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Navigating through policy and process inflation by establishing cultural value in cultural sites: The case of the Philippine-Korea friendship center

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Abstract

The protection and development of cultural sites pose ongoing economic and social challenges for the state, necessitating a symbiotic relationship between cultural advancement and societal progress, yet facing a shortfall in support and funding. This paper aims to delineate the value of cultural sites and assess how evolving cultural policies influence their management. Despite legislative mandates requiring government backing, cultural site management often shoulders the responsibility amid policy and procedural complexities, resulting in what is termed as "policy and process inflation." The absence of consistent support due to shifting cultural policies aggravates this burden, compelling cultural sites to integrate economic imperatives alongside social objectives. Utilizing Cultural Value Theory (intrinsic, instrumental, institutional), this study examines the Philippine-Korea Friendship Center to elucidate its cultural value amidst policy dynamics. It underscores the necessity for cultural sites to not only embody intrinsic value but also cultivate instrumental and institutional values. This analysis sheds light on the interplay between cultural policies and the state of cultural sites, highlighting the imperative for holistic support and strategic management frameworks.

Keywords: Cultural Site; Policy Inflation; Process Inflation; Cultural Value Theory; Strategic Management

1. Introduction

1.1. Research background: Diplomacy and the establishment of cultural institutions

Establishing diplomatic ties between nations, as enshrined in the Vienna Convention of 1961, has been a longstanding practice aimed at fostering friendly relations irrespective of political differences. (UNESCO, 2015) The Philippines, known for its amiable populace, prioritizes strong international relations, reflecting its constitutional commitment to peace, equality, and justice. In the realm of diplomacy, the establishment of consulates signifies bilateral engagement, while certain partnerships manifest through symbolic gestures like memorial markers or collaborative projects such as friendship centers.

This paper focuses on the cultural institutions under Philippine government management, acknowledging them as valuable resources for cultural and historical exploration. However, these sites face underutilization despite their established significance. Overcoming this challenge requires enhancing accessibility, often through technological integration, to engage broader audiences effectively.

Examining the Philippine-Korea Friendship Center as a diplomatic symbol reveals its potential to evolve into a cultural institution enriching society's cultural and educational landscape. Effective management can elevate it to the standard of renowned international cultural organizations like the Confucius Institute, the Goethe-Institut, or the British Council. Yet, being in its nascent stage, the Friendship Center must solidify its identity and purpose as a cultural institution, aligning its goals with societal and international aspirations. This paper aims to explore the formation and management

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of cultural institutions in the Philippines, striving to elucidate their journey towards achieving their objectives in serving the community and broader society.

1.2. Research site: Background of the Philippine-Korea Friendship Center

In 2009, the Embassy of the Republic of Korea proposed the construction of the PEFTOK Korean War Memorial Hall (PKWMH) to honor veterans to the Philippine Department of National Defense (DND) and the Philippine Veterans Affairs Office (PVAO). This proposal coincided with the 60th anniversary of diplomatic ties between the Philippines and Korea.

By 2012, the memorial hall was completed and inaugurated, followed by the construction of the Philippine-Korea Technological and Cooperation Center (PKTCC) in the subsequent year, serving as an annex to promote bilateral friendship. On November 7, 2013, the Human Resource Development Center (HRDC) was inaugurated within the PKTCC, managed by the Technical Education Skills and Development Authority (TESDA), focusing on capacity-building for human resources development and enhancing teaching skills.

The entire complex, comprising the PKWMH and PKTCC, was then named the Philippine-Korea Friendship Center (PKFC), symbolizing the enduring camaraderie between the two nations. The center, generously donated by the Korean Government, serves as a hub for education and cultural exchange, housing historical relics and artifacts donated by both governments and veterans' families. Managed and maintained by the Philippine Government, the PKFC aims to facilitate cross-cultural understanding and cooperation.

