

## Dark Tourism as an alternative tourism development in Wang Kelian, Perlis, Malaysia

Noorfathehah Abdullah Sani<sup>1</sup>, Yusnita Yusof<sup>2</sup>, Yahaya Ahmad<sup>3</sup>, Nuraini Abdul Rahman<sup>2\*</sup>

<sup>1</sup> Pusat Kokurikulum dan Citra Pelajar, Universiti Malaysia Terengganu  
21300 Kuala Nerus, Terengganu, MALAYSIA

<sup>2</sup> Fakulti Perniagaan, Ekonomi dan Pembangunan Sosial, Universiti Malaysia Terengganu,  
21300 Kuala Nerus, Terengganu, MALAYSIA

<sup>3</sup> Universiti Malaya, 50603, WP Kuala Lumpur

\*Corresponding Author: [nuraini@umt.edu.my](mailto:nuraini@umt.edu.my)

DOI: <https://doi.org/10.30880/ahcs.2023.04.02.001>

### Article Info

Received: 01 August 2022

Accepted: 23 July 2023

Available online: 30 December 2023

### Keywords

Dark tourism, tourism issues,  
alternative tourism

### Abstract

The purpose of this article is to provide a comprehensive analysis of tourism development in Malaysia's northernmost state of Perlis. It is located in the northernmost part of Malaysia, bordering Thailand. The study was conducted using a qualitative and quantitative survey. The data collected during the study was used to develop a strategy to improve tourism development in the state by providing an alternative type of mainstream tourism; Dark Tourism. Despite the state's potential to become a significant tourism destination, the study found that several factors have hindered the development of the tourism industry in the state. These include a lack of proper planning and development and poor maintenance of facilities.

## 1. Introduction

The importance of tourism is recognized as an essential component of the development of developing countries. This is reflected in the numerous recognitions and strategies that international agencies and organizations implement. Examples include the World Bank, UNESCAP, and the International Labor Organization. According to the World Tourism Organization, tourism is considered an effective tool for poverty reduction and economic growth in developing regions (World Tourism Organization) Indicators of sustainable development for tourism destinations: A guide book., 2004). It can help spur the development of rural areas and states by providing them with the resources necessary to meet their needs. In contrast, many countries have free and abundant resources that can be used for tourism development.

Despite the importance of tourism, studies have shown that implementing and realizing its positive impact on the development of developing countries can be challenging. This has led policymakers and other development agencies to rethink tourism expectations. These studies also suggest that the various limitations of tourism should be considered to improve its implementation [15]. Unfortunately, many projects that aim to increase the profitability of tourism projects cannot sustain their success due to a lack of market access and management issues. In Malaysia, tourism is considered an essential component of the country's economy. It is the country's GDP's second largest foreign exchange earner and has contributed 5.5% to its growth since 2005.

The World Travel and Tourism Council has determined that the direct contribution of tourism to Malaysia's GDP is expected to be about 56.9 billion Ringgit (\$1.3 billion). This is expected to contribute 7.2% to the country's GDP in 2011. Regarding job creation, the travel and tourism industry is estimated to have contributed over 700,000 jobs to the country's total employment [22]. According to the country's National Development Plan, Malaysia ranked 16th in the number of inbound tourists in 2008, and from 2006 to 2009, tourism receipts increased by 67.1% to approximately RM53.4 billion. The number of tourist arrivals also increased by 43.6% to 23.6 million. The federal government's efforts to promote the tourism industry have been recognized as an example of the country's commitment to developing its tourism industry. This includes the introduction of policies and programs designed to promote the sector's growth.

There are numerous instances where successful tourism projects have been implemented in Malaysia. These projects have contributed to the country's economic development and showcased the country's unique and outstanding tourism resources [1]. In many cases, the tourism industry has been promoted to provide employment opportunities for the country's residents who cannot pursue other economic opportunities because of limited resources. Perlis, for example, the federal government has funded the development of the tourism industry through the construction of various facilities [3]. This paper will examine the development of the tourism industry in Perlis. It will also address the multiple challenges that the state must face to become a thriving tourism destination.

