourism are given below. The first one is placed second on the website and it is a picture of five beautiful little girls from Kalash wearing their traditional dress. All have their traditional caps on their head whereas one of them have dupatta too along with the cap.
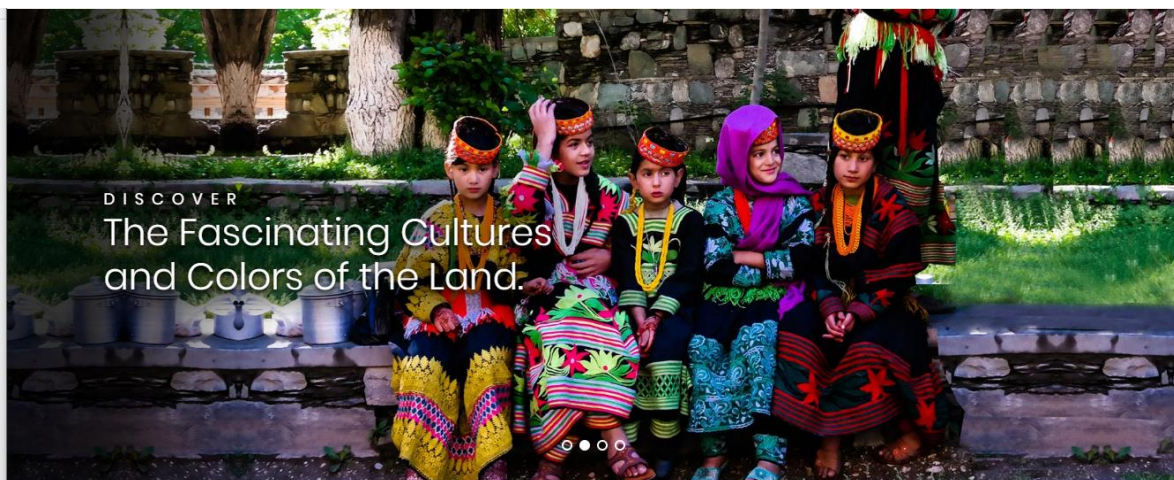
Discover is written on the right of the image which is encouraging those people who did not visit a place to notice, learn and then visit this place. Beneath that in bold and big font-size, 'the fascinating cultures and colors of the land' is written. This shows that this culture has the potential to attract many tourists and is very colorful, the different color of their dresses also depicts that.

The other picture has a glimpse of four sites as places. The first one is of Badshahi Mosque, second of a field where two children are picking up the wheat, in a third one many boys are working hard and in the front one man is seen putting their wheat in a sack, the fourth one is of a road and trees. Here the text is asking to discover the contrast of spellbinding grandeur and sheer simplicity. Here the first picture is signifying the spellbinding grandeur while another three the sheer simplicity of the country. This means that this country is an amalgamation of dignity, splendor, and purity.

On the website of PTDC at the top of all pages, destinations are the fourth option among the links in a row which led to the section destinations in the middle of the homepage. Only five destinations are mentioned on the page of PTDC and they are Kaghan Valley, Neelam Valley, Hunza Valley, Karachi, and Quetta. As seen below in this section at the top, the destination is written in the middle in capital letters. Three destinations are then placed in a row with the sign of backward on the right and forward on the left, clicking any of the sign shows the next destinations in the same way. Each destination is displayed at the right half picture of one of the famous places of that destination and at the left name of the area, destination, and brief
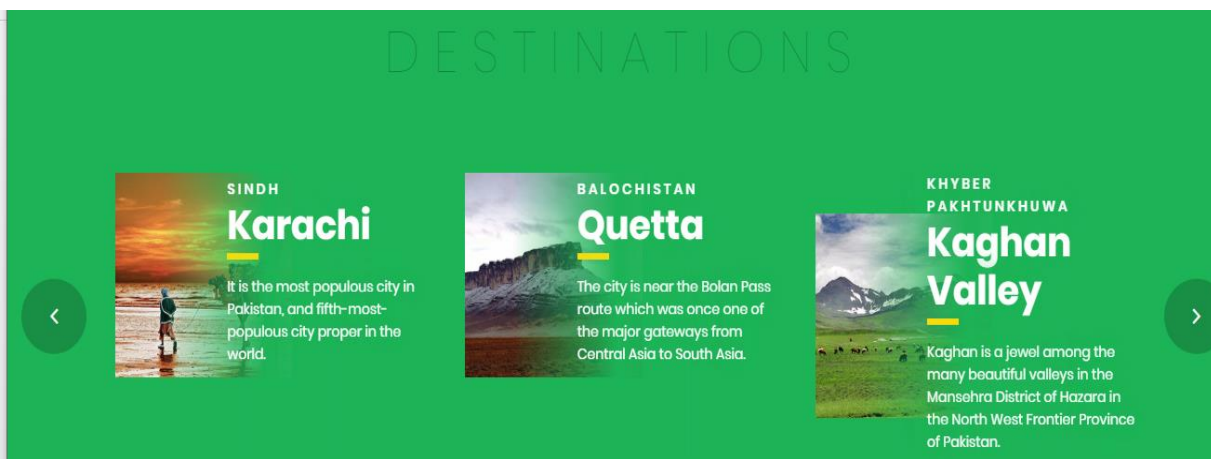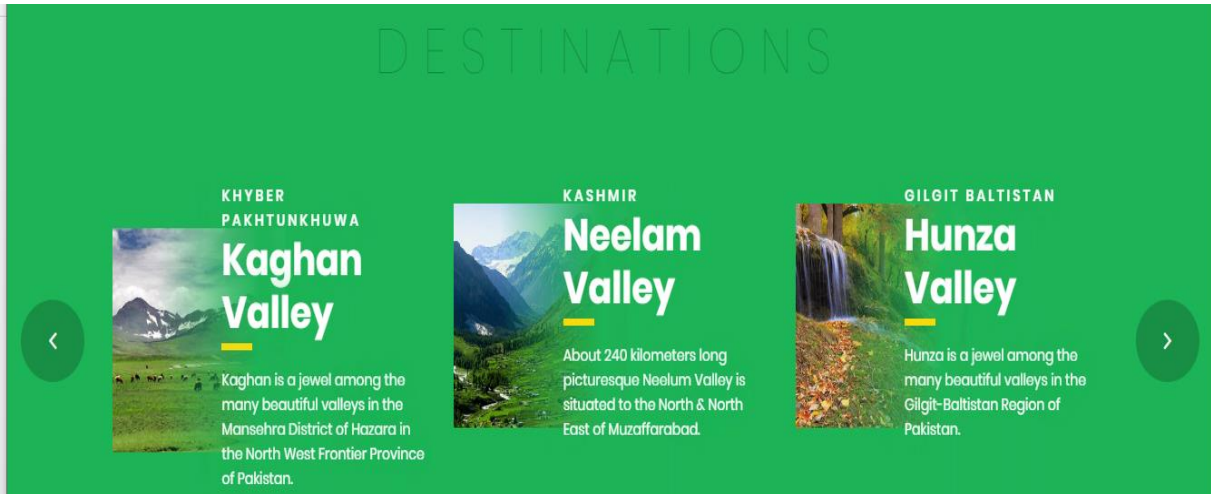
description. The font size of the name of the destination is bigger and it is also bold to make it more prominent. The color scheme of this section is a green background and the text is in white. At the top destination is written in a color that is not making it prominent.

