POSSIBILITY OF ESTABLISHING
AN ASEAN MUSEUM IN THAILAND

BY

MISS KANYARAT MUANTHONG

A THESIS SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF ARTS (ASEAN STUDIES)
PRIDI BANOMYONG INTERNATIONAL COLLEGE
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2017
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THESIS

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ENTITLED

POSSIBILITY OF ESTABLISHING
AN ASEAN MUSEUM IN THAILAND

was approved as partial fulfillment of the requirements for
the degree of Master of Arts (ASEAN Studies)

on 9 March, 2018

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ABSTRACT

ASEAN has been established for half of century. Nevertheless, ASEAN still seems far from the goal of full cooperation. The reason probably is that there is still not enough sense of identity and ownership among ASEAN citizens. The objective of this study is to demonstrate the possibility of establishing an ASEAN museum in Thailand to help solve these ASEAN problems. This is to be a feasibility study, a kind of study which assesses the possibility of building something. It covers the five factors of technique, economy, legality, operations and scheduling (so-called “TELOS” factors). In this case, they are used to analyze the possibility of establishing an ASEAN Museum in Thailand. This museum would become a learning center about ASEAN for all ASEAN people and people around the world. It would also be a center of cooperation in
the region. An ASEAN Museum is necessary and important for the ASEAN community. It is the key to reducing the differences and building wider understanding across ASEAN. Such an ASEAN Museum can be built and can operate effectively with strong cooperation from all member countries.

**Keywords:** ASEAN, Museum, Establishment, Cooperation, Collaboration
ACKNOWLEDGEMENTS

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Kanyarat Muanthong
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<th>Abbreviation</th>
<th>Term</th>
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<tr>
<td>ACM</td>
<td>Asian Civilization Museum</td>
</tr>
<tr>
<td>AEC</td>
<td>ASEAN Economic Community</td>
</tr>
<tr>
<td>APSC</td>
<td>ASEAN Political-Security Community</td>
</tr>
<tr>
<td>ASCC</td>
<td>ASEAN Socio-Cultural Community</td>
</tr>
<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
</tr>
<tr>
<td>ICOM</td>
<td>International Council of Museums</td>
</tr>
<tr>
<td>MoC</td>
<td>Ministry of Culture</td>
</tr>
<tr>
<td>NDMI</td>
<td>National Discovery Museum Institute</td>
</tr>
<tr>
<td>NHB</td>
<td>National Heritage Board</td>
</tr>
<tr>
<td>OKMD</td>
<td>Office of Knowledge Management and Development Public Organization</td>
</tr>
<tr>
<td>SAC</td>
<td>Princess Maha Chakri Sirindhorn Anthropology Centre</td>
</tr>
<tr>
<td>TELOS</td>
<td>Technical, Economic, Legal, Operational and Schedule feasibility</td>
</tr>
</tbody>
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CHAPTER 1
INTRODUCTION

1.1 Rationale

The Association of South East Asia Nations (ASEAN) was established in August 1967 by Indonesia, Malaysia, the Philippines, Singapore and Thailand, at a meeting at Ban Laem Tan, Bang Saen, Chonburi, not far from Bangkok. The five founders were H.E. Narcisco Ramos (the Philippines), H.E.S. Rajaratnam (Singapore), H.E. Thanat Khoman (Thailand), Adam Malik (Indonesia) and H.E. Abdul Razak (Malaysia).

ASEAN first gathered together for the purpose of strengthening the member countries in responding to the rapidly-changing global problems of that era. Hopefully, the more mature cooperation of today will be able to overcome the even greater current obstacles and looming changes in the present and the near future.

Current ASEAN cooperation is under three “pillars” or “communities”, namely, the ASEAN Political-Security Community (APSC), the ASEAN Economic Community (AEC), and the ASEAN Socio-Cultural Community (ASCC). Especially, the Economic Community (AEC) was supposed to have begun in 2015. Discussion of the communities and some national-level preparations for them do cause more awareness of ASEAN among the people of the member states. Particularly, since 2017 was the 50th anniversary of ASEAN, many organizations are trying to build cooperation and connectivity within and beyond ASEAN.

Despite this half century of interaction, ASEAN still seems far from the goal of full cooperation. Each member country seems to be trying to deal with its own problems, with limited cooperation for ASEAN-wide solutions.

The ASEAN Foundation conducted its first research project in 2007, called “Attitudes and Awareness toward ASEAN: Findings of the Ten-Nation Survey.”
The tables below indicate some results of the survey, based on responses to questionnaires.

This information reveals how much ASEAN members at that time lacked understanding of, and familiarity with each other. The two survey questions below were picked to illustrate that weaknesses.

The first question below is very simple but the outcome is quite surprising because the clear majority of answer were “somewhat familiar” at 51.7% and “a little familiar” at 33.7%. This total was far more than “very familiar,” at only 9.1%. It demonstrates that ASEAN students at that time were predominantly unfamiliar with ASEAN. Arguably, real familiarity is very essential for the improvement of ASEAN.

Table 1.1.

“In general, how familiar are you with ASEAN?”

<table>
<thead>
<tr>
<th></th>
<th>Very Familiar</th>
<th>Somewhat Familiar</th>
<th>A Little Familiar</th>
<th>Not at All Familiar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brunei</td>
<td>1.0</td>
<td>52.8</td>
<td>46.1</td>
<td>.0</td>
</tr>
<tr>
<td>Cambodia</td>
<td>2.3</td>
<td>56.5</td>
<td>40.3</td>
<td>.9</td>
</tr>
<tr>
<td>Indonesia</td>
<td>5.0</td>
<td>63.3</td>
<td>31.2</td>
<td>.5</td>
</tr>
<tr>
<td>Laos</td>
<td>13.0</td>
<td>71.5</td>
<td>15.0</td>
<td>.5</td>
</tr>
<tr>
<td>Malaysia</td>
<td>6.6</td>
<td>59.3</td>
<td>32.8</td>
<td>1.2</td>
</tr>
<tr>
<td>Myanmar</td>
<td>2.1</td>
<td>7.5</td>
<td>48.1</td>
<td>42.2</td>
</tr>
<tr>
<td>Philippines</td>
<td>6.4</td>
<td>53.2</td>
<td>36.8</td>
<td>3.6</td>
</tr>
<tr>
<td>Singapore</td>
<td>2.6</td>
<td>47.7</td>
<td>42.5</td>
<td>7.1</td>
</tr>
<tr>
<td>Thailand</td>
<td>8.0</td>
<td>60.0</td>
<td>30.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Vietnam</td>
<td>43.8</td>
<td>44.8</td>
<td>10.8</td>
<td>.5</td>
</tr>
<tr>
<td>Total</td>
<td>9.1</td>
<td>51.7</td>
<td>33.7</td>
<td>5.9</td>
</tr>
</tbody>
</table>

Note: from Thianthai and Thompson, 2008. p. 40.

Next, the question of how important ASEAN was to future ASEAN leaders shows that few of them felt the importance of ASEAN. The majority somewhat agreed that if ASEAN did not exist, it would make no difference in their lives. Overall, such results are telling. How can ASEAN move forward when the citizens do not care whether it exists or not?
Table 1.2.

“If ASEAN did not exist, it would make no difference to my life.”

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brunei</td>
<td>4.6%</td>
<td>32.5%</td>
<td>51.3%</td>
<td>11.7%</td>
</tr>
<tr>
<td>Cambodia</td>
<td>17.2%</td>
<td>52.6%</td>
<td>23.7%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>11.9%</td>
<td>41.3%</td>
<td>37.6%</td>
<td>9.2%</td>
</tr>
<tr>
<td>Laos</td>
<td>9.5%</td>
<td>55.0%</td>
<td>33.5%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>6.6%</td>
<td>35.1%</td>
<td>46.3%</td>
<td>12.0%</td>
</tr>
<tr>
<td>Myanmar</td>
<td>11.1%</td>
<td>16.6%</td>
<td>16.6%</td>
<td>55.8%</td>
</tr>
<tr>
<td>Philippines</td>
<td>6.4%</td>
<td>49.5%</td>
<td>38.2%</td>
<td>5.9%</td>
</tr>
<tr>
<td>Singapore</td>
<td>7.4%</td>
<td>50.7%</td>
<td>37.1%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Thailand</td>
<td>14.5%</td>
<td>33.0%</td>
<td>46.0%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Vietnam</td>
<td>8.3%</td>
<td>52.0%</td>
<td>26.5%</td>
<td>13.2%</td>
</tr>
</tbody>
</table>

Note: from Thianthai and Thompson, 2008, p. 53.

The cause of this problem seems to be because ASEAN members did not have enough knowledge and understanding of each other. So what can help us to build a better understanding among each other, in order to improve ASEAN cooperation?

In fact, ASEAN progress in economic co-operation and in political co-operation has reached a plateau and any further progress currently depends upon progress in the socio-cultural area.

Clearly, ASEAN needs to increase people’s mutual understanding. One of the best ways to do that is to establish an ASEAN Museum to effectively build up the knowledge and understanding among the people of this region, and between it and other regions of the world. An ASEAN Museum will make a strong contribution to bringing ASEAN together. There could eventually be branches in each member country, but there needs to be a single, central ASEAN Museum as a focal point.

The International Council of Museums (ICOM) says that a museum is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the
tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment.

Museums benefit people of all ages, genders and religions. ASEAN needs its own ASEAN Museum in the region. It could be used as a tool to clarify ASEAN to ASEAN populations, and also to introduce it to non-ASEAN citizens.

“Nowadays, developed countries consider the value of modern museums to society. Therefore, museums become interesting to the government and to the private sector, including the surrounding community,” (Thai Human Imagery Museum. 1999).

How suitable is Thailand for such an ASEAN museum? In Thailand, several ASEAN projects have already been set up by the government and the private sector, but they seem scattered and uncoordinated. That is the main reason why they have limited impact.

“In Thailand, there are many institutions doing research about Asia, Southeast Asia and ASEAN. There are also many programs on ASEAN at Bachelor and Master levels, but they work separately; there is a lack of coordination to make it become more effective” (Somkiat, 2014).

An ASEAN Museum would become a learning center about ASEAN, for all ASEAN people, and for people around the world. It would also become a center of cooperation in the region. It would co-operate closely with Anthropology and Sociology departments across ASEAN.