## 2. An Overview of Perlis

The state of Perlis is located in the north of Peninsular Malaysia and covers an area of 821 km<sup>2</sup>. It borders Thailand and the Malaysian provinces of Songkhla and Satun. In 2010, the state's total population was 245,636, making it the fourth largest state in the country, with a population density of 276.5 people per kilometer<sup>2</sup>. The capital of the Malaysian state of Perlis is Kangar, while the royal capital is Arau. The city of Padang Besar is located on the Malaysian-Thai border. The state's main port is Kuala Lumpur, from which ferries operate to the famous island of Langkawi. The state's economy is heavily dominated by agriculture, which accounts for 80.5% of land use. The history of Perlis State dates back to 1800. It was initially part of the Kingdom of Kedah. In 1942, it was separated from Kedah and became a Thai vassal state, subordinate to Bangkok, during the reign of the Kingdom of Siam. During this period, it was called "Palit." In 1909, the Anglo-Siamese Treaty resulted in the suzerainty of Thailand passing to Great Britain. However, this was returned to Thailand after World War II to reward Siam's alliance with Japan. Initially, it was part of the British Empire. It finally became an independent state in 1957 after joining the Malay Union.

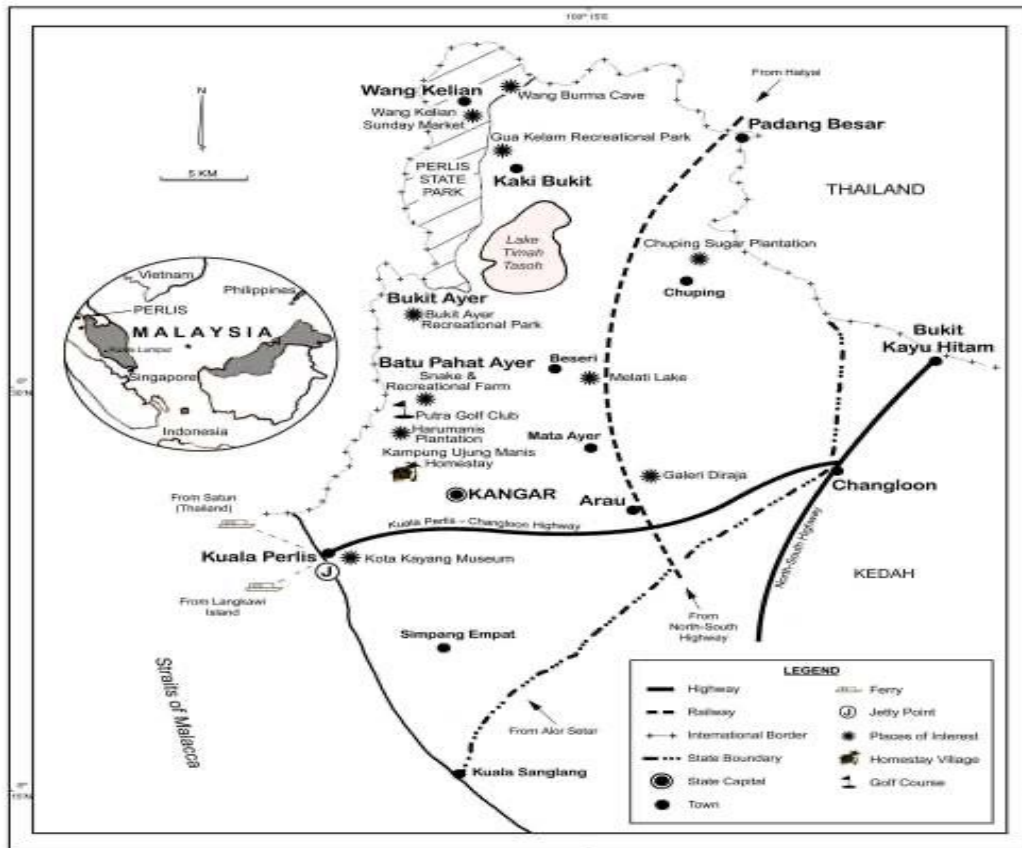


Figure 1. Location and tourism resources in Perlis

### 3. Research Methodology

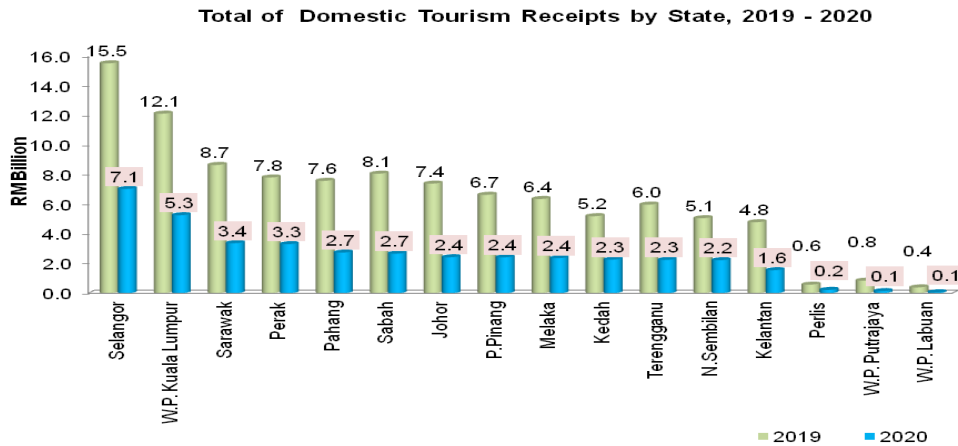
This study interviewed various private and government agencies to gather information on tourist activities in the state of Perak. Initially, a survey was planned but was cancelled due to the many stops in the region. Interviews were conducted with various agencies such as the Immigration Department, Forest Department, Marine Department, Kangar Municipal Council, and the State Economic Planning Department. They were also conducted with operators of homestays and duty-free shopping complexes. Interviews were conducted at various entry points to Malaysia, such as the Wang Kelian border, Padang Besar railroad station, and Kuala Perlis jetty.

### 4. The Development of Perlis

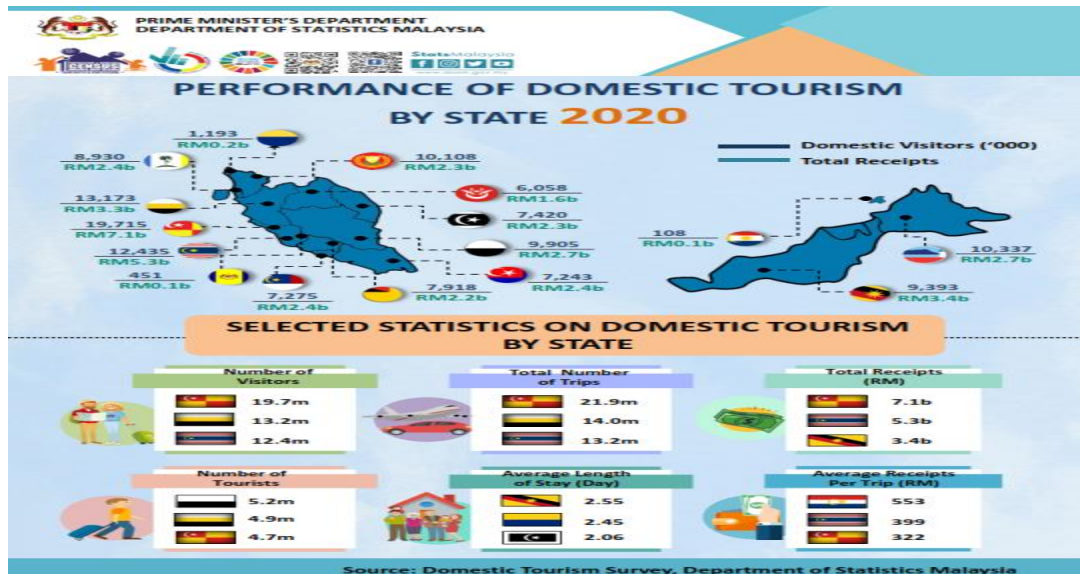
#### 4.1 Tourist Arrivals

The Immigration Department and the Department of Marine collected data on tourist arrivals in Perak. They were then analyzed by Keretapi Tanah Melayu, the only rail service provider in the state. The statistics highlight the main entry points into the state, such as Arau, Kuala Perlis, and Wang Kelian,