1.3. Research problem: Concepts of policy and process inflation and its context in the Philippines

Cultural development, a legal priority for governments, faces neglect amid the rapid globalization and commercialization of societies, notably in the Philippines. Despite existing laws and agencies dedicated to cultural and historical development, limited resources hinder program implementation (Philippine Development Plan 2017-2022).

Policy and process inflation, as described by Ellen Loots (2019), exacerbate challenges faced by cultural institutions in the Philippines, rooted in systemic issues within the government. In a bureaucratic administrative system like the Philippines', with power divided among the executive, legislative, and judicial branches, policy aims are constantly renewed with each change in administration, leading to inefficiencies and delays. Bureaucratic rigidity and inefficiency further compound these challenges (Torneo, et. al, 2019), impacting policy formulation, implementation, and budget programming.

These issues are reflected in the management of cultural sites like the Philippine-Korea Friendship Center (PKFC), established during different administrations with varying focuses. In the context of policy inflation, while former President Benigno Aquino III prioritized human development, former President Rodrigo Duterte emphasized economic reforms and infrastructure projects, with cultural development taking a back seat. The current Marcos administration's focus on economic and social transformation offers hope for cultural development projects, aligning with proposals like those for the PKFC. However, projects must align with the current administration's policies for swift approval, highlighting the influence of policy on project outcomes and bureaucratic challenges. If not, projects would need to go through a tedious process before approval, hence putting process inflation into context. (pdp.neda.gov.ph)

2. Material and methods

The researcher used a qualitative-quantitative research method. It mainly used a descriptive and historical approach since it involves description, analysis, and interpretation of data gathered. Drawing conclusions from the interpretation of past events is another basis for the study since establishing a connection between historical data and research is one of the key elements in the paper. Literature review is corroborated with data and documents gathered from the research site which includes historical documents, the site's own customer satisfaction survey results, participant interviews, site observation, etc. This helped establish the overall profile of the target site

3. Discussion

3.1. Cultural Value Theory

According to the Cultural Value Theory, the "organization embodies and communicates its values." For the Philippine-Korea Friendship Center, since the organization currently faces various challenges related to manpower and funding,

Hewison and Holden (2011) talk about an entrepreneurial approach where values are combined to create what is called “Cultural Value.”

But first, let us look at the meaning, value, and benefit of culture. Meaning and value are unavoidably linked. For people, they do not value something that they do not find meaning in, either economically or culturally. This presents a subjectiveness of value. Benefit has an objective meaning. It is a positive social outcome; “similarly, a successful arts venue can help to regenerate a town center, and the economic benefits are measurable.” Lastly, “value is the reason why people choose to engage with culture; benefit is the reason why government, local authorities and other funders support it.” All of this constitutes Cultural Value. (Hewison, et. al, 2011)

In expressing Cultural Value, we will be looking at three viewpoints namely, Intrinsic, Instrumental, and Institutional. These viewpoints form themselves into a triangle that shows that they are not mutually exclusive but complementary. Although, depending on your standpoint, one can be more important than the other.

By excavating the cultural value of the Philippine-Korea Friendship Center, it starts to follow a direction of establishing itself as an institution in the society. It would be regarded as not just a static display of history and culture, but as an institution that is part of an evolving society.

3.2. Intrinsic Value

One viewpoint that cultural management needs to look at when presenting their cultural value is Intrinsic Value. “Intrinsic means integral to, or an essential part of, something.” This means that “museums, dance, theater and so on also have a value unique to themselves.” (Hewison, et. al., 2011)

When looking for the intrinsic value of something, we look at the innate or natural value that this “something” already possesses. “Intrinsic Value suggests that the arts are good in their own right.” For example, we should value dance because it is dance, and not because of their economic or social consequences. Intrinsic value can also describe the way that “art forms have subjective effects on each of us individually, so this deals more on the abstract concepts of culture that either gives fun, beauty, or the sublime to its audience. Thus, this value can affect body, mind, and spirit. (Hewison, et. al., 2011)

Historical and cultural sites are already innately significant hence important to certain people or country. They are representative of a nation or people’s way of life, history and affective of their future.