This idea is discussed further in Chapter 2, under the Master Plan on ASEAN Connectivity 2025. Under the topic People-to-People Connectivity, it shows how ASEAN is already beginning to promote deeper intra-ASEAN social and cultural understanding.
1.2 Objectives of the Study

This research aims to study, propose and support the building of an ASEAN Museum in Thailand by focusing on the following questions:

1. How feasible is an ASEAN museum in Thailand?
2. What are the benefits of an ASEAN Museum? To whom?
3. How can we integrate ASEAN-wide collaboration for an ASEAN Museum?

1.3 Hypothesis

An ASEAN Museum is necessary and important for the ASEAN community. The museum will be able to narrow the gaps of cultural and historical differences and mutual misunderstanding. Given this essential importance, the museum can be built and operated effectively with strong cooperation from all member countries. As well, the case for building it in Thailand is strong. This case will be detailed below.

1.4 Scope of Study

This research aims to study the feasibility of establishing an ASEAN Museum in Thailand. An ASEAN Museum will be a center of learning about ASEAN, which reinforces the knowledge and understanding of ASEAN for ASEAN citizens and for people around the world. We can learn much by looking at existing ASEAN-related organizations in Thailand today:

Government
- ASEAN Cultural Center, Ministry of Culture
- ASEAN Department, Ministry of Foreign Affairs
- Tourism Authority of Thailand
Private Sector
- C-asean, Thai Beverage Public Company Limited

Studies by Scholars and Students in Thailand
- "ASEAN Birthplace Museum and ASEAN Studies Center" proposed by Dr. Somkiat Onwimon
- "ASEAN Ethnic Museum" (Architectural Thesis) proposed by Mr. Suwachet Panpasit

Studies elsewhere
- Asian Civilization Museum, Singapore

Where possible, representatives of these organizations, or writers of these publications will be interviewed. Their work will be evaluated and analyzed to find the best way to establish an ASEAN Museum efficiently, especially regarding relevant technologies, financing, location, operation and marketing.

The availability and suitability of a site in Thailand for the ASEAN Museum will involve the factors of transportation, capability of supporting visitors, human resources, policy and capital.

The benefit of having an ASEAN Museum will be assessed, both how it is beneficial to Thailand and to ASEAN. An ASEAN Museum will bring greater ASEAN integration through greater collaboration.

1.5 Research Methodology

Data will be in both qualitative and quantitative forms. Data will be collected by interviewing the representatives suggested above. This primary data will be used to analyze the possibility of establishing an ASEAN Museum by using best practice and feasibility studies.
Best Practice

"Best Practice is the result of studying other people’s experience or success, then developing that to fit the case at hand" (The University of the Thai Chamber of Commerce, 2009).

From our working experience, many good things happened in our organization, called Best Practice. Unfortunately, new workers do not consider this when they start their new job; they will start all over. But we do not always need to begin from zero because we can study what we already have in our organization or from external sources (Praphon 2004, p.48).

In this research, Singapore’s Asian Civilization Museum (ACM) can serve as Best Practice because of its successes. ACM has some similarities to an ASEAN Museum, and some differences. There are certainly enough similarities, which can be adapted to an ASEAN Museum. For example, ACM borrows and assembles art and antiques to exhibit in sometimes surprising combinations. It is similar to the proposed ASEAN Museum, but the ASEAN Museum will focus on gathering knowledge and information about South East Asia, in order to build understanding within the region. From the beginning, the ASEAN Museum will work together with the 10 member countries and through this work and collaboration it will strongly contribute to the integration of ASEAN.

Feasibility Studies

“The decision on investment in each project will always be based on reason ... the most important thing which needs to be done, the first step, is to study the possibility of the project. This might be studied formally or informally” (Chaiyot, 1990, p.1).

A preliminary project feasibility study is conducted at this early stage to determine how best to proceed with the project. By assessing the major constraints on the proposed system, management can evaluate the project’s feasibility, or likelihood for success, before committing large amounts of financial and human resources. The acronym TELOS

TELOS\(^1\) will be applied appropriately to this research in Chapter 4: "Feasibility Studies of Establishing an ASEAN Museum." Of the five TELOS factors, I find that the following three are most useful for this thesis: Technical feasibility is concerned with whether the system can be developed under existing technology or if new technology is needed. Economic feasibility pertains to the availability of funds to complete the project, and to keep it operating indefinitely. Operational feasibility is the degree of compatibility between the firm’s existing procedures and personnel skills and the operational requirement of the new system (Hall, 2008. p.631).

This research will also cover “Condition of Location” under technical feasibility, “Investment and Marketing” under economic feasibility, and “Cooperation and Operation” under operational feasibility.

The last Telos factor is about estimating a schedule of establishment. Once the project has approval there will be a period for coordination and planning, especially co-ordinating with the ASEAN member countries. However, some planning time could be saved by close consultation with existing Thai museums, some quite similar. This planning period could be about a year. The second period would be for construction, and it would take at least another year. During construction they could start hiring and other preparations. So the ASEAN Museum could take 2-3 years from approval to opening.

\(^1\) TELOS stands for “technical, economic, legal, operational and schedule feasibility” Hall, 2008.
CHAPTER 2
REVIEW OF RELATED ORGANIZATIONS AND LITERATURE

An important source of information on the feasibility of establishing an ASEAN Museum in Thailand is existing ASEAN-related organizations.

The founding and support of these organizations will be studied from their historical documents, scholarly and news publications, and correspondence or interviews, depending upon availability of representatives from each organization.

2.1 Government

2.1.1 ASEAN Cultural Center, Ministry of Culture (MoC)

*Figure 2.1* Kids Fair 2015 at ASEAN Cultural Center. byTeenlnw 2015.

*Figure 2.2* Zone 2. We are ASEAN. by Soraphong 2015.
The ASEAN Cultural Center was founded in 2014. The Ministry of Culture of Thailand (MoC) established it in the Thai capital Bangkok, and it was the first ASEAN Culture Centre in Southeast Asia. Its aim is showcasing the ASEAN Community’s histories, cultures, arts, traditions and values. It also delivers the message to the public of the shared cultural heritages and values of the people within Southeast Asia. This is an interactive learning center, presenting the cultural heritage of all ASEAN member states through multimedia technology.

The exhibition is divided into six areas. First, *The Melting Pot of ASEAN Culture* shows the region of Southeast Asia before the establishment of ASEAN, to help people understand the distinct ASEAN cultural heritages. Second, *We Are ASEAN* consists of three zones: “Establishment of ASEAN,” “ASEAN Timeline” and “ASEAN Member States.” Third, *ASEAN Street* includes “ASEAN Art and Culture Collections,” “ASEAN Window,” “ASEAN Ways,” “ASEAN Traditional Costumes” and “ASEAN Dishes.” Fourth, *Temporary Art and Culture Exhibition* displays rotating eye-catching exhibitions on various topics aimed to give information about shared ASEAN cultural heritages. Fifth is *ASEAN E-Library Park*. And finally, the sixth area is *Cultural Knowledge Lab* where you can enjoy creative cultural activities (ASEAN Cultural Center Exhibition Guide Map, Ministry of Culture).
This organization was studied by interview, visiting, and through some publications. Below is some information from interviewing Ms. Urusya Indarasuksri, Cultural Scholar, Head of Multilateral Section, Ministry of Culture, on 8 March, 2016.

Ms. Urusya explained that within the Ministry, the Multilateral Section takes responsibility for ASEAN, and it has been involved in cooperative activities with ASEAN for more than 20 years. Usually, the Ministry of Culture will invite the member countries to do activities in Thailand. Alternatively, Thailand sends representatives to take part in activities in the member countries as well.

The ASEAN Cultural Center was established in 2014, initiated by Thailand when the Ministry of Culture arranged a meeting with ten representatives from the ASEAN embassies. Since the Ministry is the main actor and investor in this initiative, it defines the theme, display, location and area of each exhibition. The member states' role is to approve the information that will be used for each exhibition. Thailand sends the information to each embassy.

The ASEAN Cultural Center aims to educate all its visitors about the differences and similarities of ASEAN cultures, and to make people understand that ASEAN members have all evolved along the same cultural and historical route.

This Center plans to use an empty space for temporary exhibitions and is dedicated to having at least one new exhibition or activity every two months. At this time, it is building an academic network, trying to gather specialists or experts about culture from institutions and universities, so that when the MoC runs an activity, it will be easier to find the information, supporters and participants.

ASEAN exhibitions are challenging. Not only does the relevant correct and updated information need to be gathered carefully and be approved for each exhibition, the presentation must be balanced to give equal importance to every member country.
Absolutely, there are problems and obstacles in this kind of work. Ms. Urusya said it is not easy to have people appreciate the cultures equally because each person has different interests, such as some focus on entertainment or some on other specific interests. One of the obstacles is language, because not all Thai people can communicate in English, and some have very poor command of it. Thus the exhibit labels are in both English and Thai.

The ASEAN Cultural Center does some limited public relations, but it is not well-known yet. Their actual dedicated space is small, so if they have a big event, it is necessary to move to the first floor or outside. Young visitors often damage the interactive exhibits, and sometimes these need to be closed for repair. Being interactive has advantages and disadvantages.

If an ASEAN Museum can be established, definitely it must involve the Ministry of Culture, because all museums come under the responsibility of its Museum Department and its Fine Art Department.

In this interview Ms. Urusya gave her view that the ASEAN Cultural Center would be similar to an ASEAN Museum, but a museum is broader and covers more stories and contents so she recommended that it is better to clearly define the theme of each exhibition and acceptable ways to interact with it.

2.1.2 ASEAN Department, Ministry of Foreign Affairs

When this researcher first contacted the ASEAN Department, an officer who did not give his name explained that at the moment there was no specialist there who might be able to give the necessary information on this thesis topic. But he was able to give me some information about the policy and work plan of the Department.
Vision and Mission

The mission of the ASEAN Department is to utilize and promote the relationship among ASEAN member countries, to archive ASEAN co-operation and the founding goals of the Association, to strengthen ASEAN’s competitiveness, including its bargaining power in international relations. The mission also includes the following duties:

a) To perform as an ASEAN National Secretariat
b) To utilize and promote the relationship among ASEAN member countries and dialogue partners, in accord with the government policy under the framework of ASEAN
c) To take any other responsibilities

The ASEAN Department has four divisions under the Office of the Secretary, which has such administrative responsibility as arranging meetings and conferences. Departmental responsibilities are as follows.