Table 1. Number of tourist arrivals to Perlis



Source: Malaysia Immigration Department, 2021



Source: The Source of Malaysia's Official Statistics, 2020

Most foreign tourists in Perlis came from Thailand, which accounted for over 90% of the total foreign tourist arrivals. Other countries with significant foreign visitors were Australia, Great Britain, France, and Germany. According to statistics from the Ministry of Tourism, the number of tourists in Perlis State reached 778,516 in 2010, an increase of 26.1% over the previous year. Padang Besar is the main point of entry for the state, accounting for 72.82% of total tourist arrivals, followed by Wang Kelian with 25.8%. Wang Kelian and Padang Besar are the entry points to Malaysia for both local and foreign tourists. Thailand's national railroad, the KTPMB, provides service between Padang Besar and the West Coast Line, which connects with the SRR network in Singapore, Malaysia, and Thailand. The passenger terminal at the Kuala Perlis gateway is used by both residents and foreign tourists for travel to and from Thailand [5].

Data analysis over ten years showed that Padang Besar is the main gateway into Malaysia and Perlis State, with over 80% of foreign tourists coming through this area. Wang Kelian was the second most popular entry point, with 2% of all foreign visitors coming through it. Other entry points, such as Kuala Lumpur International Airport, experienced a decline in the number of foreign tourists from 2000 to 2010. On the other hand, locals continued increasing their state visits. The highest number of tourist arrivals in 2003 can be attributed to the state's "Tahun Melawat Perlis" tourism campaign (Malaysia, 2010). On the other hand, the increase in the number of tourists coming to Wang Kelian is due to the government's policy of promoting border tourism.

## 4.2 Perlis Resources on Tourism

The development of the tourism industry in Perlis is driven by the efforts of the Pelan Hala tuju Pelancongan. The various resources available in the state are classified into three categories: artificial, agricultural, and natural. These include shopping facilities, culture and heritage, and tourism services.

### 1. Nature-based resources

The white meranti gerutu is endemic to northern Peninsular Malaysia. This species can also be found in the state park of Perlis. There are over 68 species of mammal's endemic to Perlis State Park. One of these is the stump-tailed macaque, considered an endangered species. Other notable species include the white-handed gibbon, dusky langur, black panther, and *Panthera pardus*. The park also has over 30 species of bats, more than 200 species of birds, six species of hornbills, 35 reptiles, and 27 snakes. The Nakawan Range in Malaysia's northern state of Perlis is a semi-arid forest with unique flora and fauna. One of these is the Bogak Perlis, which can only be found here. Fossils of this species, which have existed for over 250 million years, can be found in the limestone hills of the park [12].

The park, managed by the Perlis Forestry Department, is located in the Mata Ayer Forest Reserve and the Wang Mu Forest Reserve. The former was first designated as a state park in 1995, while the latter was added in 2002. The park covers an area of about 50 square kilometres and is located in Malaysia's most extended continuous limestone region, the Nakawan Range. The state of Perak is known for its tourism resources, such as Perlis State Park. This area, located on the western border between Malaysia and Thailand, is part of a transboundary project to improve habitats for various species [23]. This project includes establishing large protected areas in both Thailand and Malaysia.

Gunung Perlis is located in Perlis State Park and is the highest point in the region. It can reach a height of 732,711 meters above sea level. This area is also the northernmost point of Malaysia and marks the border between Thailand and Malaysia [18]. The descent from the mountain takes about five hours. A permit and a guide are required for this activity. Kelam Cave is located in a place called Kaki Bukit. It is believed that the cave, which is about a hundred million years old, was formed during the time of tin mining in the area. This natural feature has a suspension bridge that stretches along its entire length. This bridge served as a transportation hub for the various supplies transported to and from the Wang Tangga Mine. It is also the main access route for residents of the nearby village of Wang Kelian [13].

Kelam Cave II stretches 3.8 meters and is Malaysia's most comprehensive cave system. It was known as an electric train line that brought tourists to the area. However, since 2010, this service has been discontinued due to the flood catastrophe. Timah Tasoh Dam is located about 17 kilometres from the town of Kangar. It was built in 1987 and is located in a 13.30 ha area that was irrigated before the dam was built. The construction of the dam took five years. This natural monument was created using water from the Timah and Tasoh rivers. In 1993, the Perlis state government established the barrier as a safety zone. It can supply about 54 million litres daily to various industrial and domestic users. It can also act as a flood control measure, holding 40 million cubic meters of water [17].