The cultural significance is shown in the vision and mission of the organization. In the vision the words 'promoting country's cultural heritage' and in mission, the words 'our rich cultural heritage, rare archaeological

Vision

The Vision is to develop the tourism sector as a national priority in a sustainable and acceptable manner, taking full advantage of regional and international trends and developments so that it can significantly contribute to the improvement of quality of life in Pakistan whilst promoting the country's cultural and natural heritage.

Mission

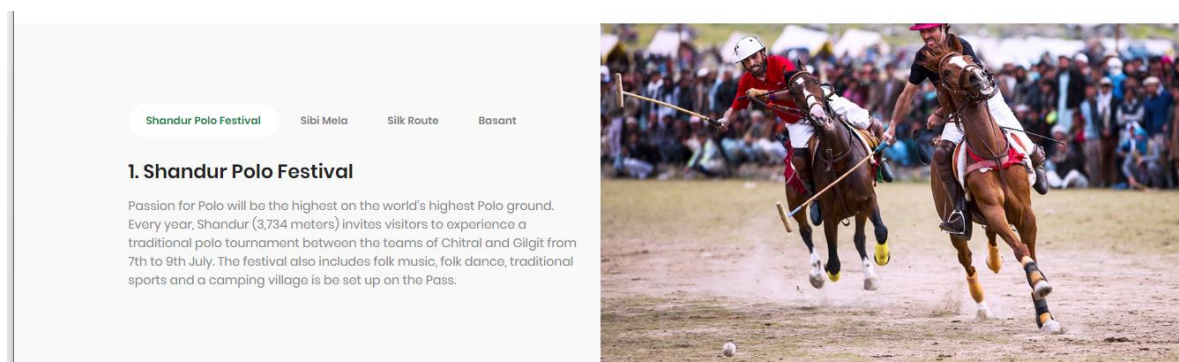To create an enabling environment for Pakistan's tourism industry by providing world-class facilities that commensurate with our rich cultural heritage, rare archaeological treasures and exquisite environmental beauty in close partnership and coordination between the public and the private sector while preserving and protecting our cultural and moral values and projecting tourist friendly image of the country.

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treasures' are acknowledging that this country has a rich culture and the promotion of this heritage is one of the mandates of this organization. While in their mission the words 'protecting our cultural and moral values' shows their concern towards cultural values. This text also shows that they are planning to do that with the coordination of both the public and private sectors.

On this website, they also acknowledged the intangible culture through festivals and music. At the bottom of the page 'Pakistan', There is a section of festivals where four festivals are mentioned: Shandur Polo Festival, Sibi Mela, Silk Route, and Basant. The name of these four festivals is written in a row and one can click any of them to get information about that. On a click, there appears a brief description of the festival on the right and one picture on the left. The first festival is of the Shandur Polo Festival and the image in front of the text is in accordance with the festival and we can see two sportsmen riding their horses and chasing the ball with their sticks.

At the back, there are many people gathered to watch the game and behind them some camps in a row. This shows that a lot of people gathered every year to watch this match and they also do camping there. The text also tells that along with camping folk music, folk dance and traditional sport are promoting the culture of this place. Similarly, mostly the last words from the text of all the festivals are showing how these festivals have a cultural element. And mainly

these elements are cultural shows, exhibitions of handicrafts, tribal dresses, folk dances, folklore, arts, traditional food, and dresses.

meeting place of all the tribal chiefs of the area. The British carried on this tradition in the shape of an annual "Darbar" or meeting, combining it with a 'Mela" (fair) where thousands of Baluchi tribesmen gathered along with their animals in mid February. This tradition still carries on and every year during February, Sibi has its famous SIBI MELA, where tribesmen flock from all over Baluchistan, parts of Sind and Punjab with their animals. The salient features of this "Mela" are horse and cattle and cultural shows, tent pegging, camel races, animal markets and exhibitions of handicrafts, tribal dresses and folk dances.

spectacles of sheer scenic beauty, wildlife and nature, awe-inspiring snow peaks, glittering glaciers, serene valleys of lush green foliage and fruits, gleaming and scintillating streams of unpolluted water, rich diversity of people, culture, folklore, arts, crafts and heritage, await you.

herald the spring. Basant is not only a kite flying event, but a cultural festival of traditional food, dresses, dances and music.

They also have a section of music but in that section, music is written in the middle and then there are two line explanations that the music we have is a combination of various parts and hence it is also very diverse. Then four of the famous artist from the different genre are mentioned, their names, pictures and brief introduction has been given. This step of including

Music

Music of includes diverse elements ranging from music from various parts of South Asia as well as Central Asian, Middle Eastern, and modern-day Western popular music influences. With these multiple influences, a distinctive Pakistani sound has emerged.

Nazia Hassan

Nazia Hassan was a Pakistani pop singer-songwriter, She enjoyed widespread popularity across South and Southeast Asia and has been called the "Queen of Pop" in South Asia.

Atif Aslam

Atif is a pakistani pop singer songwriter, He has recorded numerous chart-topping songs and is known for his vocal belting technique. He was awwarded with Medal of Distinction in 2008.

Abida Parveen

Abida Parveen, is a Pakistani Sufi Muslim singer, composer and musician. Her singing and music has earned her many accolades, and she has been dubbed as the 'Queen of Sufi music'.

Nusrat Fateh Ali Khan

He was a legendary Pakistani vocalist and musician, primarily a singer of Qawwali, a form of Sufi Islamic devotional music. Widely considered one of the greatest voices ever recorded, he possessed an extraordinary range of vocal abilities and could perform at a high level of intensity for several hours.

music as a separate section is a good decision but it is not enough to introduce the viewers with the diverse music this country has.

At the bottom of every page, there is the address of the head office on the right, some important numbers on the left and some links in the middle. These links are tourism in Pakistan, Packages & Promotions, Media Galleries, News/Press Releases, Important Links, Publications, About PTDC, FAQs. All of the links except the last two lead to a box with text coming soon. The text and the visual are giving the same message. The half green color on the moon and the ladder on the moon with a bucket of green color and brush near the ladder show that their work is in progress.
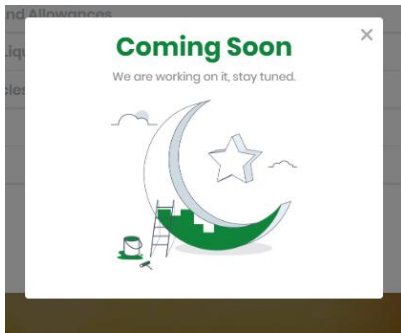
This website lack so many important features, its layout is similar to many other websites where visual representation is more on the homepage and whatever content is there it is arranged well. But when it comes to promoting cultural tourism it lacks far behind in that. They included the links of websites of organizations of other provinces and in that way have information on some cultural sites of Pakistan on this website. Otherwise, they are not doing anything by themselves in this regard.