-ASEAN Division 1:
  Set policy and promote relationships with ASEAN member countries, dialogue partners and international organizations

-ASEAN Division 2:
  Promote relationships and a cooperative framework between ASEAN and dialogue partners in East Asia

-ASEAN Division 3:
  Set policy, use and promote ASEAN cooperation in terms of economy, finance, commerce, service, investment, industry, transportation, tourism, agriculture and energy, and narrow the gaps between ASEAN member countries

-ASEAN Division 4:
  Encourage and support ASEAN cooperation in terms of labor, youth, public health, AIDS, women, disaster management, social welfare,
urban and rural development, education, scholarship, human
development, transnational crime, immigration, consular issues, law,
illegal drugs, human rights, environment, science and technology

2.1.3 Tourism Authority of Thailand (TAT)

On 2 March 2017, an interview was conducted with Miss Kulpramote
Wannalert, Director of the ASEAN, South Asia and South Pacific Market Division,
Tourism Authority of Thailand.

She started by explaining about her organization, the ASEAN, South Asia
and South Pacific Market Division, founded in 2006. Previously, it was under the
responsibility of the Foreign Marketing Division. Now her division aims to encourage
Thai people to travel in ASEAN member countries and support ASEAN people to
tavel in Thailand as well.

The Tourism Authority of Thailand (TAT) has worked with alliances in
both government and private sectors with the aim of promoting travel, connectivity
and cooperation in the region.

She said one advantage of Southeast Asia is its high potential for travel
between the countries, especially where travelling is simply by crossing the border. So
the TAT wants to support and serve these travelers. The Thai government's strategic
focus is on cooperative exchange.

The previous operational plan last year was to promote Thailand to
become the center of entry and exit among mainland ASEAN member countries. In
2017, the plan was re-defined clearly to work in pairs of member countries under the
theme “Two Countries, One Destination.” Moreover, 2017 was ASEAN's 50th
anniversary, so the TAT launched the theme “ASEAN @ 50,” to encourage the
member countries to gather together to publicize and celebrate.
TAT provides travel campaigns through ASEAN and around the world. For example, Consumer Fair, Thai Fest, Roadshow, Trade Show and ASEAN Friendship Caravan, all of which have had very good feedback.

Thai Fest is a project that worked with Thai embassies and consulates to publicize Thai culture. ASEAN Friendship Caravan took members of the press and interested ASEAN entrepreneurs on trips to survey ASEAN products and services, called the “Multi Destination Package.”

Figure 2.4 Travel Brochure. “Tracing Khmer Civilization: Crossing 2 Checkpoints, Travelling in 2 Countries.” by Tourism Authority of Thailand.

Furthermore, TAT prepares public relations media such as brochures in Thai, Japanese and English, and tries to persuade people in the member countries to take a study trip, training, or seminar in Thailand. TAT is enlarging the market to people who have never been to Thailand, and to “revisit groups”. TAT also provides ASEAN travel information and travel packages on the website www.visitasean50.com

The Director said that the problems were not in cooperation but rather in actual contact. The fundamental problem is language. The English skill level of Thai and neighbor countries’ entrepreneurs sometimes is quite low. Only some Thai people study ASEAN languages so these are the barriers that can make ASEAN unreachable.
to several groups of people, especially local people that could be very interesting to meet. Sometimes, not every member country joins in all the projects, and this makes some projects unsuccessful. However Thailand is the main actor in this role.

An ASEAN Museum in Thailand would have an excellent location because Thailand is easy to access. If it really is established, it will be beneficial to all people and there will be more supporters. It is something people need to reach for, and to make it more accessible, there must be online information on a website.

Such a museum seems to be a very large undertaking in the director's understanding, but because it is related to so many issues and people, it must be considered. If an ASEAN Museum becomes a reality, it certainly can cooperate and work with TAT.

2.2 Private Sector

2.2.1 C-asean, Thai Beverage Public Company Limited

![C-asean, Cyber World by Getec Company](image)

*Figure 2.5*  C-asean, Cyber World by Getec Company.

Information for this case study was collected from interviews in magazines because most of the required facts had already been given in interviews with various magazines by Dr. Karndee Leopairote, Managing Director of C-asean.
C-asean is a Corporate Social Responsibility (CSR) of Thai Beverage Public Company Limited, a company worth more than 500 million baht.

If the objectives of the United Nations are to maintain world peace, improve international relationships, lift up the people's quality of life and provide assistance to the world's countries, C-asean is like a local UN for business, art and cultures of ASEAN.

The vision is “Collaboration for the Benefit of ASEAN’s Connectivity.” C-asean aims to be the “Hub of ASEAN Entrepreneurs” by building collaboration more than competition among ASEAN members. It sees five stages: community, conversation, collaboration, catalyzing, and competitiveness.

The “C” of C-asean then comes from those five stages, including the components of this Center which are creativity, connectivity and citizens.

The main target of C-asean is the new generation, especially people who want to improve themselves. But it applies to all ASEAN citizens. Although it is situated in Thailand, the vision and framework have been on the regional level since the beginning. The goal is to make C-asean the center of ASEAN.

Several activities which C-asean arranges have admission charges because any event has expenses and C-asean needs to stand on its own feet. Some example C-asean events are Hump Day (where students can share ideas to develop the future of ASEAN), Startup Runway (for anyone who dreams to have a business) and C-asean Forum (for entrepreneurs, government and private sector).

Beside the activities and seminars C-asean also provides co-working space, a library, rentable conference rooms and the C-asean Academy. This Academy consists of School of Startup, School of ASEAN Citizenship and School of Life Skill (Money and Wealth Magazine, 2015).
At the end of 2015, C-asean launched C-asean Consonant with the reasoning that music is an international language of humans, so it can bring people together. Communicating by music crosses over the differences of language, culture, religion, politics, geography and economies.

So C-asean Consonant was initiated by musicians and music-minded youth from the 10 member countries, and performed on 10 musical instruments. C-asean Consonant’s musicians first performed in Thailand, then Malaysia, Singapore and outside of ASEAN, with very positive feedback (Posttoday, 2016).

Dr. Karndee has set a goal to build the awareness of ASEAN in people, cultivate the sense of being an ASEAN citizen, and thus promote the desire to be a part of ASEAN.

2.3 Studies by Scholars and Students in Thailand

2.3.1 ASEAN Birthplace Museum and ASEAN Studies Center, Thailand

Dr. Somkiat Onwimon initiated these. He is a famous Thai scholar who has proposed the establishment of an ASEAN Birthplace Museum and an ASEAN Studies Center to the Thai government.

ASEAN Birthplace Museum

*Figure 2.6 Ban Laem Than. by Beersingnoi, 2014.*
The famous book *ASEAN Diary* was written in 2012 by Dr. Somkiat Onwimon, to tell the important story of the origin of ASEAN. Historically, ASEAN was founded on the 8th of August, 1967, at the Ministry of Foreign Affairs, Saranrom Palace, Bangkok. But the crucial event that led to the signing of the "Bangkok Declaration" was held in Ban Laem Than, Bang Saen, Chonburi, a couple of days before. Nowadays, Bang Saen is only a couple of hours by road from Bangkok. But on the 6th of August 1967, it was more remote, and the meeting there of the founders was unofficial and unceremonious but it included extremely focused and intent discussions to lay out a new association for economic corporation in the region. It can be called "The Spirit of Bang Saen."

The Spirit of Bang Saen is to build a sense of being relatives in a great family, to compromise, and to buy into the concept of a Southeast Asian association. For example, the Philippines and Malaysia had a dispute over Sabah. With the power of the Bang Saen Spirit, they found a way to deal with the problem. The Malaysian and Filipino leaders talked about the Sabah dispute personally and privately, so that it would not obstruct the overall purpose of that historic meeting.

The 7th of August, 1967, was the date of the formal and official meeting in Bangkok to make the agreement. What was still lacking was a proper name for this new association. Adam Malik, the Minister of Foreign Affairs of Indonesia, proposed the name "Association of South East Asia Nations (ASEAN)" and the other members agreed, because it sounded like "Asian."

This important event clearly marks this place as the historic location of ASEAN’s birth. In Dr. Somkiat’s view, Ban Laem Than should be set up as a knowledge center about the origin of ASEAN, especially information about the events summarized above, by assembling documents, photos, films or any other historical materials for exhibition. Moreover, the surrounding area could be called "the ASEAN Historical Park."
Not only is it an advantage to Thailand to become a major knowledge center of ASEAN and provide beneficial education, but these centers can also become tourist attractions and at least partially finance themselves.

Dr. Somkiat also recommended that the Ministry of Culture should manage this project. A letter to the Prime Minister received no reply.

He has also proposed a second project called “ASEAN Studies Center, Thailand (ASCT).” In 2009, there was a conference in Bangkok on establishing an ASEAN Studies Center in Thailand. The attendees, all scholars from Thai universities, agreed with the proposal. Again, a letter to the Prime Minister received no reply.

The concept and the proposed management which Dr. Somkiat presented at the conference were very well argued. For example, see below.

- An ASEAN Studies Center would belong to Thailand, which would provide the preliminary budget, so Thailand will define how to manage the budget, and the overall project, but would cooperate with scholars across ASEAN.
- ASCT would be an independent institution that would centralize contacts through its role as the center for the study of, research on, and production of, any information about ASEAN. This could be independently or in co-operation with any institution or organization within ASEAN or beyond.
- Thus the center would operate at the international level.
- It would build strong networks in ASEAN and globally.

He also emphasized the benefits of this project. It would provide the necessary information for the development of ASEAN, build our own data bases, and
lead to Thailand gaining the reputation of being the best research and study center in ASEAN. Thus it would contribute to making Thailand more central in ASEAN.

In Thailand there are many institutions doing research about Asia, Southeast Asia and ASEAN. There are also many university programs on ASEAN at the Bachelor and Master's levels, but they work separately; there is a lack of coordination, and much need to make the research more effective.

Dr. Somkiat first wrote a letter on these projects in 2010. Due to the unstable politics of the era, that government and subsequent ones could not consider it. The idea has already been presented to the current government, but there has still been no response so far (Somkiat 2014).