3.3. Intrinsic Value as Historical and Cultural Significance

Beyond education, historical sites serve as conduits for historical empathy, bridging the past with the present and the future. As Dr. Alan Marcus notes, they facilitate the development of historical empathy, enabling people to comprehend different perspectives and emotions of bygone eras (Andrews, 2013).

In “The Public Education Function of Celebrity Memorial Halls in Guangdong” (2020), Liang Qiaoling et. al. stress that celebrity memorial halls carry and disseminate “celebrity spiritual culture” by accurately reflecting the spirit and pursuits of the individuals they commemorate. This people-centered approach aims to shape the public’s spiritual world, emphasizing positive attributes that visitors can emulate.

Citing an example from the celebrity memorial halls in Guangdong, Mr. Gao Jianfu is a representative figure of Lingnan Painting School. However, his life experience of national calamity and war forged his strong feelings of family and country which were sometimes depicted in his paintings. These traits or the “celebrity spiritual culture” are what is hoped to be grasped by visitors of the memorial hall.

Historical empathy, spiritual culture, etc., all this reflects the intrinsic value of cultural sites. It shows what the site embodies and what they would want their audience to embody as well. Its assimilation to values held by the audience is not forced, but something felt or they can connect with; it is affective.

3.4. Analysis

In the context of the Philippine-Korea Friendship Center, its intrinsic value is strongly evident in both its historical and cultural significance. It has both ties to the history and culture to the Philippine society that gives its intrinsic value. This cultural site is something we should value, not just because it is a cultural site, but also because it is part of the identity of the Filipinos.

The Filipino values of inspiring love for one's country and camaraderie, fosters a "spiritual culture" that visitors of all backgrounds can emulate. The legacy of the veterans and public figures commemorated at the center endures, serving as a source of inspiration for generations to come. Hence, the PKFC's intrinsic value is already established in its historical and cultural significance: its representation of Filipino values that are part of the people's culture, and the incomparable importance of history to a nation. These are all essential and unquestionable.

For the PKFC, this value is best expressed through the Kagitingan Roadmap 2028 (Bravery Roadmap 2028) which is established by its managing body (the Philippine Veterans Affairs Office or PVAO). Because the PKFC is under the care of PVAO, the area is treated the same as other military shrines: they all have aligned with PVAO's mission and vision and are working toward one goal. With the mission of "Ensuring the welfare and well-being of the veterans and perpetuating the memory of their heroic deeds," PVAO has always worked to empower the veterans' community and motivate its future defenders. This mission has trickled down to its military shrines, including the PKFC.

The Bravery Roadmap 2028 streamlines all of the tasks and functions in all offices and shrines of PVAO, including the PKFC, to one goal and that is to empower the veteran community and motivate the future defenders. The friendship center's work in educating its visitors ultimately fulfills the goals set by PVAO. Educating people, promoting awareness, preserving memory, involving the community, and instilling the spirit culture of the historical site all lead to empowering the veteran community and motivating future defenders.

This mission and vision, this one goal, all of which defines the intrinsic value of the PKFC. It shows how they embody this value and how they would like their stakeholders to embody it as well.

3.5. Instrumental Value

Instrumental value pertains to the tangible benefits derived from culture, treating it as a means to achieve other objectives. Culture serves as a tool for economic improvement, urban regeneration, and social advancement (Hewison et al., 2011). This utilitarian perspective, often prioritized by policymakers, focuses on measuring the societal impact of cultural experiences. Cultural institutions are recognized as vital components of society, contributing to the populace's quality of life by serving as vehicles for achieving broader governmental goals.

Hence, cultural sites are conduits to social and economic growth for its location. They serve as points of interest for both the government and enterprises.

