

Assessment Of Heritage Site Management in the City of Manila: Basis for Heritage Site Management Enhancement Framework

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DOI: <https://doi.org/10.51244/IJRSI.2026.1307000120>

Received: 13 July 2026; Accepted: 19 July 2026; Published: 31 July 2026

ABSTRACT

Heritage sites serve as important cultural assets that preserve historical identity, promote education, and contribute to sustainable tourism and local economic development. Despite ongoing conservation initiatives, many heritage sites in the City of Manila continue to face challenges stemming from rapid urbanization, rising tourist arrivals, environmental degradation, commercialization, and limited stakeholder participation. This study assessed heritage site management in selected heritage sites in the City of Manila as perceived by site management employees, local government unit officials, community residents, and local visitors. Specifically, it examined respondents' assessments of heritage site management, identified significant differences among stakeholder groups, and identified the challenges encountered in managing these sites. The study employed a descriptive-comparative research design using a researcher-developed questionnaire administered to sixty (60) respondents. Data were analyzed using percentage, weighted mean, and one-way analysis of variance (ANOVA). Results indicated that heritage site management was generally assessed as **Highly Effective**, reflecting favorable practices in heritage conservation, visitor management, cultural preservation, stakeholder participation, sustainability initiatives, and site maintenance. However, significant differences were observed among selected respondent groups regarding certain management dimensions, suggesting variations in stakeholder experiences and expectations. Respondents also identified challenges related to infrastructure maintenance, overcrowding, environmental management, funding limitations, and community participation. Based on these findings, a **Heritage Site Management Enhancement Framework** was developed to strengthen conservation efforts, improve visitor experiences, enhance stakeholder collaboration, and promote sustainable cultural tourism in the City of Manila.

Keywords: heritage site management, cultural heritage, sustainable tourism, heritage conservation, visitor management, Manila, stakeholder participation

INTRODUCTION

Cultural heritage is a vital component of national identity, preserving the historical, architectural, religious, and cultural legacy of a nation while supporting education, tourism, and local economic development. As heritage tourism continues to grow, heritage sites have become increasingly important not only for conserving cultural resources but also for providing meaningful visitor experiences. Consequently, effective heritage site management requires an appropriate balance between conservation, visitor management, sustainability, and stakeholder participation to ensure the long-term protection of these irreplaceable resources.

In the Philippines, heritage conservation is guided by the National Cultural Heritage Act of 2009 (Republic Act No. 10066), which promotes the preservation, restoration, and protection of the country's cultural assets through the collaborative efforts of the National Commission for Culture and the Arts, the National Museum of the Philippines, local government units, and other heritage institutions. Despite these initiatives, heritage destinations continue to face challenges associated with rapid urbanization, commercialization, environmental degradation, funding limitations, and increasing visitor demand.

The City of Manila remains one of the country's most significant cultural tourism destinations, housing numerous nationally recognized heritage landmarks that contribute to historical education, religious tourism, and local economic activity. Managing these sites requires balancing visitor accessibility with the preservation of historical authenticity and cultural significance through effective governance and stakeholder collaboration.

Although previous studies have explored heritage conservation and cultural tourism, relatively few have comprehensively examined heritage site management from the perspectives of multiple stakeholder groups within Manila's heritage destinations. This limitation restricts a holistic understanding of management effectiveness and the operational challenges affecting heritage conservation and sustainable tourism.

Accordingly, this study assessed heritage site management in selected heritage sites in the City of Manila. Specifically, it evaluated management effectiveness, determined significant differences among stakeholder groups, identified the challenges encountered in heritage site management, and developed a Heritage Site Management Enhancement Framework to strengthen conservation efforts, improve visitor experiences, and promote sustainable cultural tourism.

Research Gap

Existing studies on heritage conservation and cultural tourism have primarily focused on conservation policies, restoration practices, tourism promotion, or visitor experiences, often examining these aspects independently. Although international research emphasizes sustainable heritage management and stakeholder participation, comprehensive empirical studies involving multiple stakeholder groups in Philippine urban heritage destinations remain limited. In particular, there is insufficient evidence regarding how heritage site personnel, local government officials, community residents, and visitors collectively assess the effectiveness of heritage site management and the challenges affecting conservation and sustainable tourism in Manila.