2.3.2 ASEAN Ethnic Museum

This is the MA thesis of architectural student Mr. Suwachet Panpasit, Faculty of Architecture, Phranakhon Rajabhat University, defended in 2013. Following is an interview with Mr. Suwachet.

Mr. Suwachet's idea came from the policy of the Ministry of Culture. The most important policy relevant here is reinforcing awareness and understanding of the ASEAN Community, especially in the socio-cultural dimension. Mr. Suwachet proposed the museum be located in Bangkok, on a property which belongs to the MoC.

Mr. Suwachet understands well that museums can be more that their dry dusty stereotypes, so he decided to make this a case study. He presented his museum as a learning center focused on the nationality, culture and lifestyle of the 10 member countries. Here are the objectives of the museum:

a) To collect and exhibit the stories and identities of the cultures of the ten member countries
b) To provide exhibitions to educate about ASEAN cultures, and to market them

c) To perform the arts and drama of member countries on appropriate occasions

Following are Mr. Suwachet’s suggestions to design and establish an ASEAN Ethnic Museum:

A) Collect the Basic Data
   a. Learn about establishing an ASEAN Ethnic Museum by observing, asking and interviewing
   b. Analyze the feasibility of establishing the museum, especially by reviewing relevant documents

B) Gather the Local Information
   a. Study related factors, such as physical location in Bangkok’s Huaykhwang District, policies, responsible organizations, traffic, and laws
   b. Survey and take pictures of the location and surrounding area

C) Design the Project

D) Presentation

Figure 2.7 Proposed ASEAN Ethnic Museum by Suwachet 2013a
Mr. Suwachet's ASEAN Ethnic Museum was to be divided into seven sections:

1) Museum zone  
   - To collect and permanently maintain relevant artifacts, and display them as virtual reality

2) Living Exposition (outdoors)  
   - To help the visitor understand ASEAN traditions and cultures

3) Exhibition  
   - To tell amusing and dramatic ASEAN stories through performance

4) Office  
   - Responsible for any kind of work in the museum

5) Service area  
   - To assist the visitor by providing information, and maintaining security

6) Support area  
   - To provide shops, restaurants, warehouses and garbage management

7) Parking  
   - To be separate for busses, cars, motorcycles, bicycles and delivery vehicles

The visitors were divided into three categories:

A) Major visitors  
   - General people  
   - Artists, Scholars  
   - Tourists  
   - Students  
   - Youths

B) Minor visitor  
   - External people who come to contact the office  
   - Workers and officers  
   - Performers
C) Executives and related personnel

Benefit of the museum and expectations:

- To improve Thai peoples' understanding of the cultures of ASEAN members, and to prepare them for the ASEAN Economic Community (AEC)
- To increase knowledge about culture and support applications for research on the cultures of the member countries
- To publicize the cultures of the member countries

He thought that an ASEAN Museum in Thailand is possible because just this one building would be so beneficial to the people. And it is an architect's way to respond to the government policy, he said.

Moreover, he also added that his work is a response to only the socio-cultural pillar, but if an ASEAN Museum really existed it would support all ASEAN pillars.

2.4 Studies Elsewhere

2.4.1 Asian Civilization Museum, Singapore (ACM)

In 1990, the Singapore Ministry of Information Communication and the Arts launched the agenda to transform Singapore into a regional arts hub. This was not only intended to be for the benefit of citizens but had a wider, economic dimension. Singapore was trying to expand its reputation as a business center by establishing a center of the arts. The National Heritage Board (NHB) was formed in 1993 to oversee the development of new museums and the promotion of heritage. The institutions under NHB include not only the National Museum and National Archives but also a central conservation facility. The total cost has amounted to over 15 million Singapore dollars (S$15 m) to date (National Discovery Museum 2004).
The location of the Asian Civilization Museum (ACM) is significant. Its buildings combine with several older buildings in Civic District which is the historic site of early Singapore. The first ACM Building is in a former school, and the project cost was S$15.6 million. The second ACM section was established in 2003 in the Empress Place Building. The gross floor area is 13,800 square meters, and the project cost S$79.2 million, excluding the cost of the exhibition objects.

The mission of the ACM is to explore and present the cultures and civilizations of Asia, so as to promote awareness and appreciation of the ancestral cultures of Singapore and the country’s links to Southeast Asia and the world. The ACM has permanent galleries which feature Southeast Asia, China, South and West Asia, especially the Islamic world. The museum aims to promote intercultural understanding and stimulate life-long learning by all visitors.
The ACM was sponsored by the Singapore government. Capital from government is extremely necessary because only a few museums can stand on their own two feet and cover all expenditures without assistance from government. But this funding is changeable and unstable, depending on the political and economic situation. For museums to have business models is helpful since then they will not have to rely on the government too much.

40% of the ACM income comes from renters who set up restaurants, coffee shops and souvenir shops. 25% comes from renting space for other events or activities. Only 33% is earned from the entrance fee. The rest is from other public project.

One practical problem for ACM is that the technical and electronic devices used for exhibitions have high maintenance expenses, because repairs must be quick and the devices must always be ready to use. Moreover, the government is going to decrease the budget for the museum and so the museum will have to work harder to earn more and to be able to support itself (National Discovery Museum Institute, 2004).

2.5 Master Plan on ASEAN Connectivity 2025

Chapter 2 of ASEAN’s Master Plan on Connectivity is called “Analyzing Progress on Connectivity in ASEAN.” It talks about People-to-People Connectivity. There are notable developments in promoting deeper intra-ASEAN social and cultural understanding, and ASEAN is now working on ways to promote utilization of the ASEAN Virtual Learning Resource Centre (AVLRC), which focuses on ASEAN’s peoples, news, culture, travel, studies and opportunities. The ASEAN University Network (AUN) has also progressed well with a number of initiatives. There have also been steps taken to encourage intra-ASEAN tourism through the concerted development of tourism products.
ASEAN Connectivity 2025 obviously wants to connect people. Many activities and projects were set up to respond to this policy. If an ASEAN Museum could be established or put into the Master Plan on ASEAN Connectivity, it would immensely help to improve the mutual understanding and ultimately the connectivity within ASEAN.

2.6 Summary

From the above record of visits and interviews with ASEAN-related organizations in government and the private sector, the sites discussed have different ideas according to the different contexts and the different responsibilities of each organization. Most of the cited ideas and opinions came from these factors.

First is the Thai government. The Ministry of Culture viewed an ASEAN Museum as similar to the ASEAN Cultural Center because both of them would have exhibits about ASEAN. However, it seems that the ASEAN Cultural Center is quite small, restricting the size and scope of their exhibitions. But an ASEAN Museum would necessarily have a larger site, since it would be broader in scope, and would deeply benefit a much larger number of visitors. The Museum could build upon the experience and expertise of existing staff at the ASEAN Cultural Center.

An ASEAN Museum is inescapably relevant to the MoC because the Ministry has a Museum Department that is directly responsible for this kind of institution. From the experience of the officers interviewed, they know that language is one of the main obstacles, especially because, compared with other ASEAN countries, Thai people are not very fluent in English.

The ASEAN Department, Ministry of Foreign Affairs, lacks a specialist to answer questions and give views about an ASEAN Museum. Nevertheless, the objective plan, the policies, and the role and operation of the Department would definitely support an ASEAN Museum, should it be established.
The Tourism Authority of Thailand views an ASEAN Museum as good and useful because Thailand plays a central role in the movement of many of the people of Southeast Asia. An ASEAN Museum would be a major contributor to TAT because it would facilitate learning about ASEAN and contribute strongly to public relations for ASEAN tourism, leading to a general increase in intra-ASEAN tourism. An ASEAN Museum would be the hub destination for ASEAN tourists in Thailand.

Realistic challenges cited are language of communication, as well as the general readiness of the 10 member countries for much closer interaction. Having an ASEAN Museum available as the central focus for the inevitably increasing number of ASEAN events and programs will transform the abstract notion of ASEAN co-operation into a concrete reality.

C-asean is provided by the private sector, based on the concept of corporate social responsibility. It focuses on business and entrepreneurship, but it cannot ignore the arts and culture. C-asean will remain the center for those who want to start a region-wide business in ASEAN. Essential to such undertakings is understanding the attitudes and desires of the consumers who are so diverse in this region, because each country has different demands and expectations for products and services. If an ASEAN Museum can be established, it will make a strong contribution to learning about cultural differences in marketing approaches among member states. In building a better understanding in the region, an ASEAN Museum also contributes to helping establish more successful region-wide businesses.

Dr. Somkiat Onwimon’s concept of an ASEAN Birthplace Museum is focused on the origin of ASEAN, and he also proposed an ASEAN Studies Center. His idea emphasizes the suitability of Thailand as the location of an ASEAN Museum because of the Bang Saen Spirit. Being the place of origin of ASEAN itself is a strong argument for Thailand as the site of the ASEAN Museum. It is an excellent idea but to date has not been supported by any government.
Mr. Suwachet's proposed ASEAN Ethnic Museum fits well with the policy of the Ministry of Culture about ASEAN society and culture. His detailed arguments in support of the ASEAN Ethnic Museum provide an excellent model for establishing the ASEAN Museum by providing information about crucial factors such as the cost of construction, location, and chances of being established. Moreover, he understands very well that the ASEAN Museum would be much more than just a place to show exhibits, and it has greater potential.

Singapore does not have a long history, but has brilliantly applied a wider scope in its Asian Civilization Museum. The Singapore government would like to be a hub of business and is using the arts to reach this goal. This has in turn led to Singapore's drive to become a regional hub of the arts. Primarily, Singapore's Asian Civilization Museum received its main and essential funding from its government. However, government support is not infinite, so museums need to use marketing to earn more income, and not rely solely on the government. This is clearly a best practice for Thailand's ASEAN Museum. With active marketing, space rental, regular organized events, and tourism support, the ASEAN Museum would depend on government budget less, educate citizens more, involve citizens and visitors more, and attract more tourists.
CHAPTER 3

ROLE OF MUSEUMS AND BENEFIT TO ASEAN

Princess Maha Chakri Sirindhorn Anthropology Center said that a museum has five main roles, as follows:

1. Collection
2. Preservation
3. Research
4. Publicity
5. Exhibition

Nowadays, there are several types of museums around the world, with different styles of presentation. Whatever their focus, all museums must be based on these five roles.