5.2 Other Countries Tourism Websites

In this section, some of the tourism websites of other countries are analyzed to compare them with Pakistani websites to know where are they lacking and where they need to catch up. Three websites I am going to discuss here are the Paris Tourist Office-Official Website, VisitBritain: The Official Tourism Website of Great Britain, Tourism Lithuania | Lithuania Travel. Unlike Pakistani websites, all these websites are loaded with so many links on their homepage and other pages, and they are very organized and properly positioned.

Eleven language options in Paris and four on the Lithuania tourism website. On Britain's tourism website twenty-four language options are available to categorize as thirteen under Europe, six under the Asia Pacific, three under The Americas and two under All other countries. The language option of all these websites is on the left side of the page at the top. The placement of this option is the same in Pakistani websites except for the Lok Virsa website.

Mostly all these websites have more visual representation than text on the home page. There are images with just the titles or with two or three line description. The layout of STDC, TDCP and TCKP website is a little similar to that in this way. However, what is missing are links at the end of the page. There are seven links in a row on the top in the Paris tourism website and they are: explore, what to see, going out, shopping, eating out, where to stay, practical Paris. At the Britain website, they are five: places to go, things to do, practical information, shop, blog. On the Lithuania website, they are five: why Lithuania, what to see & do, what to eat & drink, where to stay, about us. Some links they all have in common and are missing from Pakistani websites are related to shopping, eating, and practicality. In the websites analyzed above, there is nothing to inform about where visitors would go to eat or for shopping if they want. On some websites some information about hotels are available but it is just about the hotels where those organization going to make the tourists stay during the tours. However, these websites also properly informed the visitor if they are visiting this place what possibilities they have to do in through links like places to go, things to do, what to see & do.

All these links with sub links are then given at the end of the page. As shown in the picture below

DISCOVERING PARIS	WHAT TO SEE IN PARIS?	WHAT TO DO IN PARIS?	SHOPPING	WHERE TO EAT IN PARIS?	WHERE TO SLEEP IN PARIS	PRACTICAL PARIS
> Major events	> Paris Pass	> Exhibitions in Paris	> Department stores in Paris	> Gastronomic restaurants	> Hotels in Paris	> The Paris Tourist Office Newsletter
> Walks in Paris	> Museums in Paris	> Shows in Paris	> Shopping centres	> French food	> Parisian palaces	> Paris Convention and Visitors Bureau
> Paris for the first time	> Monuments in Paris	> Paris by night: hot spots and ideas	> Outlets and stock clearance	> Foreign specialities	> Unusual hotels	> Planning your stay in Paris
> Organize your stay through an agency	> Guided tours	> Paris: the cabaret capital	> Flea markets and antique dealers	> On a budget	> Hostels in Paris	> Getting to Paris
> Images of Paris	> Boat trips	> Concerts in Paris	> Concept stores, designer goods and arty shopping	> A meal in an unusual setting	> Camping	> Left-luggage services in train stations
> Sustainable tourism in Paris	> Parks & gardens	> Celebrations and festivals in Paris	> Souvenirs	> Cafes, bars, pubs	> Budget accommodation	> How to get to and around Paris
> The Paris of the Parisians	> Contemporary Art in Paris	> Fairs & trade shows in Paris	> Luxury, beauty and well-being	> Tea rooms and ice-cream sellers	> Alternative accommodation	> Plans and maps of Paris
> Themed guides	> Paris for free	> Sports and games in Paris	> Gastronomic shopping	> Fine food shops and caterers	> Aparthotels	> Money in France
	> Gay and lesbian Paris	> Theme and leisure parks in Paris	> Shop as you visit	> Booking centres	> Bed & Breakfast accommodation in Paris	> Internet, telephone and postal services in France
		> Zoos & Aquariums	> Shopping districts	> Cooking schools	> Furnished apartment rentals in Paris	> Daily life: useful info
		> Family entertainment in Paris	> Sunday shopping in Paris		> Booking agencies	> Paris for families
		> Trips and outdoors	> 'Détaxe' tax refund and duty free		> Tourist tax	> Visiting Paris with a disability

Here the link of almost all the possible things is available for the tourist. Pakistani websites should also include links like this to their websites.

Another pronounced thing on Paris website is that there are four links on the top of the homepage namely: visitors, professionals, press and photo library. This means that on this website there is segregation for different audiences and according to that separate pages and different information. So this makes it easier for the viewer that they do not have to search for the information they want from all of the data if you are a visitor you are going to find related information on that and professional just visit the page related to them.

One of the interesting things on the Lithuania website is where they throw a question to the viewer "what is your cup of tea?". This question is to engage the audience on the website and then below that there is a text "Choose a text which interest you the more and learn more" and

this is encouraging to select one of the options given below in an artistic manner and the text is giving a message that the visit of the link would be enlightening.

There are five options in the image and the third one is to explore the culture. This link opens into a page named Art and Culture which has appeared seven times on the homepage. This page categorizes art and culture into six and has six more links named museums, architecture, contemporary art, cultural events, theatre, and old craft. The link museum is further divided into the most popular museums, innovative museums, art museums, offbeat museums, history museums, family-oriented museums, and open-air expositions. There are art spaces, contemporary art events, street art and sculptures under contemporary art and cultural events are categorized according to four seasons. These sub-links also have many links according to the category and the pages of all are showing the brief description, images, and location of the place.

Moreover, on the website of Paris, links of museums do not just have a brief description of the museum and some pictures. Along with that they also have the option of booking the tickets online, help desk, timing, customer reviews and the options to access the museums such as an address, metro stops, and bus routes.