The dam's presence and other natural features in the area, such as the Nakawan and Bukit Chabang mountain ranges, provide a spectacular sight. This natural spectacle attracts numerous birdwatchers during the bird migration season. Besides the dam and other natural features, there are various recreational areas and tourist resources. One of them is Lake Melati, located about 8 kilometres from Kangar. It is situated in a marshy lowland and has 150 sandbars that can be reached by boat or sampan (Department of Irrigation and Drainage Perlis, 2009). The park in Sungai Batu Pahat is about 10 kilometres from Kangar. It is known for its various activities, such as camping and jungle trekking. Another popular activity offered at the park is the snake and reptile farm. This facility is owned by the Ministry of Health and managed by an institute. The farm was established in 1981 and housed a collection of over 20 species of snakes. These include the king cobra, common cobra, Malayan krait, short python, and quick pit viper. In addition to the reptiles, the farm has preserved dead snakes that the public can view. At this facility, you can get information about snake bites and their practical applications. One of this area's most famous natural attractions is the Rimba Herb Garden, with over a thousand plants native to Malaysia and other countries [13].

### 2. Agro-based resources

Ladang Perintis, a government-owned and operated plantation for grapes, was established through a collaboration between the Department of Drainage and Irrigation and the Peris Agriculture Department. This project is known as Ladang Perintis JPS Pioneer Vineyard. In 2005, work began on the vineyard. Varieties successfully grown include IAC from the Philippines, ISABELLE from the USA, and KYOHO from Thailand. The farm is located near Kangar, 17 kilometres from Batu Ferring town [13]. Another famous farm visited by tourists is a mango plantation with an area of 64.6 hectares. The mango is mainly used for export and marketed to East Asian countries such as Japan. The fruit is not only known as food but also has a distinct sweet taste and smell



(Pejabat Kementerian Pelancongan Negeri Perlis, 2005). This type of mango is known for its aromatic fragrance and sweet taste. Near the city of Chuping is a sugarcane plantation that covers 22,000 hectares. During harvest time, visitors can take part in guided tours to learn more about the various processes involved in sugar production. Perlis is not only home to host families but also has several businesses registered with the Ministry of Tourism of Malaysia. One is the Kampung Ujung Bukit Homestay, located five kilometres from the town of Kangar. This establishment offers attractions such as cultural performances, food demonstrations, and mock weddings [23].

### 3. Artificial resources

In addition to museums, shopping arcades, food courts, and other artificial attractions, there are different cultural and historical attractions in the state of Perlis. One is the Kota Kayang Museum, which displays various historical artefacts and relics from the state's 400-year history. The museum is 12 kilometres from the capital city of Kangar and is surrounded by limestone hills. It was built during the reign of Dhiaudin Mukarram Shah I, the ruler of Kedah [13]. The kingdom of Indra Kayangan used to be the location of this palace. Another exciting museum similar to this one is Galeri Diraja. The museum is located next to the Istana Arau, a royal palace. It displays a variety of royal regalia, portraits, and ceremonial objects of the court. Relics and ancient weapons of the state's royal family can also be seen here. Perlis state is famous for its seafood. It is also convenient for tourists and locals who travel by ferry to destinations such as Satun in Thailand and Langkawi Island. This offers them various advantages when it comes to travelling [11].

One of the most popular shopping centres in Padang Besar is Padang Besar Bazaar, a two-story shopping mall near the Malaysian-Thai border. It offers a wide range of clothing, food, and household items. Another shopping complex is located near the Thai immigration point. Here you can find a wide range of imported goods such as cigarettes, spirits, and chocolates. One of the most popular local markets is Wang Kelian Sunday Market, located on the border between Malaysia and Thailand [7]. It is located about 45 kilometres from Kangar and 7 kilometres from the nearest town, Kaki Bukit. This market sells various fruits and vegetables, clothes, and kitchen utensils.

Since Wang Kelian Sunday Market is located on the border between Malaysia and Thailand, you do not need a passport to visit it. Instead, visitors can see this market across the border. The route to the market is a hilly one, offering a panoramic view of the valley. Moreover, various facilities and activities in the state of Perlis suit different people. One of them is the Putra Gold Club, located about 10 kilometres from the town of Kangar. Another popular facility is the snake and reptile farm.

## 5. Issues and Challenges

Despite the various resources available to the tourism industry in Perlis, some critical challenges still prevent this sector's development.