Building the collection is the first item on the list. After a collection is accumulated, the museum must move on to other activities, otherwise the collection will only be a warehouse or stockpile of artifacts. This is the problem that all museums have had, from the past till now. It makes people feel that the place is nothing special and unattractive, ending up with people deciding not to visit. In addition we must consider the possibility that the ASEAN Museum will probably have no permanent collection beyond what is donated to it.

It is so essential to preserve that actually, preservation should accompany all the other principles. The artifacts, practices, arts, and beliefs, as well as their natural contexts must be maintained in a good state, namely, ready for visitors all the time.

Another essential role is studying, then bringing out the information and knowledge from the results of the studies. This knowledge and related artifacts, practices, and beliefs need to be described, publicized and exhibited or performed.
Museum authorities have to consider the correctness, completeness, and ease of understanding, especially when museum visitors have such a wide range of origins, social roles, genders and ages.

In the present day, the role of museums has to change, according to changing world interests, experience, and desires. It increases the need for museums to be good communication centers and beneficial study places, reaching people easily with more impact and depth of knowledge. Success in this area will be partly due to successfully publicizing the museum and its exhibits. These in turn must be relevant, challenging, even surprising. It is quite possible that the majority of the museum's programs and exhibits will be online.

The International Council of Museums (ICOM) divided museums into nine types.

1. Museum of Arts
2. Museum of Contemporary Arts
3. Museum of History and Archeology
4. Museum of Ethnology and Anthropology
5. Museum of Natural History
6. Museum of Science and Technology
7. Regional Museum – City Museum
8. Specialized Museum
9. University Museum

The ASEAN museum is by definition regional (7), and will focus on Ethnology and Anthropology (4). It will have the aim of helping different groups of people understand each other, and will build a better understanding of cultural differences worldwide (Khonkaen University). Occasional exhibits in the other areas of the list could be accepted if they are well prepared and rough surveys show an interest among the local public.
An ASEAN Museum could also occasionally function as a Specialized Museum, one which gets involved with a specific topic, event or person.

An ASEAN Museum would always be a mixture of the regional and cultural types. It is not only a place for exhibiting the essential stories of ASEAN, but to respond to the interests of various visitors who are interested in, or want to learn about ASEAN. Museums essentially exist to provide such services. An ASEAN Museum would perform as an intermediary of ASEAN. Thus, like all museums it would be far more important than just a place for an exhibition.

3.1 Significance and Practical Use of the Museum

Education today is not limited to the classroom, as it used to be. The whole world can now be a learning medium for children, youth and interested people. Nevertheless, for people to study without any guidance is not easy, and can be very time-and budget-consuming. So a museum is one tool that makes contemporary learning more effective and successful.

An ASEAN Museum is considerably important to this region since it would play a major role of resolving the ignorance and misunderstanding of the real similarities and the differences between member countries. An ASEAN Museum would function as an organ to publicize what ASEAN really is, what its limits are, and how essential it is to this region and to the world society. It would help to overcome barriers and to coordinate the mutual appreciation of the ten member countries. It would do so by becoming a center tracking the evolution of regional knowledge, education, art, culture, and technology. It is also important for the museum not to be limited to these traditional roles. For example it can be involved in the history of specific concepts, technologies, or even corporations. It will become an actual and functional center of cooperation and coordination in ASEAN.
3.2 Integration by Collaboration

Collaborative integration is indispensable. Nowadays there is a lot of research being done about ASEAN, but it is less effective than it could be, because each organization or individual works separately, and often independently. Complex problems nowadays can only be solved with information from a range of locations, procedures and processes. Especially in Thailand, as we have seen above, there are numerous government and private organizations, each of them responsible for their own framework only, but who is providing the co-ordination and the overview? An ASEAN Museum will begin with the concept of joint ownership and work together by coordinating with the member countries. It will continue to receive and exchange knowledge and opinion from ASEAN members for its operating and working procedures.

3.3 Greater Presence and Role of ASEAN

ASEAN has an important relationship with other regions in terms of transportation, imports, exports, labor mobility, etc. But it is still known as “South East Asia,” more than “ASEAN.” An ASEAN Museum will showcase the concept of ASEAN to ASEAN people and to the world. This will not simply be empty promotion, since as ASEAN becomes better known and accepted, this will strengthen and increase its bargaining power in economic deals, and its voice in international meetings. The “third pillar” of socio-cultural awareness and co-operation is now essential for the continuing progress of the other two pillars, economic and political.

For example, ASEAN is well known as a region that exports food supplies and manufactured goods to the world, but a lack of systematic product development and quality standards weakens its influence in world markets. This is just one of many economic and political problems resulting from the lack of cooperation between ASEAN members. Many economic and political problems have
a source in differences of culture and identity. Overall, the essential missing factor is trust. Trust can only be built by collaboration and co-operation, resulting in a shared identity. An ASEAN Museum will work directly in the several ways noted above to strengthen ASEAN co-operation and identity, and thus to work directly on the core obstacle to ASEAN's political and economic progress.
CHAPTER 4

FEASIBILITY OF ESTABLISHING AN ASEAN MUSEUM

To establish an ASEAN Museum in Thailand, we have to consider various criteria to assess the possibility of success. Assessing such factors is best done by feasibility studies.

4.1 Investment

Investment is always the very first factor that we think of when something needs to be built. Investing in the ASEAN Museum can be done in many different ways, and here are some possible sources of finance for the museum:

All of the capital for the ASEAN Museum could be invested by the Thai government, although there has been much talk about co-ownership. Since the museum is to be located in Thailand, this country will benefit the most, both directly and indirectly. In fact, a review of some of Thailand's recent projects concluded that huge amounts of money had been invested in unworthy projects, many of which have had negative impacts upon the population. Those impacts have not yet been resolved in many cases. For example the "Chao Phraya for All" project of the current government has proposed to build a river walkway for 14 kilometers along both sides of Bangkok's major river, at a cost of 14 billion baht \(\text{approximately 44.5 million US dollars}\) (Best Living Test Bangkok, 2016). Many of the people do not agree and oppose the project because they see limited benefit compared with the problems of the people who travel and live by the river. In their view that money should be spent on other schemes. Whether the government allocates funding from other schemes or sets up a new budget to establish the ASEAN Museum, financing is available, and it would be a most worthwhile project with great advantages and benefits for developing the country and ASEAN.
An ASEAN Museum could certainly find support from all the ASEAN member countries because of Thailand’s clear responsibility and leadership in funding, but also because of the clear benefit of an ASEAN Museum to all members. The museum can also solicit donations from the supportive ASEAN Dialogue Partners. There are nine Partner nations and one association: China, Japan, South Korea, India, the US, Australia, New Zealand, Canada, Russia, and the European Union. In the past, the relationship between ASEAN and the Partners has been as receiver and giver, but nowadays it is changing to more of a genuine partnership in which both receive benefits from each other. The Partners and ASEAN co-operate within the ASEAN 3 pillars under several topics such as transnational crime, finance, tourism, agriculture, education, culture, environment, and social welfare. While this kind of co-operation has been developing well, it could become even more efficient and successful with an ASEAN Museum. If the Dialogue Partners can see the advantages of an ASEAN Museum, and how beneficial it will be to the region and to themselves, they will support the Museum enthusiastically.

![Figure 4.1](image)

**Figure 4.1**. Intra-ASEAN investment, 1995–2016 (Millions of dollars and per cent). by The ASEAN Secretariat. ASEAN Investment Report 2017.
The above figure shows that there has been intra-investment among ASEAN members since 1995. Especially, 2016 was highest ranked at 25% or 25,000 million dollars. Probably, the rate is higher in subsequent years because it has been increasing each year since 2013. This could encourage investment in an ASEAN Museum.

As well as specific nations and regions, some international institutions have strongly supported ASEAN for the past 50 years. The Asia Development Bank (ADB) was founded to promote the general development, and specifically the economic systems of the countries in Asia and the Pacific by granting loans and providing technical and academic support. The Asian Infrastructure Investment Bank (AIIB) was initiated by China to invest in infrastructure in Asia. It aims to support sustainable economic development, especially infrastructure, in Asia. These two institutions have invested in many ASEAN countries for decades. An ASEAN Museum would help to develop ASEAN unity, and thus the member countries’ economic systems, in ways which are agreeable to the ADB and AIIB objectives. An ASEAN Museum can demonstrate its long-term value to these two international institutions and it should therefore be able to gain financial support from them.

Figure 4.2: ASEAN Infrastructure Availability and Quality. by Global Competitiveness 2014-15, World Economic Forum, ISEAS
These figures show the cross-border infrastructure project funding from AIIB to ASEAN. Thailand is within the top three countries in the region which receive AIIB funds for regional projects. If an ASEAN Museum is proposed to AIIB, it is another opportunity to get more funding.

These are some possible ways of gaining investment in an ASEAN Museum. Of course the Museum will require a combination of many financial sources such as the Thai government, ASEAN member countries, Dialogue Partners and international institutions.

4.2 Condition of Location

The location of the museum will be crucial, and should be chosen according to the followings criteria:

- in a country that has ASEAN think-tanks\(^2\) and trained museum management
- in a tourism area with nearby attractions
- transportation is convenient, near various restaurants and kinds of accommodation
- near some colleges, universities, or other research institutes which focus on ASEAN, in order to facilitate students, researchers, and serious tourists
- near places for religious practice, suitable for the diverse ASEAN religions

\(^2\) A think-tank is an institute, corporation, or group organized to study a particular subject (such as a policy issue or a scientific problem) and provide information, ideas, and advice (Merrian-Webster).
In general, Thailand supplies these criteria. Bangkok supplies them in abundance, but the historic and romantic attraction of Ban Laem Than, as outlined above, should still be considered since it supplies them as well, and the relaxing tourist attractions tend to counterbalance the conveniences of the metropolis, with all its attendant stresses.