3.6. Instrumental Value as Economic and Educational Significance

Cultural sites traditionally emphasized education, but their role is evolving in response to technological advancements and shifting learning paradigms (Leftwich, 2016). Institutions like museums are adapting their educational methods to engage visitors and foster lifelong learning. The demand for education across all age groups is increasing, underscoring the expanding influence of museum education (Shuyan Pei et al., 2019). Cultural sites now function as multipurpose facilities, catering to diverse learning needs and preferences.

State-owned cultural sites hold immense value for both the government and the community, primarily focusing on preserving cultural heritage. Beyond their cultural significance, these sites offer substantial economic benefits, particularly in countries like the Philippines, where tourism is a key economic driver (Asia Fund Managers, 2022). Leveraging cultural sites for tourism can stimulate economic growth, generate employment opportunities, and promote sustainable tourism practices. Additionally, these sites play a pivotal role in developing cultural tourism initiatives, enriching visitor experiences, and fostering a deeper connection to the nation's historical and cultural heritage.

Incorporating multi-purpose functions, cultural sites offer educational resources while igniting economic growth which can, in turn, provide better opportunities for them as well.

3.7. Analysis

So, when a site is recognized by law, it is even stated in proclamations that this certain area in the Philippines can be rehabilitated and developed by the tasked agency as "national shrines, tourist attractions and scenes of popular pilgrimages." (Proclamation No. 103, 1966) Hence, economic significance is already given to these areas upon their recognition.

This holds true for the Philippine-Korea Friendship Center. It embodies significant instrumental value, serving as a multifaceted instrument for economic and educational advancement. Within the framework of Cultural Value Theory,

its instrumental role is evident in its contribution to economic prosperity and educational enrichment. As a cultural site, the center aligns with the broader societal goals pursued by politicians, acting as a conduit for tangible benefits such as economic growth, urban revitalization, and social enhancement.

In today's dynamic landscape, cultural sites like the Philippine-Korea Friendship Center are evolving to meet the changing educational needs of diverse audiences. By embracing innovative approaches to education and presentation, these sites remain relevant in fostering lifelong learning and engagement. Moreover, they serve as vital hubs for both formal and informal education, catering to the educational needs of students and adults alike.

In the context of the Philippines, state-owned cultural sites hold immense economic potential, particularly within the thriving tourism sector. Leveraging these sites for cultural tourism initiatives not only generates revenue but also creates job opportunities and bolsters the nation's cultural identity. Through strategic management and investment, the Philippine-Korea Friendship Center exemplifies the instrumental value of cultural institutions in driving economic growth and educational development while preserving the nation's cultural heritage for future generations, if sourced properly. It would be at this part where cultural sites need to manage their resources, connections and strategies to better establish their instrumental value.

3.8. Institutional Value

Institutional Value talks about the “way that cultural organizations act.” This value focuses on the “how”; how organizations do things creates value. The creation of institutional value can “act to strengthen our sense of a collective society and our attachment to our locality and community. After all, culture is one of few instances where citizens interact voluntarily with the public realm.” People want to do these things or want to go to these places, not because they are obliged to. (Hewison, et.al., 2011)

People will not just look at a cultural site as a place, but recognize it as an institution. Like a school as an educational institution, people will look at cultural institutions as an important place or a place of significance that can give them resources that they can use.

This all amounts to the creative leadership in managing the cultural value of an organization, especially ones that have just begun.

3.9. Institutional Value as Social Significance

Cultural sites, especially all-encompassing centers like the friendship center, play a pivotal role in education, morality, and spirituality. Beyond disseminating knowledge, they encourage contemplation of the future, enhancement of moral values, personal growth, and the expansion of intellectual horizons (Liang Qiaoling, et. al., 2020).

Institutional value as social significance also highlights both intrinsic and instrumental values since social significance encompasses educational, historical, cultural, and economic significances.

It underscores smooth integration into society: what values are ideal, what is accepted, and what contributes most to the betterment of society. This puts the spotlight on the existing traditions in society, and establishing new sets of traditions or ways of society would put emphasis on how this is done.