The links of social media sites were repeated more than once on these pages. In that section not just the logos of the sites are mentioned but also some of the pictures and posts of these sites are available. A similar kind of practice is seen on the STFP website where some posts of Facebook, Instagram, and Twitter are available. But while doing that too the selection of posts should be done carefully.
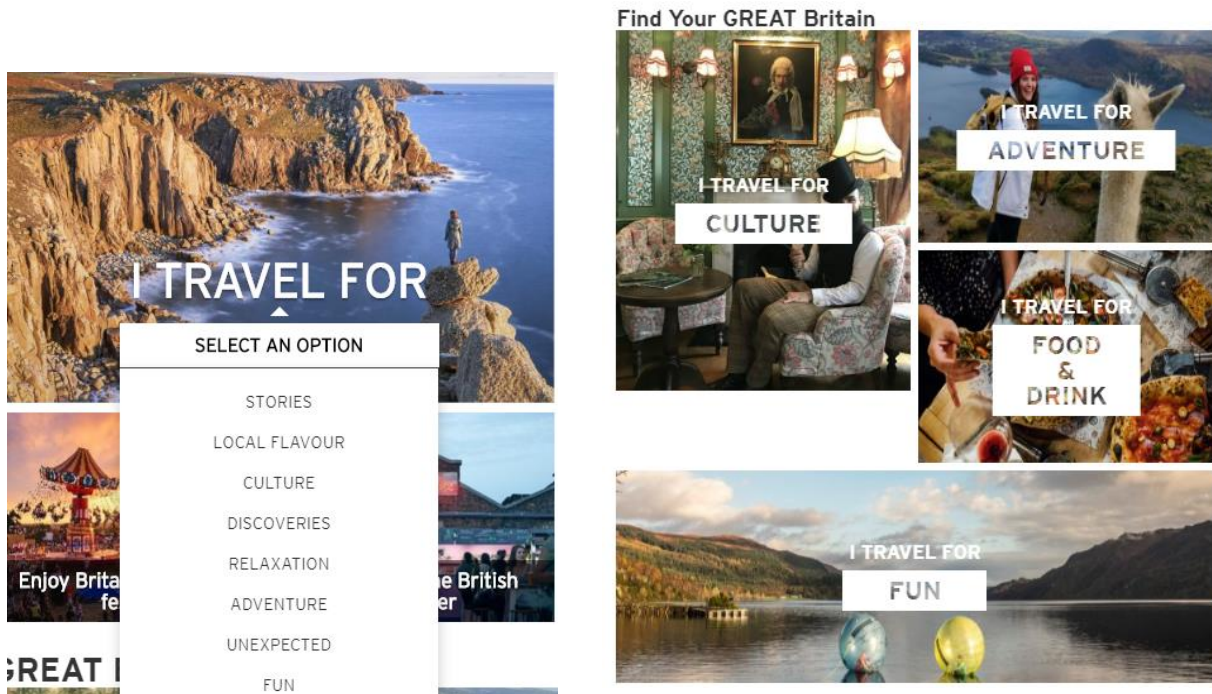
On the tourism website Great Britain, links have been displayed in two different ways. As shown in the first image eight options have been given under 'I travel for' and one of the options is culture. On the same page, there is a separate link for these options as shown in the second image. In those options, culture is placed third in the first image and first in the second image. All these links have further links to different articles related to that category. These articles mostly have texts and information is divided into different headings.
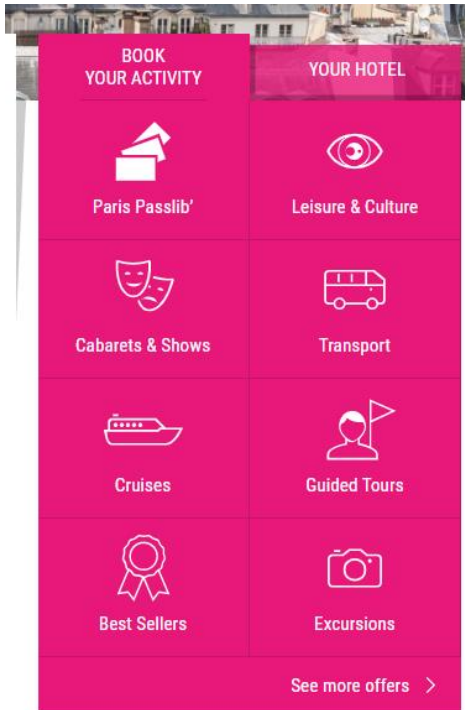
Here this image is from the Official website of Paris and shows that along with bringing information about what the aims of this website are. This also makes sure that they are not only offering the service of booking hotels but also the activities. Here the options are given with the help of both linguistic and visual. By linguistic I mean the text describing the name of that activity and by visual I mean the sign above that text such as the sign of bus with transport. This makes it easier to understand what this link is all about.

This comparison shows that Pakistani websites can make their websites more attractive and informative by adding some components of these three websites. First of all, they need to work on the layout and the composition should be like everything seems organized. The visual representation would be more on homepages. Secondly, the language options should be more and considering that option work for all the content on the website. Thirdly, their websites should look like a complete package and for that, they should add more options to their websites. These options should be about hotels, foods, shopping, weather, transport options. Fourthly and most importantly they should add options in some attractive and pleasing way. Among cultural links segregation would be in a proper way and other than museums, historical, religious and archeological sites they should add other options related to intangible culture too. Lastly, social media site's posts should be there too and the selection of the posts would be appropriate. The incorporation of all these elements will help in making these websites more effective.

CHAPTER 6

DISCUSSION AND CONCLUSION

In this chapter, the findings of the study have been discussed considering the conceptual framework. It includes the assessment of the management of cultural tourism and then how organizations are working on this matter in different ways. After that, the role of NTCB has been discussed, which is playing a main role in the coordination. Community involvement is discussed as a tool for the betterment of indigenous people and the use of websites as a promotion tool at the end.

6.1 Assessment of Sector's Management

According to findings, it is clear that there is no separate organization working 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 of the respondents are of the view that the management of cultural tourism is not practiced at all in this country. So for evaluating the cultural tourism's management generally the management of the tourism projects having 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 fewer projects related to cultural tourism, and even if there are some, they are subject to many errors. All these errors are related to inadequate services, poor infrastructure, untrained staff, shortage of staff, lack of proper promotion and marketing. Lack of funding is blamed mainly for all these issues and it is a big challenge which becomes a hurdle in solving other issues. For marketing, the challenge is to build a soft and peaceful image in front of the international market. But an entity at the federal level is needed to do that which is missing in this country.

One of the respondents is of view that management and marketing are two different things. Marketing and promotion are like an invitation of houses while management is the housekeeping of that house. The need of the time is to first do the housekeeping, on which very less attention has been given by everyone. All are thinking about how to market the destinations but what if we get the expected audience. Then they will not get entertained by the management properly, because the destination's management is not able to entertain that much crowd.

This bad management also led to the loss of some good intangible cultures. Some of these cultures are traditional music, Basant and sports. A respondent said that Lahore especially the walled city missed these cultures which are no more with us because of the management's wrong decisions. He is of the view that the decision of changing the playground into greater Iqbal Park is not a good one, many test cricketers were played there and now youngsters do not have a place to play cricket.

Then for better marketing, there is a need for marketing mix while taking care of all the seven p's not just focusing on promotion. There is also a need to do market penetration, market development, product development, and diversification.

6.2 Organizations Distinction

The distinction has also been seen among different organization's management. If we take national and international organizations, then the projects of international agencies are more properly managed. The organizations like UNESCO have some goals in mind before they start the project and plan accordingly. They make a road map, think about the consequences and their expected results, then after getting results they evaluate their projects and try not to attempt mistakes. They then try to figure out what were the reasons for mistakes to avoid them for future projects. On the contrary, national organizations do not plan out that much.

Among national organizations, there are some government organizations and some non-governmental organizations and their take on management is not similar. It is evident from the results that NGO's are doing much better than government organizations in this regard. Especially in Pakistan the NGO working for tourism development is doing volunteer work which means their work pleases them. When they do this with interest then the results are also better. The NGO mentioned in this study is working for the indigenous cultures, capacity building of communities, culture friendly tourism and they are the only organization that is taking a sustainable and responsible approach toward tourism.

There is also division among government organizations as some are working at the federal level and some at the provincial level. One of the organizations working at the federal level is PTDC and some other organizations such as Lok Virsa. PTDC was having some difficulties to manage the things from some time but now the NTCB board brings a light of hope for that organization. Lok Virsa is doing great at least a little better than PTDC. They are working on the documentation, restoration, and promotion of culture and mostly intangible culture. The other provincial organizations work only for the enhancement of tourism in these provinces. TDCP is doing good as they have established a destination software, sightseeing bus service, tours, events. Some respondent thinks that TCKP is doing better than all the other organizations.