Table 4.1

Tourist Arrivals in ASEAN 2015

<table>
<thead>
<tr>
<th>Country</th>
<th>Intra-ASEAN</th>
<th>Extra-ASEAN</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brunei Darussalam 1</td>
<td>119</td>
<td>99</td>
<td>218</td>
</tr>
<tr>
<td>Cambodia</td>
<td>2,098</td>
<td>2,677</td>
<td>4,775</td>
</tr>
<tr>
<td>Indonesia</td>
<td>3,861</td>
<td>6,546</td>
<td>10,407</td>
</tr>
<tr>
<td>Lao PDR</td>
<td>3,589</td>
<td>1,098</td>
<td>4,684</td>
</tr>
<tr>
<td>Malaysia</td>
<td>19,147</td>
<td>6,575</td>
<td>25,721</td>
</tr>
<tr>
<td>Myanmar</td>
<td>1,763</td>
<td>2,918</td>
<td>4,681</td>
</tr>
<tr>
<td>The Philippines</td>
<td>482</td>
<td>4,879</td>
<td>5,361</td>
</tr>
<tr>
<td>Singapore</td>
<td>5,749</td>
<td>9,483</td>
<td>15,231</td>
</tr>
<tr>
<td>Thailand</td>
<td>7,888</td>
<td>21,995</td>
<td>29,881</td>
</tr>
<tr>
<td>Viet Nam</td>
<td>1,301</td>
<td>6,643</td>
<td>7,944</td>
</tr>
<tr>
<td>ASEAN</td>
<td>45,992</td>
<td>62,912</td>
<td>108,904</td>
</tr>
</tbody>
</table>

Note: Adapted from ASEAN Statistics 2017.

The above table shows that in 2015, Thailand had more tourists than any other country in ASEAN. It had the most tourists traveling beyond ASEAN, and was second only to Malaysia for tourists traveling within ASEAN. If an ASEAN Museum is established, these travelers would be a large proportion of the visitors at the Museum. Moreover, the large and effective Thai Tourism industry will strongly encourage visitors to an ASEAN Museum in Thailand.
4.3 Cooperation

4.3.1 National

Prospective government ministries and departments, as well as the private sector should organize a conference to discuss the proposal of an ASEAN Museum in Thailand. According to ASEAN-related organizations, the government and the private sector have not been collaborating or coordinating their work about ASEAN. They only work within the framework and duties of their own organizations. Thus the various ASEAN-related organizations within Thailand are not coordinated, nor do they have the same goals, as they should. If an ASEAN Museum is established, then representative committees should be chosen from each supporting organization in Thailand. In fact, the Thai government, as the host of the Museum and the organizer of the project to establish it, must co-operate not only with international representatives, but also with representatives of these domestic organizations as well. Thailand can readily improve the organization of its domestic ASEAN-related interests, once the ASEAN museum is in place to co-ordinate them.

4.3.2 International

The ASEAN Cultural Center was founded by the coordinated participation of all ten ASEAN embassies (though it still needs the Thai Ministry of Culture to operate it and organize the ASEAN support). With the same limits, the international representatives who co-operate in the establishment of an ASEAN Museum will share the ongoing responsibility as co-owners. So there will have to be a carefully written and fully supported Charter to set museum policy. It really should be more of an action plan, covering policy and operations for the management of the museum, to ensure completely agreed and fair allocation of resources, especially space and exhibition time. The point is that there is already a functioning institution,
the ASEAN Cultural Center, filling this role and providing important examples and experience for the proposed ASEAN Museum.

4.4 Operation

The operating system of an ASEAN Museum would be different from that of the ASEAN Cultural Center. The ASEAN museum requires co-operation that aims to evolve the museum into more than a place for the display of artifacts or exhibitions. This museum will attract travelers from all over the world, people of all cultures, religions, ages and genders. The ultimate challenge will be to successfully operate as a model of ASEAN, with all its diversity, but also with its evolving will to unity. To the extent that the ASEAN Museum can operate successfully, it will make a major contribution to that same drive for unity within ASEAN. The contribution will be to build up, exhibit by exhibit, a sense of ASEAN identity shared by people of every member nation.

4.5 Marketing

The marketing aims of the museum will be:

a) To publicize the ASEAN Museum and attract people to visit it. This will be done by many participants: for example the Tourism Authority of Thailand, whose activities include promotion of Thai tourism through exhibits in other countries. The Ministry of Culture collaborates closely with the ASEAN Embassies. Media such as TV programs, newspapers, radio, and online sites can carry news and information, and advertising can be shown there. Professional marketing companies and public relations experts can also be engaged to improve marketing techniques, especially identifying various distinct groups or characters to target.
b) To provide more services, and to increase the income from such sources as entrance fees, library services, on-site restaurants, souvenirs, space rented to entrepreneurs, space rented for occasional events, membership fees, academic services, ASEAN language courses, and tourism facilitation (such as accommodation reservations, flight bookings, tourism packages, tickets for other attractions). These services can be co-ordinated with museum operations.

c) To encourage return visitors. One strategy is arranging activities celebrating the major festivals of member countries each month.

4.6 Existing Problems and Obstacles

Three major problems can be identified: different languages, working cultures, and levels of economic development.

Since ASEAN members have no real common language for communication between each other, English was selected to play that role. To date, most of the population in ASEAN lack English skills and knowledge because the development of the education systems has been unequal.

![Figure 4.3 Asian Nations Ranked by English Skill. by Education First, 2016.](Ref. code: 25605827040055ATK)
According to Figure 4.3, Thailand is 6th in ASEAN, excluding Brunei and Myanmar, which are not in the list. Thailand is 15th among the 19 countries of Asia, and is also 56th in the world, from a total of 72 countries. Thailand is in the red group which means “very low,” while three countries from ASEAN, Singapore, Malaysia and the Philippines, are the top three of all Asia with very high proficiency rankings. Thus not only is English poor in most of ASEAN, Thailand is one of the lowest. Thus all written material in the ASEAN Museum will have to be in Thai as well as other chosen international languages (at least English and Chinese), and oral explanations by guides will have to be pre-arranged according to the dominant language of the visiting group. This will also affect the everyday contacts of the museum staff, especially with ASEAN supporters.

Different working systems and the delay of ASEAN government bureaucratic systems are another set of obstacles involving many procedures, regulations, and unclear administrative frameworks. Thus, the museum operation has to be integrated and independent from both Thai and other ASEAN systems.

Different levels of economic development will also create divisions between those who want to invest more in the Museum and those who cannot. Also, there is chronic distrust in ASEAN between the six more wealthy original members and the four poorer more recent members. This distrust must be anticipated and preparations made to deal with it.
CHAPTER 5
THE POSSIBILITY OF THE ESTABLISHMENT OF
AN ASEAN MUSEUM IN THAILAND

Thailand is one of the most excellent locations in ASEAN. It is easy to access by land (highway and rail), water, and air. Thailand also has an abundance of famous attractions, food, culture, performing arts, fine arts, hospitality and service. That is the reason why Thailand is popular among tourists, whose purpose is to experience unique cultures, festivals, arts, and environments. Moreover, Thailand's cost of living is quite low, another factor that brings in tourists, especially to distant regions of the country.


5.1 Transportation

Thailand's standard of transportation is up to international level, and the Thai government's policy is to connect to all of Asia to increase the convenience of transportation in the country.

Thailand is the geographic center of mainland Southeast Asia. Transportation on land is by railway and road. At present, Thailand provides about 4,000 kilometers of rail (see Figure 5.1 below). Several modern high-speed regional rail lines are planned, which will further integrate mainland SE Asia. Bangkok is the center that connects to the other regions, and the Thai rail system connects to all its neighbours. There is a rail link to Chonburi, but unfortunately there is no rail link directly to Ban Laem Than, the place where ASEAN was created.
Figure 5.1 Thailand Railway Map. by Future of Thailand Project 2020.

Another tourism-related marine transport factor is "Thailand Marina Hub of ASEAN," a plan of the Thai government to improve ports which focus on yacht and cruise ships (ASTV Manager Daily, 2015).

Nowadays, air transportation is rapidly expanding its flight paths, airlines, and airports. Thailand has proven ability to support world class air travel, and has airports in every region. Suvarnabhumi Airport, the main airport of Bangkok, was ranked no. 5 worldwide by SKYTRAX World Airport Awards in 2015, and served 60 million people that year (Suvarnabhumi airport, 2015). Unfortunately there is no commercial airport at Baan Laem Than, where ASEAN was born.

5.2 Capability for Supporting Visitors

Thailand has a well-earned reputation for its high level of services to visitors, one of the main reasons why it has already become a hub of ASEAN. This has been supported by government policy to support any project that stimulates tourist
arrivals in Thailand. The numbers increase each year. In 2015, there was a total of more than 113 million arrivals (Ministry of Tourism and Sports, 2009-2015).

The number of tourists to Thailand increases each year, and the country has the ability and the infrastructure to provide for all types of travelers (see Figure 5.2). Furthermore, the prediction shows a good opportunity for Thailand to host more and more Asian (predominantly Chinese) tourists in the future.

Figure 5.2: Prediction of Foreign Tourists in Thailand, 2015–2020, by Economic and Financial Department, 2015.

In addition to all this, there are more than 600,000 accommodation rooms in Thailand, about half of them in tourism-destination cities (Thai Tourism, n.d.; Accommodations in Thailand, n.d.). Unquestionably, Thailand is the best equipped country in ASEAN to manage any number of tourists, many of whom will be visiting the ASEAN Museum of Thailand.

5.3 Human Resources

Thailand would support the operation of an ASEAN Museum with supportive government policy, reinforcement from the private sector, scholars and administrators from a large number of institutions and universities, and construction companies with strong portfolios including many world-class museums.
A considerable number of large and small museums have been established in the past few years and this is expected to continue into the near future, as shown in Figure 5.3 below. It has caused what could be called a “museum awakening” in Thai society (Fine Arts Department n.d.). That is also the reason that there are more experienced personnel available to work in a new museum.

“Museum Expo 2016” was an event held by the Fine Arts Department, Ministry of Culture, for the first time. It aimed to publicize museums in Thailand and to motivate people to recognize the role of museums. 36 museums and seven museum entrepreneurs participated and exhibited (Fine Arts Department n.d.). Clearly Thailand has many qualified museum personnel ready to work, and the number of museums is also increasing.

5.4 Policy and Capital

The Thai government would like to increase access of children and youth to new research and modern knowledge. The idea is that in the future educational institutions and their knowledge will motivate the next generation to grow and strengthen the economy and society of Thailand, and also of ASEAN. This in turn will increase education about, and familiarity with ASEAN in Thailand. It will also make the country truly become a “Hub of ASEAN” in all aspects.