This study addresses this gap by providing a comprehensive multi-stakeholder assessment of heritage site management in selected heritage destinations in the City of Manila. By integrating diverse stakeholder perspectives, the study offers evidence-based insights that support heritage conservation, sustainable tourism planning, stakeholder collaboration, and policy development for urban cultural destinations.

THEORETICAL FRAMEWORK

This study is anchored on three complementary theories that explain how heritage conservation, stakeholder collaboration, and sustainable tourism contribute to effective heritage site management: **Sustainable Tourism Development Theory**, **Cultural Heritage Management Theory**, and **Stakeholder Theory**.

The primary theoretical foundation is **Sustainable Tourism Development Theory**, particularly Butler's Tourism Area Life Cycle (TALC) Model, which emphasizes balancing tourism growth with the long-term conservation of cultural resources. The theory explains that effective heritage management requires responsible tourism practices that protect historical authenticity while maintaining visitor satisfaction and destination sustainability.

The study is further supported by **Cultural Heritage Management Theory**, which emphasizes that heritage conservation extends beyond preserving physical structures to include safeguarding historical significance, cultural identity, community values, and intangible heritage through integrated planning, continuous monitoring, and adaptive management.

Finally, **Stakeholder Theory** explains that successful heritage management depends on the active collaboration of government agencies, heritage managers, local communities, tourism stakeholders, cultural organizations, and visitors. Such partnerships promote shared responsibility, strengthen decision-making, and enhance the long-term sustainability of heritage destinations.

Collectively, these theories explain that effective heritage site management is achieved through the integration of sustainable tourism practices, comprehensive conservation strategies, and collaborative stakeholder

participation. They likewise provide the theoretical foundation for the proposed Heritage Site Management Enhancement Framework.

METHODOLOGY

Research Design

The study employed a **descriptive-comparative research design** to assess the effectiveness of heritage site management in selected heritage sites in the City of Manila. The descriptive component determined the extent to which heritage management practices were implemented, while the comparative component examined significant differences among the assessments of heritage site management employees, local government officials, community residents, and local visitors.

This research design was appropriate because it enabled the researcher to evaluate existing heritage management practices and compare stakeholder perceptions without manipulating the study variables. It is widely used in tourism and heritage management research to generate evidence to support conservation planning, policy formulation, and sustainable destination management.

Research Locale

This study was conducted in the **City of Manila**, focusing on selected heritage sites that represent different categories of cultural heritage and management settings. Specifically, the study covered the following heritage sites:

1. **Intramuros**, including **Fort Santiago**, **Plaza Roma**, and the surrounding historic fortifications, representing an enclosed and highly regulated heritage district administered by the Intramuros Administration;
2. **San Agustin Church**, a component of the UNESCO World Heritage property Baroque Churches of the Philippines, representing a religious and architectural heritage site within Intramuros;
3. **Rizal Park (Luneta)**, representing a large open public historical park managed primarily for commemorative, recreational, and tourism purposes;
4. **Binondo Historic District**, recognized as the world's oldest Chinatown, representing a living cultural heritage district where heritage conservation coexists with active commercial activities; and
5. **Escolta Historic Street**, representing a historic commercial corridor characterized by heritage buildings undergoing adaptive reuse and urban revitalization.

These heritage sites were purposely selected because they represent diverse heritage typologies, management authorities, conservation requirements, visitor-use patterns, and operational challenges. Intramuros and Fort Santiago require integrated conservation of defensive structures, visitor management, and archaeological preservation under a centralized heritage authority. In contrast, San Agustin Church requires the preservation of religious, architectural, and World Heritage values. Rizal Park emphasizes landscape maintenance, public safety, and visitor services, while Binondo and Escolta present the challenges of conserving heritage assets within active commercial and mixed-use urban environments. Examining these different settings provides a more comprehensive assessment of heritage site management practices in Manila and enables the development of a Heritage Site Management Enhancement Framework applicable across various categories of cultural heritage resources, rather than being limited to a single heritage context.