### 5.1 Competition and Accessibility in tourism product

One of the main factors hindering the development of the tourism industry in Perlis is the location of the island's northernmost tip. According to the surveys of visitors, most of them visit the state to visit their relatives and friends. The site of several regional educational institutions has also helped increase the number of visits to the state. While it is beneficial for the tourism industry to have a steady flow of visitors during specific periods, such as the summer season, it can also be a problem for tourist facilities.

According to the interviews, the lack of a stand-alone tourism product and the long travel distance are some of the factors that discourage visitors from visiting Perlis. Increasing competition in the market has also contributed to the decline in tourist numbers. Having only three weeks of holiday in Southeast Asia, I have to consider the various factors affecting the development of the tourism industry in the region when choosing a destination. One of these factors is the availability of similar products and the lack of competition. There are several ways to get to Perlis, such as by ferry, bus, and train [10]. However, since the state does not have an airport, commercial flights are not allowed. The north-south highway that connects the southern gateway of Malaysia with all the states in the peninsula passes through the state via a bypass called Batu Kawan in Kedah. The highway, which connects Taman Kayu Hitam and Padang Besar, has greatly improved accessibility for tourists from both countries. It has also contributed to the development of border tourism in the state. Before the highway was completed, most tour buses went through Padang Besar as an entry and exit point.

## 5.2 The vagueness of tourist statistics

Statistics on tourist arrivals in Malaysia do not consider the various factors that affect the country's tourism industry, such as the country's road network and the number of tourists coming from the government [14]. On the other hand, the data collected at the state's entry points cannot capture the length of stay of tourists. When Thai tourists enter the Malaysian state of Perlis through the Wang Kelian entry point, they usually last for about five hours to store. This is because they typically come for only a few hours before returning to Thailand. Similarly, Malaysian tourists who visit the Thai border for a day return to the state before continuing to another destination.

The data collected by hotels in the state cannot capture the exact number of tourists in the region. Since many of them are on VFR, they are likely waiting with their relatives or friends instead of staying in local accommodations. Another observation revealed that most tourists entering the Malaysian state of Perlis through the Wang Kelian entry point spend their time on the neighbouring island of Langkawi before continuing to the mainland. They do not stop in the state capital and continue their way back to their destination.

## 5.3 The usefulness of the free-flow concept

Free-flow tourism was first introduced in Wang Kelian on June 14, 1991. Initially, the market was opened on the first Friday of every month. It was inaugurated on December 6, 1993, by the Governor of Satun, Thailand, and the Chief Minister of Perlis. The project aims to create a trade zone on the border between Malaysia and Thailand (Tourism Malaysia, 2009). It also seeks to create a tourist attraction that could benefit the state and its people. Free movement of people was initially suspended on February 1, 2008, for security reasons. It was resumed in 2009. In 2010, over 150 stands were operating in Wang Kelian. Because there is a forest reserve designated as part of the state park system, the city is managed by the Forestry Department. This has resulted in the area's conservation efforts being threatened by the free flow of tourism. This includes illegal smuggling of goods and cross-border poaching [13].

Operations of travel agencies and accommodation facilities

After speaking with two of the operators, they did not see any benefits to registering with the Department because they operate on a small scale and rely on their friends and relatives as guests. Due to the lack of quality control, tourism operators were vulnerable to poor hygiene, inadequate accessibility, and the list of dos and don'ts for tourists based on cultural differences. These problems were also exacerbated by operators refusing to follow the ministry's guidelines. In 2010, Kampung Ujong Bukit had a total of 590 local and 40 international guests and generated RM59,000 in income, while the last homestay, Felda Mata Ayer, had only 1,750 guests. All were local guests, and all generated a revenue of about RM79,000. There are at least five other guesthouses or homestays operating without registration [22].

In addition to these hotels, homestay programs in Perak are registered with the Ministry of Tourism. These include Kampung Paya Guring, Kampung Ujong Bukit, and Kampung Mata Ayer. In 2010, over 1,500 local and 38 international guests stayed in Kampung Paya Guring. There are 23 hotels in the state, most of which are located in the Kuala Perlis and Kangar areas. One of the most luxurious hotels in the country is the Putra Palace Hotel. Due to the proximity of Langkawi Island, many tourists make only a brief stopover in the region before continuing their travels [1]. According to travel agent surveys in 2010, their business mainly revolved around ticket sales and outbound tourism. Due to the nature of the country's tourism industry, there are limited opportunities for inbound tourism. Most travel agencies do not intend to expand their business to international tourism. They do not see much potential for this sector due to language differences between local and foreign tourists.