Although these organizations are working better in some ways in comparison with other organizations but all of them have some loopholes. In the case of management, all have issues of maintenance, marketing, skilled labor, funding, inadequate services.

6.3 Locale Distinction

This study is multi-locale and it also analyzes the websites of different provinces which help to understand how cultural tourism is managed in different locales. Lahore is considered as the cultural hub of the country and it has been seen that this city is promoted and managed in a

better way as compared to other cities. The tourists are more satisfied with the services of this city, the respondents who visit on the TDCP sightseeing bus were satisfied with the service. One of the respondents is of the view that it is better than many bus services in other countries. The staff is very cooperative, they take the queries of the visitors seriously and tried to solve them. The guides on the bus have information about the city, tried to engage all the visitors plus the song about Lahore is also played on the bus. The facility of public toilets is also available there and they are also clean as compared to many other sites. Some respondents from other cities also mentioned that some sites of Lahore are maintained in a better way as compared to sites of other cities.

But these better results are because this city also gets more attention from the management officials as compared to other cities. There are different organizations for management and maintenance such as the Department of Archaeology and Museum for museums and archaeological sites and Walled City Authority is responsible for the management of some sites in the Walled City of Lahore. Even on the website of TDCP, the more 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 somewhere 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 restaurant, toilet, playing zone for children are not available and if available then not in good condition. Department of Archaeology and Museum is managing all these sites and they hired some site attendants who look after the place. These site attendants are always present there, some also work as a tour guide there. 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

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 contrary, the other employees on the highest posts remain unavailable, either they do not come to offices or if they do then leave early.

As Taxila Museum is a small place as compared to others and enclosed site too, the issue of suffocation and carrying capacity is more 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 of public toilets and restaurants.

6.4 Establishment of NTCB Board

A board has been made in the wake of all the issues and challenges. It has been considered that the solution to these issues will be possible with the help of this board. One of the biggest challenges of collaboration seems to be solved with this board as this board brings all the stakeholders on one table. Now the collaboration is there as in meetings they all sit together to give their views, point out issues they faced, trying to understand other's problems. However, in this board representation of association like PATO and TAPA is there but these association also lack the proper collaboration as PATO need to include all the tour operators in their discussion.

This step has been taken by the new government but the concept was given by the president of STFP. On the front, it seems that it will help in dealing just with the challenge of lack of collaboration but it will eventually deal with many issues. The board is geared to participate in international events and fairs, having a quality standard in hospitality and human resource,

attracting investment, better marketing and promotion strategies, technical up-gradation, implementation of the reforms.

This board is providing a nexus between all the organizations. Where other organizations can get benefit from this board through having the assistance of other stakeholders, PTDC is entirely dependent on this board. PTDC has to work under the NTCB board as a working body so for everything they have to look at the board they cannot make any decision on their own. That is why PTDC is processing very slow as a board is in the process of figuring out what to do and what policies to make and PTDC is waiting that once they decide then we will follow. Just because of this there have been months and their website is not properly working. They do not have any idea about anything because they do not know what to focus on and what to give priority and waiting for the guideline by the government. Moreover, another important stakeholder community is missing on this board and they do not have representation in the board.

6.5 Indigenous People

Here most of the work has been done by the organizations to protect and promote the indigenous cultures. The most promoted indigenous culture is the Kalash culture. All the organization considers the visit to Kalash Chilam Joshi festival as a cultural tour. On almost every website there are pictures of Kalasha people representing cultural significance. The Kalash culture is regarded as indigenous culture and on the website of TCKP in a video Kalash culture is displayed as indigenous culture.

It is given much importance as this culture is under threat and if now it has not been preserved there are chances that we will lose this culture. Considering this their festivals were given much importance and they are promoted more. STFP is also giving training to local people about guiding a tour, using their traditional pattern in making new products, introducing their

traditional dishes to cuisines. They are also planning to make a separate website on Kalash. This is the only culture that gets the attention of all the organizations.

There are many other indigenous cultures but the focus of all is on one indigenous culture. STFP recently started a project for another indigenous culture of Mohana people. Their project is basically of Indus Dolphin Civilization but through this project, they are trying to highlight and preserve the culture of their people who lives on the boats.

However there are cultures like Mohana which are getting recognized, on the other hand, there are some other indigenous cultures that never get attention and there is no hope that they will get recognized in the future. In the past, in Mughal Era, there was the culture of traditional dance, music, and poetry in the old city of Lahore at a place named Heera Mandi, which was also called Shahi Mohalla, means Royal Neighborhood. The women of that place at that time properly learn skills and spent so much time in that, they were considered respectable. Girls from other places came to them and request them to teach them dance and music. Many big and famous names, singers and artists, belong to that place. But as time changes those women were named as prostitutes and they lost their respect. In the name of the religion that place was banned and the government stopped all those activities. The area was closed between 2000 and 2004 as the crackers were blasted there to threaten them.

But the problem is that with this intervention of the government, what badly gets effected is the precious culture of performing arts. The main street for the red light area is still there and they were not able to stop that and what they stopped is the culture of art and music. Because of that shame, people do not like to come to Heera mandi. This place was the identity of performing arts and they closed that. This was the place of singers, every day there were baithak of those singers in this area. We are not able to listen to Sarangi, Sintor anymore. All of this was witnessed by one respondent from Coco's Den.

He said that when it was planned, this food street was Asia's biggest food street but the religious clerics were of the view if someone will come here they will also go to the red light area, so this project was stopped. If the project was started in that place, then the people of that community should be indulged in that in a way that they could get employed but that did not happen. If they were thinking of closing the red light area then they should provide them with some alternative job options. But neither any jobs were given to them by the government nor this project of food street helped them and that community is still neglected. Hence, Community Based Tourism should be adopted to cope up with this issue.

6.6 Role of Website in Promotion

One of the basic tools for the promotion is the website, the organizations use websites to present them in the market either domestic or international. Almost all the organization and tour operators have their own websites. The organizations use these websites to provide information about themselves, their projects, the tourism destinations, and events if there are some, their services. Some organizations also make available the opportunity of booking and reservation of hotels and tours. The tour operators also use websites to provide information about themselves and their more focus is on the details of the tours.

Websites are available but the concept of using these websites is still missing. As even if there is some issue on the websites and they are not that much viable as compared to the websites of other countries, still there is some information on these websites but most people do not visit these websites. This is evident from the point that all the tourists from my sample never used websites for planning their tour. Furthermore, some respondents said that they get a response from foreign clients not from domestic tourists. This shows that websites are not an effective tool for promotion in the country whereas it is a little effective for promoting the country as a tourist destination internationally.

This means that there is a need to make these websites more eminence with some changes and by upgrading them. This will help to attract foreigners to the country. Along with that, there is a need to develop another promotion strategy to attract domestic tourists or arranging awareness programs for domestic tourists about the benefits of these websites.

Hence, these discussions further prove to be evidence of improper management practices. But also show a ray of hope that things can be improved and get on the track by just some right decisions and their implementation.