Respondents of the Study

The respondents consisted of heritage site management employees, local government unit (LGU) officials, community residents, and local visitors associated with the selected heritage sites in the City of Manila. These

stakeholder groups were chosen because they possess diverse yet complementary perspectives on heritage conservation, tourism management, and site operations.

Heritage site employees were included because they directly implement conservation and visitor management programs. Local government officials contributed insights on policy implementation and tourism development, while community residents provided perspectives on the social, cultural, and environmental impacts of heritage conservation. Local visitors were likewise included because they directly experience the quality of visitor services, accessibility, interpretation, and overall heritage tourism. The inclusion of these groups enabled a comprehensive assessment of heritage site management from multiple stakeholder perspectives.

Sampling Technique

The study employed **purposive sampling** to select respondents with direct involvement in or actual experience of the selected heritage sites. Heritage site personnel and local government officials were chosen because of their responsibilities in heritage conservation and tourism management, while community residents were selected due to their proximity to and involvement with the heritage areas. Local visitors were included based on their actual visits to the selected heritage destinations.

This sampling technique was appropriate because it enabled the researcher to obtain relevant information from individuals with sufficient knowledge and experience regarding heritage site management.

Research Instrument

The study utilized a **researcher-developed survey questionnaire** as the primary instrument for data collection. The questionnaire was constructed following an extensive review of literature on heritage conservation, sustainable tourism, cultural resource management, visitor management, stakeholder participation, and heritage destination management.

Validation of the Instrument

Prior to data collection, the researcher-developed questionnaire underwent **content validation** by experts in tourism management, heritage conservation, cultural studies, educational research, and research methodology. The validators' comments and recommendations were incorporated before pilot testing.

Subsequently, a pilot study was administered to respondents who possessed characteristics similar to those of the target participants but were excluded from the final sample. The pilot implementation evaluated item clarity, response consistency, reliability, and overall suitability of the instrument.

These procedures enhanced both the validity and reliability of the questionnaire.

Data Gathering Procedure

Upon securing approval from the relevant heritage site administrators and local government authorities, the researcher coordinated with the participating institutions on the questionnaire administration schedule.

Before distributing the survey instrument, respondents were informed regarding: the objectives of the study; voluntary participation; confidentiality procedures; anonymity of responses; ethical safeguards; and the academic purpose of the investigation.

Completed questionnaires were collected, reviewed for completeness, organized, encoded, and prepared for statistical analysis.

Ethical Considerations

The researcher strictly observed accepted ethical principles governing research involving human participants.

Participation in the study was entirely voluntary.

Each respondent provided informed consent prior to participating and was informed of the right to withdraw from the study at any stage without adverse consequences.

Strict confidentiality and anonymity were maintained throughout the investigation. Individual responses were reported only in aggregate form and were used exclusively for academic and research purposes.

The study likewise respected the cultural significance of the participating heritage sites by ensuring that the research activities did not interfere with conservation efforts, religious practices, or normal visitor operations.

Statistical Treatment of Data

Appropriate descriptive and inferential statistical techniques were employed to analyze the collected data.

The percentage was utilized to describe the demographic profile of the respondents.

The weighted mean indicated the level of effectiveness of heritage site management and the extent of challenges encountered by the respondents.

One-Way Analysis of Variance (ANOVA) was used to determine whether significant differences existed among heritage site employees, local government officials, community residents, and local visitors in their assessments of heritage site management.

Whenever significant differences were identified, appropriate post hoc analyses were used to determine which respondent groups differed significantly from one another.

All statistical analyses were interpreted using the **0.05 level of significance**.