## 5.4 The planning and management of tourism resources

Due to the lack of qualified personnel in various fields, such as tourism and recreational activities, these agencies' coordination and management have been affected. The lack of coordination among the multiple agencies that manage the various tourist attractions in Malaysia is a critical problem. For example, the management of the Rimba Herba Bird Farm, the Snake and Reptile Farm, and the various other attractions in the country are in the hands of different agencies.

## 5.5 Short of demand and supply of tourist guide

Regarding the demand and supply of tour guides in the state, this is a problem that has been recognized. In 2010, there were 13 guides registered with the Ministry of Tourism in the state. Of these, 11 were city guides, and two were nature guides. Due to the lack of market demand, most of these guides work part-time. Only two guides can

provide instruction in English or German, while six are allowed to work in Thai. Training fees are also perceived to be expensive. In 2011, the price for a full-time course was about RM4,000.

In 2001, the State Forestry Agency conducted a course for local nature guides with the help of a grant from the Danish International Development Agency. Although 40 nature guides participated in the study, most did not register with the Department after passing the certification. Most of them work in out-of-state areas such as Penang and Kedah.

## 5.6 Development Approach

The implementation of tourism development projects has been fragmented, with little planning and preparation. This problem is evident in several areas, such as the Kuala Lumpur jetty, Padang Besar Bazaar, and Bukit Ayer Jungle Park Resort. In the case of Timah Tasoh Dam Resort, the lack of market demand analysis caused the resort to cease operations within three years. This resort not only caused a waste of money but also left an unpleasant impression on the surrounding community. In 2010, a new operator took over operations. In addition to the administrative and planning problems, the lack of significant national attractions in Perlis makes promoting it as a tourist destination challenging.

Various attractions in Perlis are not only used as recreational areas but also serve as supporting tourism facilities. These include the forest parks and the border shopping areas. Although locals from both countries mainly populate the border shopping areas, few local tourists visit these areas regularly. The lack of qualified and experienced local operators is also a significant problem affecting tourism development in the state. This problem is reflected in the operators' lack of communication skills. Many believe their participation in the tourism industry would not increase costs but bring additional revenues. This view is also reflected in the reluctance of locals to acquire specific tourism-related skills. Indeed, they believe that this would be a waste of their time and money.

## 6. Conclusion

Although tourism can positively impact local development, expectations must be realistic to consider the various constraints in the tourism industry and the development opportunities. In addition, the lack of economic resources also affects the tourism industry in Perlis. The planning process for the tourism industry was not carried out with the necessary considerations to consider the various constraints of the sector. Therefore, the issues raised are related to the lack of skilled tourism workers in many small states. One of the most common misconceptions about the industry is that anyone can work in it without training.

This led to a rush to plan and develop tourism, which led to an over-reliance on government policies regarding this business. One entrepreneur who managed a resort in Timah Tasoh had problems maintaining his business during the management phase. The lack of coordination between the various agencies has hindered the development of the tourism industry in this state. This problem shows that the development of frontier towns should not be done piecemeal.

## Acknowledgement

The author would like to thank the Center for General Studies and Co-curriculum, University Tun Hussein Onn Malaysia (UTHM) for their support so that this writing can be published.

## References

- [1] Awang KW (2010) Tourism policy development: The Malaysian experience. *Research Notes in Arab World Geographer* 12 (2), 150-158.
- [2] Department of Irrigation and Drainage Perlis (2009) Timah Tasoh Dam. Department of Irrigation and Drainage Perlis, Kangar.
- [3] Economic Planning Unit (2010) The Tenth Malaysia Plan. Economic Planning Unit, the Prime Ministry Department, Putrajaya.
- [4] Goodwin H, Santilli R (2009) Community-based tourism: A success? ICRT Occasional Paper No 11. International Centre for Responsible Tourism, Leeds.