6.7 New Conceptual Framework

A new conceptual framework has been presented after the findings as some new concepts have emerged during the data collection. This new one is focused more on issues and challenges as in the previous framework, only a few issues were mentioned. Some concepts introduced as management issues and challenges are: understanding, mindset, infrastructure, negative image, safety, accessibility, expectation, inadequate services, funding, and misallocation of funds, legal issues, and behavior issues. Concepts such as collaboration, community involvement, marketing, visitor management here come under management issues and challenges. The previous framework mentioned seasonality, integration and staged authenticity as marketing issues while this new one comes up with different issues such as costly, branding and direction of promotion. Under legal issues there comes the concept of NOC under inadequate services the concept of guides.

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 and here this is shown with 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
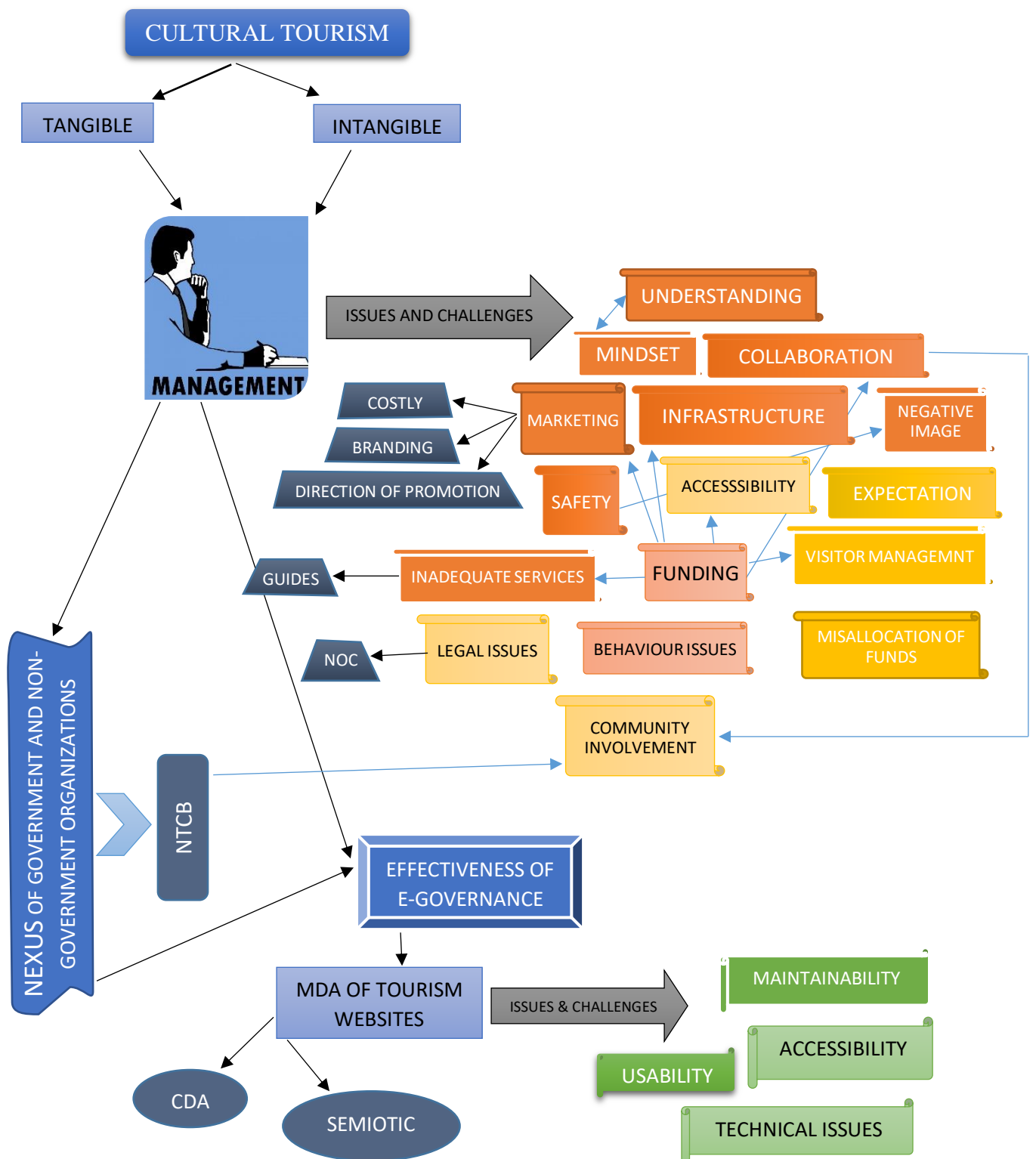
Figure 2: Diagrammatic representation of the New Conceptual Framework

shows that both concepts have a two-way relationship as both concepts go side by side. A

person's mindset is dependent on how he/she understands phenomena while he/she understand

according to the mindset they have. Another arrow linked safety with the negative image, this showed their one-way link that is safety issues are the reason for the negative image country have. The issue of collaboration is also related to the issue of community involvement as at the time of collaboration, communities get ignored.

There is a little change in this framework it has also been witnessed that there is a nexus between organizations but communities are not part of that nexus as it was in the previous one. This nexus is between government and non-governmental organizations in the form of NTCB. The effectiveness of E-governance has been seen through the MDA of tourism websites for both the management and nexus of organizations. This conceptual framework also makes it clear that E-governance in this sector is not that effective as it is subject to many issues and it has been shown by concepts: maintainability, accessibility, usability, and technical issues.

6.8 Conclusion

Management of any destination is the essential element that even comes before marketing. While in Pakistan it has not been given priority which results in many issues. The organizations are not capable of running an ideal management structure and the structure they have is defective. It is the one in which government or federal level entities do not have the right or power to decide or to make strategies. Other provincial organizations and NGO's are in a better state than PTDC. While NGO's are proved to be effective in implementing better management in cultural tourism, it has been observed that there are not many NGO's working for the enhancement of cultural tourism or its management. The NTCB board has been made to rescue the mismanagement by providing an environment of collaboration.

The results show that although communities are the integral part and the one who makes the culture, they will only get involved in this management by some context and those are also exceptional cases. The findings also revealed that many challenges and issues faced by the

organizations and destinations are similar such as lack of funding, coordination whereas some issues like inadequate services are more in other destinations as compared to Lahore. Lahore is a place where management is more satisfactory than in other places. In terms of caretaking the site attendant of Takh-e Bahi is doing a great job. As the results come up with a lot of issues and challenges, the state should take it seriously and planned their strategies properly. They need to mold the marketing strategies and if websites are one of their tools for promotion, so they need to make little changes to that too to make it more effective.

6.9 Suggestions

So many issues and challenges have been identified in this study and it is evident they need to be solved. The respondents help out by providing some of the suggestions. They are of the view that management can be good, it just needs a little care and some changes to incorporate. Some issues are the same in most of the places. The unavailability of restaurants is one of the problems faced by many sites such as Rohtas Fort, Takht-e-Bahi, Taxila Museum. At these places, there is only one tuck shop where only juices, water, biscuits chips and at some places refreshment is available such as samosas. This refreshment is not enough for those people who come from far areas and do not take food with them, and places such as Rohtas fort also do not have any restaurant near that. A suggestion has been given that there should be restaurants and for adding cultural components there should be the cuisine of the Mughal time period, and the sitting arrangement should also be like that giving an impact of that time period as this fort has a historical background of Mughal Era.