RESULTS AND DISCUSSION

Heritage Site Management

Overall, respondents assessed **Heritage Site Management** as **Highly Effective**, indicating that the selected heritage sites successfully implement conservation initiatives, visitor management, stakeholder collaboration, sustainability practices, and operational governance. The findings suggest that heritage managers and partner institutions effectively balance cultural preservation with tourism development while maintaining positive visitor experiences. These results support **Sustainable Tourism Development Theory**, **Cultural Heritage Management Theory**, and **Stakeholder Theory**, which emphasize that effective heritage management depends on responsible conservation, collaborative governance, and sustainable tourism practices to ensure the long-term protection of cultural resources.

Heritage Conservation and Preservation

Heritage Conservation and Preservation emerged as one of the strongest dimensions of heritage site management. Respondents generally agreed that conservation programs effectively protect historical structures, architectural features, artifacts, monuments, and cultural landscapes from deterioration while preserving their historical authenticity.

The findings indicate that heritage managers consistently implement conservation initiatives through regular restoration activities, structural monitoring, preventive maintenance, documentation, and compliance with national heritage preservation policies. Respondents recognized that preservation efforts significantly protect Manila's cultural identity and help ensure that future generations continue to appreciate the historical significance of these heritage resources.

The favorable assessment likewise demonstrates that conservation activities have become institutionalized within the participating heritage sites, reflecting strong commitment among heritage organizations toward protecting the country's cultural legacy.

Visitor Management

Visitor Management also received a **Highly Effective** assessment, indicating that heritage destinations generally provide organized visitor services while maintaining order, accessibility, and site protection.

Respondents agreed that visitor flow is effectively managed through designated pathways, informational signage, guided tours, visitor orientation, security measures, and regulated site access. These management practices help improve visitor experiences while minimizing physical damage to heritage resources caused by overcrowding or inappropriate visitor behavior.

The findings further suggest that visitor management supports sustainable tourism by balancing visitor accessibility with heritage conservation objectives.

Site Maintenance and Physical Preservation

Site Maintenance and Physical Preservation likewise obtained a **Highly Effective** assessment. Respondents recognized that regular cleaning, structural inspections, landscape maintenance, sanitation, facility improvements, and environmental upkeep contribute significantly to preserving the physical integrity and aesthetic quality of the heritage sites.

The findings demonstrate that continuous maintenance protects heritage structures from environmental deterioration while improving visitor comfort and safety. Well-maintained heritage sites also strengthen destination image by reinforcing visitors' perceptions of historical authenticity, professionalism, and institutional commitment to conservation.

Nevertheless, respondents acknowledged that aging structures require continuous restoration and preventive maintenance because exposure to environmental conditions, urban pollution, and increasing visitor traffic may accelerate structural deterioration.

Tourism Services and Visitor Experience

Tourism Services and Visitor Experience emerged as another highly effective dimension of heritage site management. Respondents generally agreed that heritage sites provide satisfactory visitor services through educational interpretation, guided tours, cultural exhibits, visitor assistance, accessibility, and historical information.

The findings indicate that heritage destinations successfully combine educational value with enjoyable visitor experiences by providing meaningful cultural interpretation that enhances appreciation of Philippine history and cultural identity.

Effective tourism services strengthen destination competitiveness because visitors are more likely to recommend heritage attractions when they experience quality interpretation, professional service, convenient facilities, and authentic cultural encounters.

Stakeholder Participation

Stakeholder Participation also received a **Highly Effective** assessment, indicating that heritage management increasingly emphasizes collaborative partnerships among heritage managers, local government units, cultural organizations, educational institutions, community residents, tourism stakeholders, and visitors.

Respondents recognized that stakeholder participation contributes significantly to conservation planning,

cultural promotion, educational activities, volunteer programs, heritage awareness campaigns, and sustainable tourism initiatives.

The findings support the principle that heritage conservation cannot be sustained solely through government intervention but requires active community involvement and shared responsibility among multiple sectors.

These collaborative partnerships strengthen both heritage preservation and local community development.

Sustainability Practices

Sustainability Practices likewise obtained a **Highly Effective** assessment. Respondents generally agreed that heritage sites increasingly implement environmentally responsible practices while balancing tourism development with long-term conservation objectives.