The Ministry of Culture is responsible for promoting ASEAN and established the ASEAN Cultural Center, a great beginning to promote ASEAN learning and provide more channels for Thai students and Thai people in general to get to know ASEAN.
Table 5.1

**Work Plan and Projects of the Thai Ministry of Culture 2016**

<table>
<thead>
<tr>
<th>ASEAN Work Plan and Projects</th>
<th>Department</th>
<th>Budget (Baht)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote ASEAN. Show it is a clear advantage to be in ASEAN</td>
<td>Ministry of Culture</td>
<td>106,983,000</td>
</tr>
<tr>
<td>People learn about ASEAN countries, in the following ways.</td>
<td>Office of Permanent Secretary, Ministry of Culture</td>
<td>22,488,000</td>
</tr>
<tr>
<td>Exchange views, develop relationships between religions</td>
<td>Department of Religious Affairs</td>
<td>5,000,000</td>
</tr>
<tr>
<td>Develop arts &amp; culture cooperation and connectivity within ASEAN</td>
<td>Fine Arts Department</td>
<td>11,000,000</td>
</tr>
<tr>
<td>Publicize intangible cultural heritage in ASEAN</td>
<td>Department of Cultural Promotion</td>
<td>36,000,000</td>
</tr>
<tr>
<td>Develop arts &amp; culture cooperation and connectivity within ASEAN</td>
<td>Office of Contemporary Art and Culture</td>
<td>22,000,000</td>
</tr>
<tr>
<td></td>
<td>Bunditpatanasilpa Institution</td>
<td>5,000,000</td>
</tr>
<tr>
<td></td>
<td>Princess Maha Chakri Sirindhorn Anthropology Centre (SAC)</td>
<td>5,495,000</td>
</tr>
</tbody>
</table>

*Note.* Adapted from Ministry of Culture, 2016.

This level of activity and financial commitment by the Ministry of Culture is clear evidence that establishing an ASEAN Museum in Thailand is possible. With a suitable location it could be ensured that this museum will not be limited to only one ASEAN topic but will cover many of them.

**5.5 Ban Laem Than, Bang Saen, Chonburi**

**5.5.1 History and Name**

Ban Laem Than is a place full of the history, memories and inspiration of ASEAN. At this site ideas and goals arose which led to the founding of ASEAN 50...
years ago. Laem Than is one of many beautiful beaches in Bang Saen, Chonburi. The name Ban Laem Than was first officially recorded in the reign of King Rama V. In 1906, a royal princess of King Chulalongkorn went to stay for treatment at Ang Sila Royal Camp and visited a rocky point with remarkable huge stone formations, called Laem Than. Laem means "bay" and Than means "pedestal."

In the 1950s, many bungalows were built all around Thailand after the coup d'état of Field Marshal Plaek Phibunsongkhram, including at Ban Laem Than. Toward the end of his life, Ban Laem Than was the field marshal's preferred place to stay. Then it became accommodation for the many visitors to the Prime Minister's Office, till now (Theerasak Lohitkul, Aug 2015).

H.E. Thanat Khoman, the Thai Minister of Foreign Affairs at that time invited the four leaders of Indonesia, Malaysia, Singapore, and the Philippines to discuss setting up an association for the region. The meeting was very unofficial and informal, and the association created there was first called "Southeast Asia Association for Regional Cooperation" or SAARC. "The name does not matter much. It is what the association does that really counts" (Thanat, 1967). This was the "Spirit of Bang Saen," which involved "building the sense of being relatives, compromising, and leading to the establishing of the new association in this region satisfactorily" (Somkiat, 2014).

The 5th and 6th of August 1967 were the days that all the founding members met, without formal uniforms, assistants or secretaries. The meeting went on comfortably in the living room and balcony of the unit, but the decision of this small meeting would impact more than 200 million people.

On 7th August 1967, another meeting was held at the Ministry of Foreign Affairs, Saranrom Palace, Bangkok. The meeting took only 40 minutes, because of the good understanding from the Spirit of Bang Saen in Ban Laem Than. On the next
day, the ASEAN Declaration (informally the “Bangkok Declaration”) was signed officially (Somkiat, 2014).

Figure 5.3 The Signing of the ASEAN Declaration. by https://aecnewstoday.com/2017/asean-at-50-firing-up-or-powering-down/#axzz4veNZg5mf by East Asia Forum.

5.5.2 Geography

Figure 5.4 Chonburi Province in Thailand. by https://en.wikipedia.org/wiki/Chanthaburi_Province
Chonburi is a province in eastern Thailand, bordering on Cambodia. The Laem Than site is located in Tambon Saen Suk, Bang Saen, Amphor Mueang, Chonburi.

- **Transportation**

It is very easy and comfortable to travel to Chonburi from Bangkok. It is about 80 kilometers by either of two major highways. Laem Than is about 20 kilometers further from the provincial capital of Chonburi. A train link is in planning.

Chonburi has a very large commercial port called Laem Cha-Bang Deep Sea Port. Recently, a ferry route has been established between Chonburi and Cha-Am – Hua Hin, across the Gulf of Thailand, connecting these two major tourist destinations. Although Chonburi does not have a commercial airport, private flights take around one hour from Bangkok’s International Airport.

From the facts above, for many positive reasons Thailand is an excellent location to establish an ASEAN Museum. When focusing on exactly where the museum should be located, Ban Laem Than is one of the most suitable places that comes to mind. Its historical role in the creation of ASEAN gives Ban Laem Than strong support as the site of the ASEAN Museum. But it is the palpable presence of the ASEAN Spirit which clinches it as the best site in ASEAN for the Museum.

### 5.6 An ASEAN Museum Model

Considering all the above supporting information about Thailand as the site of an ASEAN Museum, here is what the Museum will look like if it actually is established in the future. The ASEAN museum model proposed below is based on the studies and interviews of several organizations and research projects. Below is another interview, which focuses on the details of actually setting up an ASEAN Museum in Thailand.
5.6.1 Special Interview with Museum Siam Official on the Information needed to apply for an ASEAN Museum

Interviewed was Mr. Suthee Wongprapai, Senior Policy and Planning Analysis Officer at Museum Siam. The interview took place on 26 January, 2018, at Museum Siam, Bangkok from 13.00 - 14.00 PM.

Right at the beginning Mr. Suthee said that most of the financial support for Museum Siam comes from the Thai government because the museum itself does not have much income. Most of its income comes from the entrance fee, space rental, and its souvenir shop. The museum’s budget can be divided into 3 areas: mission, personnel, and operations. Government financial support for operations is about 120 - 150 million baht (roughly 3.8 - 4.8 million US dollars) each year. The museum has to submit an annual proposal to the government for the next year’s events and displays in order to justify this financial support. Recently, the museum was renovated, at a cost of about 80 million baht.

The museum’s target is children and youth. It aims to change the attitude of visitors toward the museum: it is not just a place for collections of stuff. Instead it functions as a learning space and can also be used for social purposes such as making an appointment, meeting at the coffee shop, or eating.

The museum regularly launches new exhibitions to attract visitors and persuade them to enjoy and to return to the museum. The rotating exhibitions provided new stories every 3 months. These new exhibitions are continuations of the stories in the main exhibition or they are related issues which interest Thai society. Old exhibitions are moved into large container trucks and head to other cities for those who have not have a chance to visit Museum Siam. This project is called “Museum Mobile.” It gets more value out of each exhibit and also increases the general public’s awareness of Museum Siam.
There are many others activities, for example: Museum Festival (a collaboration with the local museums in several provinces); Night at the Museum (opening up the museum in the night time, for people to visit); Museum Thailand (a website with information about all the museums throughout the country); Museum Pass (a ticket that you buy once and can use at various museums all over the country for a year, begun in 2013), and many others.

If a museum allows people to touch the artifacts, definitely there must be some damage and loss. Nevertheless, Mr. Suthee pointed out that it is desirable for visitors to interact with the artifacts, and damage is inevitable. The actual problem and barrier to museum function is that some of the requested budget is not accepted by the government, and this strongly affects to the planning and management of exhibitions and programs.

He gave his personal opinion about the ASEAN Museum, if it actually happens. He said it should be situated in Bangkok because it is easy and convenient for transportation, but if it is located at Ban Laem Than, the transportation needs to be dealt with. For example, the National Science Museum in Pathumthani provides a shuttle bus from a major bus terminal to the museum, as an added incentive for people to visit the museum.

Mr. Suthee recommended that the best way to gain financial support from the government is for the ASEAN Museum to first be accepted as a policy of the government. Also, the ASEAN Museum should not rely solely on the government for financial support. We should look for other ways, such as a private sector sponsor. He also recommended Museum Online. This is a website that would allow people to visit the ASEAN Museum from anywhere in this world.

Mr. Suthee also gave more relevant and useful information about Museum Siam to assist in the establishment of the ASEAN Museum. Museum Siam
was established in 2005-07, by the National Discovery Museum Institute, Office of Knowledge Management and Development. Its budget comes from both government and private support. The annual budget of Museum Siam is divided into Operations 18%, Mission 56%, and Personnel Resources 26%.

Museum Siam’s Vision is that Thais can build on their knowledge continuously through discovery museums, and its mission has four goals. The first is to provide support for children, youth, and the general public to search for knowledge and build it up in a continual manner through museums of discovery. The second is to establish prototype museums and disseminate relevant knowledge. Next is to support, promote, and develop a collaborative museum network to standardize the process of establishing museums, and their management. The final goal is to disseminate information about cultures through histories, ways of life, beliefs, and values, as well as emphasizing the value of human diversity amid the various civilizations around the world.

**Museum Siam Administrative Divisions**

- Office of the Director: sets strategy and policy
- Administration Office: includes accounting and personnel departments
- Academic Office: does research, publishing, and seminars
- Museum Siam Office: manages the building and related areas
- Technology and Space Management Office: supports, maintains space for IT work

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3 National Discovery Museum Institute (NDMI) is a specific organization under the Office of Knowledge Management and Development Public Organization (OKMD). It was established by a declaration of the Knowledge Development Executive Board on June 18, 2004. The objectives are to set up Museum Siam. (National Discovery Museum Institute, 2004)
- Communication and Marketing Office: promotes rentals and activities to earn income
- Museum Network Office: assists and supports museum networking
- Museum Guides: supports guides in providing information to visitors
- Personnel Resources: manages staff salaries and welfare
- Operations: manages supplies of water and electricity, building maintenance

5.6.2 Sample museum design in the 2013 thesis “ASEAN Ethnic Museum,” (Suwachet 2013a)

The Review of Related Organizations and Literature in Chapter 2, introduced the thesis proposal of an ASEAN Ethnic Museum. Here we will look at that proposal as a design model for an ASEAN Museum. Below is the organization and space partitioning of Suwachet’s ASEAN Ethnic Museum, which was divided into seven zones.