Well, another suggestion was that it would also be great if they tried to do something at the places means if there would be tanks at the walls placed like they were at the time of wars, statues of people standing there in clothes they wore at that time, a rope with a statue of hanging person at the place or just a rope where they hang the criminals that would appeal more to the

visitors. Some steps like these gave visitors a visual representation of that time, by just a look they will understand the significance of place, and they will enjoy more. Moreover, if there would be a lightning system at the Rohtas fort as they are in the Badshahi mosque that would be great.

Another issue faced in all the sites is that children do not have an interest in archeological sites and museums and parents suggest that there should be any playing area for children in these places so they play there happily and we will be able to visit the place peacefully. It has also been suggested that if these bodies should hand over the responsibility of maintenance to any responsible body such as union council or local people that would be better as they live there so they know the history and how to take care of this place.

6.10 Recommendations

The findings of the research work are very clear which shows that there is no proper management in this sector and whatever is there its situation is very execrable. Hence there is a need to make some changes as soon as possible. Some suggestions have also been given by the respondents as they are also concerned about the recent condition and are looking forward to the advancement of this sector. Some of the recommendations to make it progressive are as follows:

- The rich culture of the country has been acknowledged by everyone but now they should also have to make cultural tourism their priority.
- Although all these organizations are working for cultural tourism but there should be separate organizations whose only aim would be to prosper the cultural tourism in the country.
- The role of some organizations should be restructured.
- The culture of awareness and campaigns need to be incorporated more.

- Branding should be used as a marketing strategy.

- The establishment of destination management organizations in every destination.

- All the indigenous cultures should be recognized, respected and integrated in tourism.

- There should be involvement of communities in the NTCB board and at the provincial level and they should also have a power of decision making.

- There should be trained local guides in every destination.

- The focus should more be on responsible tourism as it helps tackle socio-cultural, environmental and economic issues. It also encourages community participation.

- Cultural tourism should be added as a course in academics and should be taught to students in Universities.

6.11 Significance of Research

This study focuses on cultural tourism which despite of being beneficial has been neglected for so many years in many parts of the world and Pakistan too. For reaping the benefits proper management of cultural tourism is essential. As little work has been done on the management of cultural tourism this study will contribute to the literature of cultural tourism. This research work will be helpful for all the stakeholders as it will point out the main issues and challenges in this field so that keeping all of them in mind all the stakeholders will get help while managing it. The policymakers can also get guidance by this before making policies related to tourism. Furthermore, by incorporating the element of E-Governance this research work will help us to understand the efforts of stakeholders in promoting cultural tourism and the importance of technology in this regard. Moreover, this study with the help of multimodal discourse analysis: linguistic and visual text of Pakistan's tourism websites will add to the existing literature.

6.12 Limitations

This study is subject to so many limitations as it selected only five cities while the topic is for Pakistan as a country. In those cities, while coming to organizations only some organizations were selected based on their relevance. Similarly, the study analyses the twelve websites. These were limited to certain numbers because of time constraints. Moreover, as this study is multi-locale and also done multimodal discourse analysis of seven websites, it lacks the element of a detailed and thorough analysis of anyone. On the contrary, this study sheds some light on many things.

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TOUR OPERATORS

Designation

1. Tell me something about the company they are working in?
   When it is established?
   Its goal and objective?
2. Why did you decide to join this company?
3. What were you doing before?
4. Do you have any knowledge about tourism or any academic background in this?
5. Have you gone to any training regarding this?
6. How many employees are employed here?
   Their knowledge about tourism?
   Any training session arranged for them?
7. What kind of packages were given when they employed here?
8. What kind of packages are given now?
9. What kind of services is being provided?
10. Tell me about the transformation you see in this regard?
11. Transportation
12. Hotels
    Stay
    Food
13. On any tour how they managed time?
14. Tell me about some experiences, some memories from the trips you arranged, some best ones and some haphazard during the trip?
15. Do they have any link with government or non-governmental organizations?
16. While arranging trips and throughout the trips do they involve local communities?
17. How many packages are sold in a month?
    More customers local or foreigners?
    What kind of tourist destination is more preferred by customers?
18. For marketing and promotion which technique the used?
19. Do they have any link with the media for promoting their company?
20. How they used electronic media in this regard?
21. Tell me about the benefit you obtained from using electronic media?

APPENDIX B

TOURISTS

Age

Occupation

The city from where they come

Is this there first time at this place?

The reason or motivation to visit this place?

Their knowledge about this place?

Who recommends them to visit this place or how they come to know about this place?

Have they gone to any tourism website?

Have they consulted any tour operator?

Is this place easy to access for them?

Is this place affordable?

What is the transportation source?

Other facilities:

Did they bring their food with them, ate from any restaurant?

Are they likely to eat something traditional?

Do they know the cultural significance of this place?

After visiting this place now what's their perception of this site?

If it's their second or third trip what change they observe?

Their experience?

Are they satisfied with the services?

Maintenance? Infrastructure? Price ticketing?

COMMUNITY

Occupation

From how long they are living here?

Tell me about your culture?

What changes occur with time?

What transformation did they see in culture or the cultural sites of this place?

How often they interact with tourists?

Tell me about the tourist's behavior?

What is the difference between the behavior of domestic and foreign tourists?

What is their view on the culture presented to the tourists?

Are they aware of any organization working on tourism or their involvement?

Have they or anyone from the community they know being employed at a tourism destination?

If yes then their experience?

Have they been given the chance to give an idea in a project relating to tourism?

Or anyone from the community representing them in any tourism organization?

OFFICIALS

Designation

Education

Job experience

From how much time they are working in an organization?

What is their priority or concern in tourism?

What is cultural tourism in your views?

What is their view about tangible and intangible cultural tourism?

What are your ongoing and upcoming projects to promote tourism?

What strategies they are using for marketing tourism?

What constraints did you face in achieving the goals set by organizations?

Tell me about your collaboration with other organizations?

Have any interest shown by other organizations to collaborate?

How many employees are working here?

Do they have any academic knowledge related to tourism?

Do they arrange any training sessions for their employees?

Do they also have tour guides? Their training?

From where they get funding?

How much amount did they invest in training and other things?

What kind of link they have with media for promotion?