Hence, institutionalization of a certain cultural site takes time and effort into establishing its own values, mode of operations, and its set of traditions.

3.10. Analysis

The Philippine-Korea Friendship Center embodies profound institutional value, reflecting the cultural organization's ethos and operational approach. Rooted in Cultural Value Theory, institutional value elucidates how cultural organizations function and the significance they hold within society. Central to this concept is the notion that the manner in which cultural institutions operate contributes to the cohesion of society and fosters a sense of communal belonging. Unlike obligatory interactions with the public realm, engagement with cultural sites like the Friendship Center is voluntary, driven by intrinsic motivations. Moreover, the creation of institutional value hinges upon adept leadership, particularly crucial for nascent organizations navigating their cultural value trajectory.

Within the realm of social significance, the PKFC assumes a multifaceted role as an educational, moral, and spiritual beacon. Beyond the transmission of knowledge, it serves as a platform for contemplation, moral development, and

intellectual enrichment. This underscores the intertwining of intrinsic and instrumental values, where societal integration and the perpetuation of cultural traditions are paramount.

As custodians of societal values, cultural sites like the PKFC play a pivotal role in shaping and preserving cultural heritage while adapting to evolving societal norms. This entails a deliberate process of institutionalization, whereby the center cultivates its own ethos, operational modalities, and traditions over time. Ultimately, the institutional value of the friendship center underscores its profound impact on societal cohesion, cultural preservation, and the cultivation of shared values within the community it serves.

However, while the PKFC is in the nascent stages of integration within the community and in terms of its internal management, its formal establishment as an institution remains distant. Although its intrinsic value is apparent and its instrumental value is progressing, the task of solidifying its institutional value requires substantial effort. Challenges in the management and organization of the PKFC are apparent, but are well under works.

4. Establishing balance: managing cultural value through organizational theories

4.1. Conceptual Framework

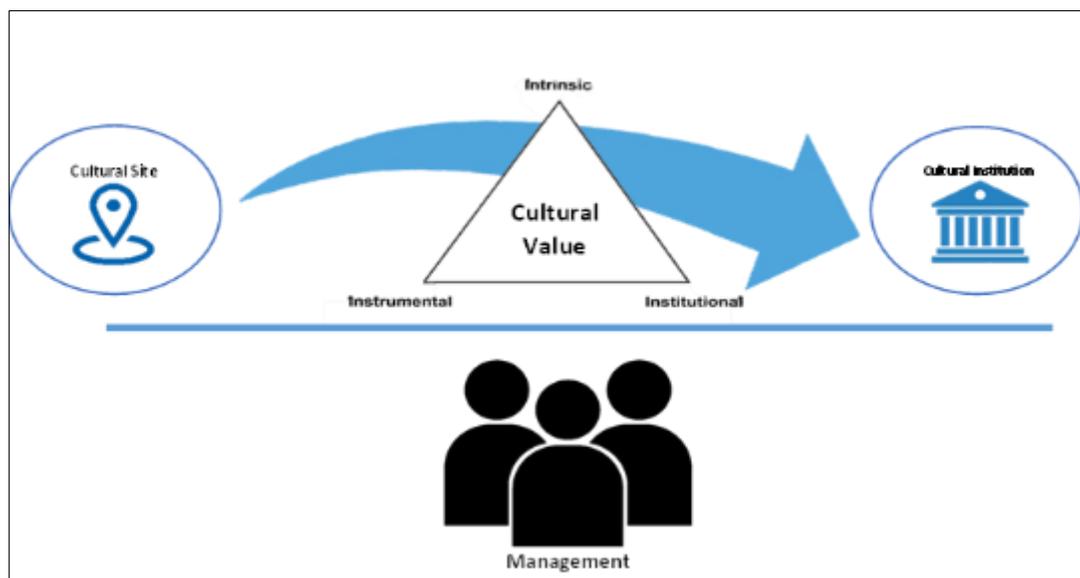


Figure 1 Institutionalization Framework

4.1.1. Establishing value

Looking at the conceptual framework, it flows from left to right, up and down: from being a cultural site to becoming a cultural institution. From creating value to managing value, cultural sites have endless possibilities for education, economy, and the society.