Examples include waste management initiatives, environmental awareness programs, visitor regulation, heritage education, conservation planning, resource management, and environmentally sensitive restoration practices.

The findings indicate that sustainability has become an important organizational priority among participating heritage sites. Heritage managers recognize that cultural preservation must be accompanied by responsible environmental management and community participation to ensure the long-term viability of heritage tourism.

These practices are consistent with international sustainable tourism principles advocated by UNESCO and the Global Sustainable Tourism Council.

Administrative and Operational Management

Administrative and Operational Management completed the dimensions of heritage site management and likewise received a **Highly Effective** assessment.

Respondents agreed that heritage administrators effectively coordinate conservation programs, visitor services, financial management, policy implementation, security operations, staff supervision, and institutional partnerships.

The findings indicate that strong administrative leadership contributes significantly to organizational effectiveness by ensuring that conservation, tourism operations, community engagement, and educational programs function cohesively.

Effective governance likewise enables heritage organizations to respond more efficiently to operational challenges while maintaining compliance with national heritage conservation policies.

Overall, effective heritage site management contributes significantly to preserving Manila's historical identity, strengthening cultural education, promoting sustainable tourism, supporting local economic development, and enhancing visitors' appreciation of Philippine cultural heritage. These findings reinforce the proposition that successful heritage management requires integrated conservation, collaborative governance, and sustainable tourism practices to ensure the long-term protection of irreplaceable cultural resources.

Significant Differences in the Assessment of Heritage Site Management

One-Way Analysis of Variance (ANOVA) revealed significant differences in the assessments of heritage site management among heritage site management employees, local government officials, community residents, and local visitors. The findings indicate that stakeholders' perceptions vary according to their roles, experiences, and level of involvement in heritage conservation and tourism activities. Despite these differences, all stakeholder groups generally assessed heritage site management as **Highly Effective**, reflecting broad recognition of the effectiveness of existing conservation, visitor management, stakeholder collaboration,

and sustainability initiatives. These results highlight the importance of continuous stakeholder engagement and collaborative governance in strengthening heritage management and promoting sustainable cultural tourism.

Post Hoc Analysis

Following the significant ANOVA results, Tukey's Honest Significant Difference (HSD) Test was conducted to identify the stakeholder groups that differed significantly in their assessments of heritage site management. The analysis showed that the most notable differences generally occurred between heritage site management employees and local visitors, while smaller differences were observed between community residents and local visitors. These findings suggest that stakeholders' perceptions are influenced by their level of involvement and direct experience with heritage site operations and conservation activities. The results underscore the importance of continuous stakeholder engagement, transparent communication, and participatory planning to foster a shared understanding of heritage management goals and strengthen sustainable cultural tourism.

Challenges Encountered in Heritage Site Management

Although heritage site management was generally assessed as **Highly Effective**, respondents identified several operational challenges that continue to influence heritage conservation and sustainable tourism in the City of Manila. The most frequently encountered concerns included the deterioration of aging heritage structures, funding constraints, visitor congestion during peak periods, environmental pressures associated with urbanization, infrastructure maintenance, commercialization, and limited stakeholder participation. Overall, these challenges were assessed as **Moderately Encountered**, indicating that while they do not substantially diminish the effectiveness of current management practices, they require continuous attention and strategic intervention. Addressing these concerns will further strengthen heritage conservation, improve visitor experiences, and support the long-term sustainability of Manila's cultural heritage sites.

Discussion of Key Heritage Management Issues

The findings highlight the complexity of managing heritage sites within a highly urbanized environment where cultural preservation must be balanced with increasing tourism demand and urban development. Sustaining the physical integrity and historical authenticity of heritage resources requires continuous conservation efforts, adequate funding, preventive maintenance, and effective visitor management. Equally important is the active participation of local communities, government agencies, cultural institutions, and tourism stakeholders in planning and implementing conservation initiatives. The integration of digital technologies, such as digital documentation, visitor management systems, and virtual interpretation, also offers opportunities to enhance conservation planning and visitor experiences while reducing pressure on vulnerable heritage resources. Collectively, these strategies support a more sustainable and collaborative approach to heritage site management.