- [5] Jabatan Perairan dan Saliran Negeri Perlis (2009) Tasik Melati. Jabatan Perairan dan Saliran Negeri Perlis, Kangar.
- [6] Jabatan Perancangan Bandar dan Desa Semenanjung Malaysia (2010) Draf Rancangan Tempatan Majlis Perbandaran Kangar 2009-2020. Jabatan Perancangan Bandar dan Desa Semenanjung Malaysia, Alor Setar.
- [7] Lee OA (2010) Coastal resort development in Malaysia: A review of policy use in pre- and post-construction phases. *Ocean & Coastal Management* 53 (8), 439-446.
- [8] Ley T (2010) A comparative analysis of the contribution of mainstream and alternative tourism models to development: A case study of tourism operations in Penang, Malaysia (M.A. theses). Saint Mary's University.
- [9] Mitchell J, Muskosy P (2008) A misguided quest: Community-based tourism in Latin America. Overseas Development Institute, Opinion.
- [10] Mohamed B & Mat Som, Ahmad Puah & Jusoh, Jamil & Kong YW (2006) Island tourism in Malaysia The not-so-good news. 12th Asia Pacific Tourism Association & 4th Asia Pacific CHRIE Joint Conference. 26-29 June 2006. Hualien, Taiwan.
- [11] Osman K, Amat R, Sukswan S (eds) (2002) Pearl of Perlis: Perlis State Park guide. Jabatan Perhutanan Negeri Perlis, Kangar.
- [12] Pejabat Kementerian Pelancongan Negeri Perlis (Majlis Tindakan Pelancongan Negeri Perlis) (2005) Pelan halatuju pelancongan Negeri Perlis 2015. Pejabat Kementerian Pelancongan Negeri Perlis, Kuala Perlis.
- [13] Perlis Forestry Department (2011) Perlis State Park, Perlis Forestry Department, Kangar, Economic Planning Unit 2010, The Tenth Malaysia Plan, Economic Planning Unit, the Prime Ministry Department, Putrajaya.
- [14] Rahimatsah A (2007) Tourism development in transfrontier protected areas: A study from Perlis State Park, Malaysia. In: Kalsom K, Nurhazani MS, Mohamad Khairi M (eds) *Ecotourism in the IMT-GT Region: Issues and challenges*, pp. 21-53. Universiti Utara Malaysia Press, Sintok.
- [15] Sebele LS (2010) Community-based tourism ventures, benefits, and challenges: Khama Rhino Sanctuary Trust, Central District, Botswana. *Tourism Management* 31 (1), 136-146.
- [16] Shubert SF, Brida JG, Risso WA (2011) The impacts of international tourism demand on the economic growth of small economies dependent on tourism. *Tourism Management* 32 (2), 377-385.
- [17] Sime Darby Berhad (2007) Northern Corridor Economic Region Socioeconomic Blueprint 2007-2025. A Report Submitted to Government of Malaysia, 30th July 2007.
- [18] Tourism Malaysia (2009) Perlis: The northern gem. Tourism Malaysia, Ministry of Tourism, Kuala Lumpur.
- [19] United Nations (2001) Opportunities and challenges for tourism investment: A case study of the Republic of Korea and Reports from selected countries in Asia and the Pacific. United Nations, New York. [cited 8 September. 2011]. Available from: [http://www.unescap.org/ttdw/Publications/TPTS\\_pubs/Toreview\\_No21\\_2172.pdf](http://www.unescap.org/ttdw/Publications/TPTS_pubs/Toreview_No21_2172.pdf).
- [20] World Tourism Organization (2004) Indicators of sustainable development for tourism destinations: A guide book. World Tourism Organization, Madrid.
- [21] World Tourism Organization (2011) Report of the World Tourism Organization to the United Nations Secretary-General in Preparation for the High-Level Meeting on the Mid-Term Comprehensive Global Review of the Programme of Action for the Least Development Countries for the Decade 2001-2010, UNWTO.
- [22] World Travel and Tourism Council (2011) Travel and tourism economic impact 2011-Malaysia. World Travel & Tourism Council, London. [cited 23 June. 2011]. Available from: [http://www.wttc.org/bin/file/original\\_file/malaysia\\_report\\_2011-pdf.pdf](http://www.wttc.org/bin/file/original_file/malaysia_report_2011-pdf.pdf)
- [23] Majlis Perbandaran Kangar (2010) Fakta Kangar: Asal-usul Kangar. [cited 10 November. 2010]. Available from: <http://www.mpkan.gar.gov.my/web/guest/backgroundkangar>.