While establishing the value of the cultural site and looking at its future as a cultural institution, it has created a process through the use of Hewison and Holden's (2011) "The Cultural Leadership Handbook".

Going through the handbook and its guide of discovering "cultural value" (intrinsic, instrumental, institutional) when applied to the paper's research site, this has created a process flow for an established cultural institution (excavating its intrinsic value, analyzing its instrumental value, and establishing its institutional value). Hence, using it to analyze the research site has brought forth its Strengths, Weaknesses, Opportunities, and Threats as presented in the earlier chapters.

Figure 1 also shows that all processes involved are shouldered by the management. So, after the creation of cultural value, there is a question of who creates and manages these values and what to do with them? There are a lot of perspectives on management and organization, so fitting one theory and another would depend on the needs of the organization.

4.1.2. Balancing management

In line with establishing value, is the management of value. The organization managing the research site can be seen in two perspectives based on Paquette's (2019) "Organizational Theories in Arts Management Research: the HR Framework and the Structural Framework. From this, problems such as the Policy and Process Inflation that has affected the organization and its processes have been identified. From the perspectives of the framework, ideal solutions have also been identified which can all be synthesized for the research site into its process of becoming a cultural institution. This is applicable in the Philippine context as apparently seen in Figure 1, whereas the management shoulders the institutionalization of its sites.

Paquette (2019) also mentions that an organization is a subject of study spanning sociology, public sector administration, industrial relations, and management studies. Successful management encompasses fields such as marketing, leadership, strategic management, entrepreneurship, and finance. To contribute to society, organizations must first secure resources and stabilize their activities to gain the ability to invest, develop, and create added value, as highlighted by Blomberg (2020).

Furthermore, cultural sites hold symbolic value, representing a nation's pride and identity. They can unify citizens, fostering a sense of patriotism and reinforcing national values, serving as a symbolic reference for a better society. A well-developed cultural site program not only attracts local citizens but also enhances a country's international reputation and cultural diplomacy efforts. These assets function as cultural ambassadors, drawing visitors, researchers, and collaborations from other nations, promoting cultural exchange and understanding on the global stage.

Overall, state-owned cultural sites hold immense value as assets of the government, encompassing cultural, economic, educational, and diplomatic aspects. Governments play a crucial role in their preservation and management, recognizing their significance and ensuring their long-term protection and utilization for the benefit of society.

4.1.3. The value of human resource in the HR Framework

Amidst the challenges of financial constraints, the Philippine-Korea Friendship Center remains undeterred in its mission to inspire and mold future defenders. In collaboration with the Philippine Veterans Affairs Office, they are actively seeking avenues to convert the friendship center into a national military shrine. Such an elevation promises not only the digitization of valuable artifacts but also infrastructure development, broadening community outreach, and more. Central to these efforts is the ultimate goal: to spark inspiration among the youth and rouse their engagement.

Despite the hurdles and the yet-to-be-realized proclamation, the center, driven by its unwavering spirit, continues to unearth both immediate and far-reaching solutions. At its core, a formidable human resource stands tall, ensuring the seamless operations and growth of the Philippine-Korea Friendship Center. Jesper Blomberg (2020) emphasized in his study on the Human Resource Framework that the essence of a thriving organization lies in the commitment of its employees. When an organization's needs and employee aspirations align, it naturally engenders dedication, motivation, and task fulfillment.

Drawing from this framework, it becomes evident that motivated employees are the lifeline for effective operations. The Philippine-Korea Friendship Center's resilience, despite adversities, is a testament to the dedication of its workforce. Faced with manpower shortages, the center's diligent employees have ingeniously tapped into partnerships for event organization, offered internships, and leveraged the expertise of the museum curator as a spokesperson in various seminars, thus promoting the historical significance of the site.