روہتاس کی کہانی اُس کی اپنی زبانی

میں نے اس جہانِ فانی میں دوسری مخلوق کے ساتھ جنم لیا ۔ سلطنتِ متعلقہ کے قیام کے فوراً بعد مجھے روہتاس کے نام سے موسوم کیا گیا ۔ میری آب و ہوا خوشگوار ہے ۔ میں مسلمان بادشاہوں کی قیام گاہ رہا ہوں ۔ شیر شاہ سوری میرا محسنِ اعظم تھا ۔ اُس نے میرے گرد ایک ناقابلِ تسخیر قلعہ تعمیر کر کے مجھے زندگیِ جاوداں عطا کی ۔ میں اس کی فوجی سرگرمیوں کا مرکز رہا ۔ تاریخ کو میری عظیم شہرت پر فخر ہے ۔ تقسیمِ ملک سے قبل میری آبادی کا کثیر حصہ ہندوؤں پر مشتمل تھا ۔ میں اُس زمانے میں دولت سے مالامال تھا وہ عہدِ زریں میری خوشحالی کا دور تھا ۔ مجھے تعمیر ہوئے صدیاں گزر گئیں ۔ ایٹمی دور کا آغاز ہوا سائنس نے صرف ایک ہی ضرب سے انسانی زندگی کو صفحۂ ہستی سے مٹانے کی طاقت بخشی ۔ اب میری قدر و منزلت کھو گئی ہے ۔ میری تاریخی شہرت کا حافظ قلعہ لڑکھڑایا اور ریزہ ریزہ ہونے لگا ۔ میں قصرِ پارینہ بن گیا ۔ تھا نہ شان و شوکت اور سامانِ مدافعت کے چھین جانے کے باوجود تقسیمِ ملک سے قبل میری ڈھارس کا صرف یہی واحد سامان تھا کہ میرے پیوتوں نے تعلیمی و تجارتی مرکز کی حیثیت سے میری شہرت کو قائم رکھا میں نہ کی سردمہری کو بھول گیا اور اپنی قسمت پر شاکر ہو گیا ۔ پھر تقسیمِ ملک کا پُر آشوب زمانہ آیا جس نے مجھے مکمل طور پر تباہ و برباد کر دیا ۔ اور گری اور تہذیب سوزی کو چھٹی مل گئی میری خوبصورتی کو آگ لگائی گئی اور دولت کو لوٹ لیا گیا ۔ اس جانی و مالی قربانی کے پھر اُٹھایا لیکن تھکا ماندہ اور بے دست و پا ۔ الغرض جدید ترقیاتی دور کا آغاز ہوا اور پاکستان کے حالات بہتر ہوئے زگی اور تہذیب کا مرکز بن گیا ۔ میری گزشتہ عظمت اور شان و شوکت میں دلچسپی لینے والے سیاحوں کی آمد و رفت ہوئ نالہ گھان پر شیر شاہ سوری پُل بننے کی وجہ سے میری شان و شوکت میں اضافہ ہوا ۔ جس کا سہرا محب وطن حکمرانوں میری درس گاہوں سے فارغ التحصیل روشن ستارے مُلک و قوم کی خدمت میں مصروف ہیں ۔

چوہدری لیاقت علی   سینئر ہیڈ ماسٹر گورنمنٹ ہائی سکول روہتاس
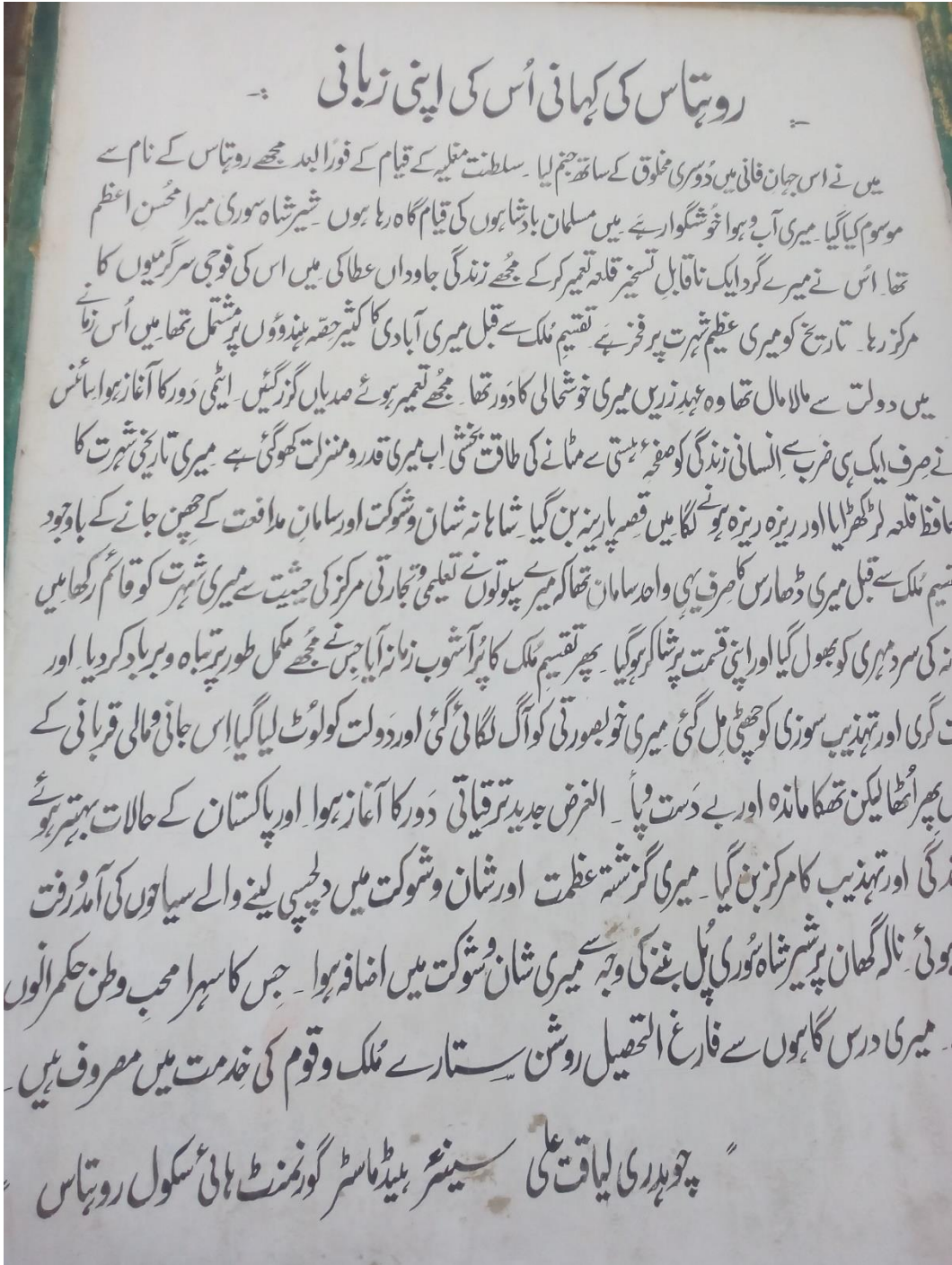
Image of written history of Rohtas Fort on the wall of School

Image of Book and Sign Board providing information about the site

Image of road map of Rohtas Fort

Map of Lok Versa

Statue of Buddha at Lok Versa Museum

Portraying the culture of music and musical

instrument at Lok Versa

Presenting the Folklore at Lok Versa

Museum

This shows their two tools (posters and

video on Leds) for sharing info at Lok Versa

Museum

Image of traditional schools of music at Lok

Versa Museum

The way sections are labelled in Faiz library

Display of truck art at Lok Versa Museum

Display of tile art at Lok Versa Museum

Display of Traditional Jewellery at Lok

Versa Museum

Image of Badshahi Mosque

Image of Lahore Fort

Image of tourists in front of building

samadhi of Ranjit Singh

Image of Food Street

Image of signboard not clearly readable

Image of Coco's Den

Image of a shop in Lahore

Image of discussion with the respondent

Image of the respondent at Rohtas Fort

Image of Rani Mahal at Rohtas Fort

Image with the respondent

Image of well at Sirkap

Image of Sirkap