Acceptability of the Proposed Heritage Site Management Enhancement Framework

Overall, respondents assessed the proposed **Heritage Site Management Enhancement Framework** as **Highly Acceptable**, indicating strong agreement regarding its suitability, practicality, and feasibility for improving heritage site management. The favorable evaluation suggests that the proposed framework effectively addresses the key challenges identified in the study while supporting heritage conservation, sustainable tourism, stakeholder collaboration, and organizational improvement. Its alignment with existing heritage conservation policies and sustainable tourism principles further demonstrates its potential to serve as a strategic guide for strengthening heritage management in the City of Manila.

INTEGRATED DISCUSSION

The findings demonstrate that heritage site management in the City of Manila is generally effective, as evidenced by favorable assessments of conservation practices, visitor management, stakeholder participation, sustainability initiatives, and administrative governance. Although respondents identified challenges related to urbanization, infrastructure maintenance, funding, environmental pressures, and increasing visitor demand,

these concerns were only moderately encountered and did not substantially diminish the overall effectiveness of heritage management. The results affirm **Sustainable Tourism Development Theory**, **Cultural Heritage Management Theory**, and **Stakeholder Theory**, highlighting that successful heritage management depends on balancing conservation with tourism development through collaborative governance and stakeholder participation. Overall, the study underscores the importance of integrating conservation, sustainable tourism, community engagement, and evidence-based management to ensure the long-term preservation and responsible utilization of Manila's cultural heritage resources.

Heritage Site Management Enhancement Framework

Based on the study's findings, a **Heritage Site Management Enhancement Framework (HSMEF)** was developed to strengthen conservation initiatives, improve visitor management, promote stakeholder participation, and ensure the long-term sustainability of heritage tourism in the City of Manila. The framework is anchored on **Sustainable Tourism Development Theory**, **Cultural Heritage Management Theory**, and **Stakeholder Theory**, recognizing that effective heritage management requires an integrated approach that balances cultural preservation, tourism development, community participation, environmental sustainability, and organizational governance.

The framework consists of four interrelated strategic components.

Strategic Component 1: Heritage Conservation and Preservation Enhancement

Objective

Strengthen conservation initiatives that protect the historical authenticity, architectural integrity, and cultural significance of Manila's heritage sites.

Major Strategies

- Conduct comprehensive structural assessments and preventive conservation programs.
- Develop long-term restoration and maintenance plans following international conservation standards.
- Strengthen documentation and digital archiving of heritage structures and cultural artifacts.
- Expand partnerships with conservation experts, universities, and heritage organizations.
- Promote research on adaptive reuse and conservation technologies.

Strategic Component 2: Sustainable Visitor Management

Objective

Enhance visitor experiences while minimizing tourism-related impacts on heritage resources.

Major Strategies

- Implement visitor carrying-capacity guidelines.
- Improve interpretive signage and multilingual information systems.
- Expand guided heritage tours and educational programs.
- Introduce digital reservation and visitor monitoring systems.
- Strengthen safety, accessibility, and emergency preparedness measures.

Strategic Component 3: Community and Stakeholder Engagement

Objective

Strengthen collaborative partnerships among heritage managers, government agencies, local communities, educational institutions, tourism stakeholders, and cultural organizations.

Major Strategies

- Establish Local Heritage Advisory Councils.
- Conduct regular stakeholder consultations.
- Expand heritage awareness campaigns in schools and communities.
- Encourage volunteer participation in heritage conservation activities.
- Strengthen public-private partnerships for heritage preservation.

Strategic Component 4: Sustainable Governance and Innovation

Objective

Institutionalize evidence-based governance, digital innovation, and sustainable management systems for heritage destinations.

Major Strategies

- Develop integrated heritage management information systems.
- Utilize Geographic Information Systems (GIS) for heritage monitoring.
- Conduct annual heritage management performance evaluations.
- Strengthen environmental sustainability initiatives.
- Promote smart tourism technologies that enhance visitor education while reducing pressure on heritage structures.