Further, when confronted with a shortage of funding, these employees have resourcefully harnessed free promotional platforms, identified potential benefactors for project financing, and employed business tactics, like leasing spaces, to generate crucial revenue for the site's upkeep. The very essence of these endeavors underscores the invaluable contribution of human resources in overcoming organizational challenges and charting the path forward. The workforce has underscored both the economic and societal potential of the PKFC to continue its mission.

4.1.4. The stability of the Structural Framework

However, the promise of a dedicated human resource is a short-term solution to the ongoing challenges faced by historical sites. Blomberg (2020) also states that an organization can be viewed through different frameworks. He says that, "Each framework will highlight some aspects and hide others. There is no framework that can show us everything. Thus, a key strength of organizational analysis is the use of different, complementary and partly contradicting theoretical frameworks."

Therefore, in the long term, relying heavily on the knowledge, skills, and commitment of employees would sometimes lead to burn out. Or, there would be a sudden change of processes once an important employee leaves the organization. Hence the importance of a stable structure in an organization. A successful organization can also be viewed through the Structural Framework wherein it encompasses efficient processes and structures, specialization and coordination/control (Blomberg, 2020).



Figure 2 PKFC organizational chart (as of 2023). (©PKFC Museum Curator)

This all entails that in order for an organization to succeed, it must have a stable structure, and an efficient or developed system of processes. Meaning there is an established guideline in the organization which facilitates the management and system flow. Looking at the organizational chart of the Philippine-Korea Friendship Center (Figure 2), there is no established structure of management. Going further up the organizational chart of the Veterans Memorial and Historical Division (Figure 3), it is not the same as it's actual or current organizational chart (Figure 4). There are more positions and specializations in the current organizational chart that is not yet approved by the national government. Hence, some employees work twice as hard than their actual job description so as to fill up the gaps in the accomplishment of the organization's goals (HR Framework).

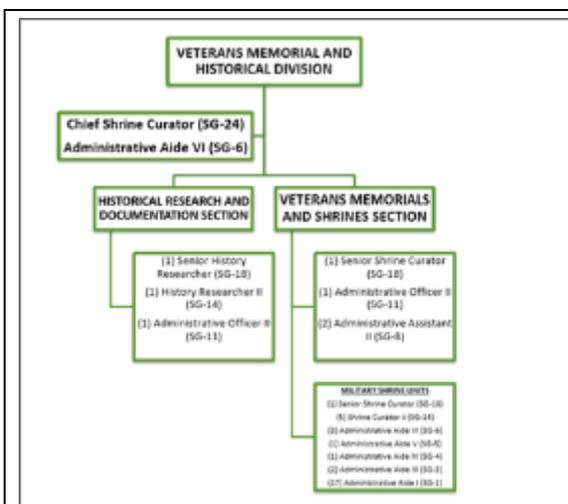


Figure 3 VMHD 2010 organizational chart

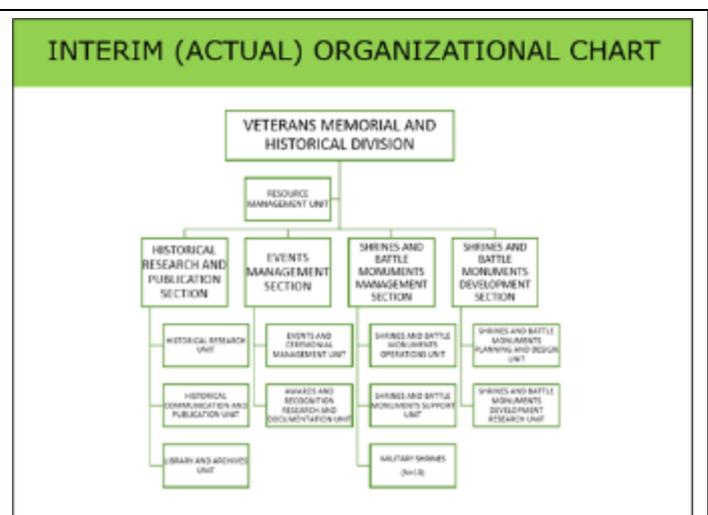


Figure 4 VMHD actual organizational chart. (©PVAO-PMD)