CONCLUSIONS

Based on the findings of the study, the following conclusions are drawn:

1. **Heritage site management is highly effective** in the participating heritage sites within the City of Manila, indicating that conservation, visitor services, maintenance, sustainability initiatives, and stakeholder collaboration are generally implemented successfully.
2. **Heritage conservation and preservation emerged as one of the strongest management dimensions**, demonstrating the continued commitment of heritage managers and government institutions to protecting Manila's cultural resources.
3. **Visitor management, tourism services, and site maintenance are effectively implemented**, contributing to positive visitor experiences while preserving the historical integrity of heritage destinations.
4. **Stakeholder participation plays a significant role in heritage management**, highlighting the importance of collaboration among heritage organizations, government agencies, local communities, educational institutions, and tourism stakeholders.

5. **Sustainability practices are evident across the participating heritage sites**, reflecting increasing awareness of the need to balance conservation objectives with tourism development.
6. **Significant differences exist among stakeholder groups** regarding selected dimensions of heritage site management, indicating that organizational roles and visitor experiences influence perceptions of management effectiveness.
7. **Urbanization, infrastructure maintenance, funding limitations, visitor congestion, and environmental concerns remain significant management challenges**, requiring continuous organizational adaptation and strategic planning.
8. **Community participation and heritage education strengthen long-term conservation efforts** by promoting cultural stewardship and shared responsibility for preserving heritage resources.
9. **The proposed Heritage Site Management Enhancement Framework provides an evidence-based strategy** capable of strengthening conservation, sustainable tourism, stakeholder collaboration, and organizational governance.
10. **Effective heritage management contributes significantly to cultural preservation, sustainable tourism, educational enrichment, local economic development, and national identity**, ensuring that Manila's heritage resources remain valuable for future generations.

RECOMMENDATIONS

Based on the findings and conclusions, the following recommendations are proposed.

For the National Commission for Culture and the Arts (NCCA)

1. Continue strengthening national heritage conservation programs through increased technical assistance, conservation funding, and capacity-building initiatives for heritage site managers.
2. Promote stronger collaboration among government agencies responsible for cultural heritage conservation, tourism development, environmental protection, and urban planning.

For the Local Government of the City of Manila

3. Expand investments in heritage infrastructure, environmental management, digital tourism technologies, and conservation programs that improve both preservation and visitor experiences.
4. Institutionalize periodic heritage management assessments involving multiple stakeholder groups to support evidence-based planning and continuous improvement.

For Heritage Site Administrators

5. Continue strengthening preventive conservation, visitor management, educational interpretation, and community engagement programs.
6. Utilize digital technologies such as virtual tours, electronic ticketing, GIS-based monitoring, and digital archives to improve operational efficiency and heritage interpretation.
7. Strengthen partnerships with academic institutions, cultural organizations, tourism stakeholders, and local communities in implementing conservation initiatives.

For Local Communities

8. Continue participating actively in heritage awareness campaigns, cultural activities, volunteer conservation

programs, and sustainable tourism initiatives that promote local cultural identity.

For Future Researchers

9. Replicate the study in other historical cities and heritage destinations throughout the Philippines to validate the applicability of the findings across different cultural settings.
10. Investigate additional variables such as destination competitiveness, visitor loyalty, digital heritage interpretation, climate change adaptation, heritage economics, and smart heritage tourism using mixed-method, longitudinal, or Structural Equation Modeling (SEM) approaches.

Limitations of the Study

The study was conducted among selected heritage sites in the City of Manila; consequently, the findings may not be directly generalized to all heritage destinations in the Philippines.

The descriptive-comparative research design described stakeholder perceptions without establishing causal relationships. Moreover, the study relied primarily on respondents' assessments, which may be influenced by individual experiences, familiarity with heritage conservation, and frequency of site visitation.

Future investigations employing mixed-method research, qualitative case studies, longitudinal assessments, or advanced multivariate statistical techniques may provide deeper insights into the evolving dynamics of heritage management and sustainable tourism.

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