This situation alone puts the entire Philippine-Korea Friendship Center management in uncertainty and would undermine the long-term success of the organization. Although it currently employs people who are willing to fill in

the gaps in the current organizational chart, it does not give certainty to both the management and its employees. Since the gaps in structure reflect the gaps in the system as well. This shows that the Philippine-Korea Friendship Center may be halfway through their sustainable development, but still have a long way to go.

4.2. Moving forward: The Future of the Philippine-Korea Friendship Center

The challenges of manpower and budget constraints facing the Philippine-Korea Friendship Center (PKFC) are not merely isolated hurdles but part of a broader landscape of issues encountered in the management of historical sites. In the context of sustainable development, it's crucial to view these challenges as stepping stones to prepare the center for an ever-evolving landscape.

Externally, the government's push to address manpower challenges is commendable. The National Government Rightsizing Program (NGRP) emerges as a beacon of hope, advocating for an optimized workforce. As Dr. Charlotte Justine Diokno-Sicat of the Philippine Institute for Development Studies aptly remarks, rightsizing, when done judiciously, can elevate the efficiency and service delivery of public entities (Development Academy of the Philippines, 2022). Efficient manpower is an economic advantage, as it ensures optimal service delivery at a reasonable cost. Matching the right individuals with the right positions eliminates redundancy and ensures efficient resource allocation.

Internally, the Philippine-Korea Friendship Center is inadvertently paving their path towards sustainability. While the center may already be imbibing the principles of sustainable development, there's a need to place a stronger focus on broader sustainability pillars, such as an inclusive economic development that not only benefits the historical site but also positively impacts its stakeholders and the local community. Coupled with a need-driven approach, the Philippine-Korea Friendship Center is on the cusp of establishing a balanced model that not only sustains its operations but also uplifts the surrounding community.

To maintain the positive momentum in implementing sustainability practices, establishing clear guidelines in its operations manual is crucial. Deviations can occur without such established guidelines. This holds true for public-private partnerships (PPP) as well, where dedicating a unit or individual to oversee these potential collaborations can enhance the center's capabilities.

In summary, the Philippine-Korea Friendship Center can navigate its path to sustainability by acknowledging the interrelatedness of its challenges and opportunities, its strengths and weaknesses. The dynamic landscape of historical site management can be met with proactive strategies that encompass both internal and external factors. Through the lens of sustainable management, the Philippine-Korea Friendship Center can continue preserving its historical significance while contributing to the holistic development of its stakeholders and the community.

5. Conclusion

In conclusion, amidst the challenges posed by political dynamics and bureaucratic hurdles within the Philippine government, cultural site management has demonstrated resilience and adaptability in fulfilling their mandates. Through effective values management, these institutions navigate policy and process inflation, maximizing their contributions to society.

Firstly, by emphasizing intrinsic value, cultural sites establish their significance and societal relevance, anchoring their role in national identity. Secondly, instrumental value highlights the tangible benefits cultural sites offer, fostering government support and private partnerships for sustainability and growth. Leveraging public-private collaborations, these organizations address funding and technological needs while adhering to legal mandates. Moreover, institutional value underscores the importance of efficient processes and best practices, enabling streamlined operations and problem-solving.

Looking ahead, achieving sustainability and institutionalization relies on effective cultural value management and a committed workforce. Furthermore, systemic reforms within the government are crucial to supporting cultural organizations and streamlining bureaucratic processes. By adopting comprehensive cultural policies resilient to political changes, the state can foster an environment conducive to the long-term success of cultural sites and effective governance.

Compliance with ethical standards

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