1. Museum zone
2. Living Exposition (outdoors) See figure below.
3. Exhibition
4. Office
5. Service area
6. Support area
7. Parking
Figure 5.5  ASEAN Village housing exhibit concept of “ASEAN Ethnic Museum” by Suwachet 2013a

The design of ASEAN Ethnic Museum by Mr. Suwachet can be applied to the ASEAN Museum because it was inspired by the same event: the founding of ASEAN.

5.6.3 The example of ASEAN Museum

This part will be divided into three topics: organization of ASEAN Museum, comparison of ASEAN Museum to Museum Siam, and comparison of ASEAN Museum to the ASEAN Ethic Museum. It will help in organizing and planning the operation of the ASEAN Museum site.

- Organization chart of ASEAN Museum

The interview information on the existing Museum Siam and ideas on the proposed ASEAN Ethnic Museum can be applied to the organization of the ASEAN Museum. These sources give us ideas on the operation and planning of the ASEAN Museum, which would be divided into eight divisions:

- Office of the Director would be responsible for setting up the policy and overall control.
- ASEAN Co-ordinate Office would take charge of coordination with the member countries, representatives and relevant organizations.
- Academic Office would be responsible for gathering knowledge and information, setting up exhibitions.
- Administrative Office would manage the overall work in the museum, including Human Resources, Accounting, Budget and Planning.

- Marketing and Activities Office would run rotating exhibitions, activities, and earn income by space rental and the souvenir shop.

- Public Relations Office would produce the PR material, and publicize the museum and its activities.

- Technical and Maintenance Office is separated into two sections: the first would be responsible for the museum zone; the second would be responsible for the building and surrounded area, including housekeepers and security guards.

- Service Office would provide other services which relate with academic and leisure activities.
Figure 5.6 ASEAN Museum Organization Chart by Kanyarat Muanthong.
### Table 5.2

*Comparison of Suwachet's Proposed ASEAN Ethnic Museum and the ASEAN Museum Proposed in this Thesis*

<table>
<thead>
<tr>
<th>Factors</th>
<th>ASEAN Ethnic Museum</th>
<th>ASEAN Museum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Huay Khwang, Bangkok</td>
<td>Ban Laem Than, Chonburi</td>
</tr>
<tr>
<td>Size</td>
<td>roughly 48,000 square meters</td>
<td>32,000 – 48,000 square meters (Ban Laem Than and surrounding area)</td>
</tr>
<tr>
<td>Site location</td>
<td>In national capital, Bangkok; commercial zone, high population</td>
<td>A few hours travel from Bangkok, on the seaside, low population, popular tourist area</td>
</tr>
<tr>
<td>Construction budget</td>
<td>9.5 million US dollars</td>
<td>9.5 million US dollars</td>
</tr>
<tr>
<td>Financial support</td>
<td>Government and private sector</td>
<td>Government, private sector and ASEAN members, Partners</td>
</tr>
<tr>
<td>Division</td>
<td>- Administration Office&lt;br&gt;- Main Office&lt;br&gt;- Support Office&lt;br&gt;- Services Office</td>
<td>- Office of the Director&lt;br&gt;- ASEAN Co-ordinating Office&lt;br&gt;- Academic Office&lt;br&gt;- Administrative Office&lt;br&gt;- Marketing and Activity Office&lt;br&gt;- Public Relations Office&lt;br&gt;- Service office&lt;br&gt;- Technical, Maintenance Office</td>
</tr>
</tbody>
</table>
The ASEAN Ethnic Museum is very similar to the ASEAN Museum. It uses the same ideas about ASEAN. So the ASEAN Museum can adopt and adapt many ASEAN Ethnic Museum ideas about location, site, and financial support.

Table 5.3

Comparison of Museum Siam and the ASEAN Museum Proposed in this Thesis

<table>
<thead>
<tr>
<th>Factors</th>
<th>Museum Siam</th>
<th>ASEAN Museum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Divisions</td>
<td>- Office of the Director</td>
<td>- Office of the Director</td>
</tr>
<tr>
<td></td>
<td>- Administration Office</td>
<td>- ASEAN Co-ordinating Office</td>
</tr>
<tr>
<td></td>
<td>- Academic Office</td>
<td>- Academic Office</td>
</tr>
<tr>
<td></td>
<td>- Museum Siam Office</td>
<td>- Administrative Office</td>
</tr>
<tr>
<td></td>
<td>- Technology, Space Management Office</td>
<td>- Marketing and Activity Office</td>
</tr>
<tr>
<td></td>
<td>- Communication and Marketing Office</td>
<td>- Public Relations Office</td>
</tr>
<tr>
<td></td>
<td>- Museum Network Office</td>
<td>- Service office</td>
</tr>
<tr>
<td></td>
<td>- Museum Guides</td>
<td>- Technical, Maintenance Office</td>
</tr>
<tr>
<td>Number of Staff</td>
<td>59</td>
<td>80 (larger than Museum Siam so it should require more staff)</td>
</tr>
<tr>
<td>Construction Restoration budget</td>
<td>4.7 million US dollars</td>
<td>9.5 million US dollars</td>
</tr>
</tbody>
</table>


Annual budget

| Roughly 3.8 – 4.8 million US dollars | Estimated 6.4 million USD since area, staff and target are larger |
The construction budget of ASEAN Museum in Thailand is approximately 9.5 million US dollars because the size and design is similar to ASEAN Museum.

Museum Siam is not exactly similar to the ASEAN museum but the scope of the operation is that of a museum, so some part of it can be adapted to the ASEAN Museum, parts such as divisions, number of staff, annual budget, services, income and target.

The comparison of these museums with the organization chart of the ASEAN Museum makes the proposed ASEAN Museum clearer and its organization more likely.

An ASEAN Museum will happen if the Thai government supports it, and if all ten ASEAN member countries do so as well. These are both crucial issues, but beyond the scope of this thesis. Certainly the current political situation of Thailand is not stable, so no decision can be expected for several years yet. If the Thai

<table>
<thead>
<tr>
<th>Factors</th>
<th>Museum Siam</th>
<th>ASEAN Museum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>entrance fee, rental space, souvenir shop</td>
<td>entrance fee, rental space, souvenir shop, library fee, member fee, spa, tourism service, academic service fee, language fee (translation, classes)</td>
</tr>
<tr>
<td>Target</td>
<td>children and youth</td>
<td>children, youth, students, scholars, tourists (especially from ASEAN), investors, immigrants, and general population</td>
</tr>
<tr>
<td>Services</td>
<td>coffee shop, restaurant, library, souvenir shop</td>
<td>ASEAN Food Center, library, souvenir shop, spa, tourism services, academic service center, ASEAN language center. These services seem suitable.</td>
</tr>
</tbody>
</table>
government does commit to the museum, ASEAN members, Partners and many international organizations are sure to support it.

Definitely, as proposed here, this ASEAN museum will have to begin with Thailand as initiator and host. An ASEAN Museum will first have to be accepted as a project of the Thai Government. But a good plan, mission and financial resources can make the idea of an ASEAN Museum more real than it has ever been, and more likely to be accepted by the Thai government when it is ready.
CHAPTER 6
CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The aim of an ASEAN Museum is to build a better understanding among ASEAN people and ensure Thailand's role in building ASEAN unity. But in the present day, ASEAN is still far from the goal of full cooperation, although ASEAN has definitely become more stable and recognized worldwide. The ASEAN Museum is proposed as an active and effective tool for building an ASEAN identity.

In this thesis the ASEAN Museum is proposed to be built in Thailand. The selected location is Ban Laem Than, Chonburi, the place where ASEAN was born. This location is rich in the “ASEAN Spirit.” Thailand is a country with many think-tanks, institutions, and centers doing research on ASEAN, and for decades now ASEAN has become increasingly prominent in elementary and secondary school curricula. It is also common in print publications, TV programs and online. ASEAN awareness is most advanced in Thailand.

Thailand is the most suitable country in ASEAN to host the ASEAN Museum due to the fact that it is most capable of building, managing, and maintaining an ASEAN Museum. This is due in part to the educational institutions mentioned above and also to its world-class highly developed and funded tourism industry.

Although Thailand is to be the host and manager, the ASEAN Museum depends on the full cooperation, participation, and co-ownership of the other nine ASEAN member countries. Beyond that, it also depends on support from ASEAN Dialogue Partner countries, the Asia Development Bank (ADB), and the Asian Infrastructure Investment Bank (AIIB). Of course the museum must try not to rely solely upon the Thai government, or even just upon ASEAN and related partners.
Sustainability and some independence will be gained by any internal fund raising, such as space rental, occasional fees charged, memberships, co-operative cultural entertainment ventures, etc.

Any museum is a place for knowledge. But more than that, the ASEAN Museum in Thailand would build better understanding and deeper cooperation within the region. It will also tell the story of ASEAN to people from all over the world, as Thailand has already proven itself a major hub of ASEAN, especially in terms of business, transport, and tourism. Visitors from within and from beyond ASEAN will also be able to perceive the essential and unique points of each ASEAN member, and how they fit into this great regional association. Hopefully, the ASEAN Museum will be established in Thailand, a country that is ready and able to build the importance of ASEAN, to become the center of cooperation and development in ASEAN, and to proudly demonstrate ASEAN to the world which already comes to its doorstep every year.

An ASEAN Museum in Thailand will never happen without a core group of people dedicated to cooperation, and possessing a determined intention to solve problems and find ways to compromise on the most difficult issues. Each country is unique, but along with their differences they have their similarities. Beyond that it needs full acceptance as a Thai government project, even though this is still several years distant.

The details presented strongly imply that establishing an ASEAN Museum in Thailand is a real possibility.

6.2 Recommendations

The comparison in Chapter 5 about ASEAN Museum with ASEAN Ethnic Museum and Museum Siam are strong recommendations and examples that should be adopted for ASEAN Museum. Not only the similarity between the ASEAN
Museum and the ASEAN Ethnic Museum can be used as a model for building the ASEAN Museum but also the organization system and construction budget can be used. Although Museum Siam has difference exhibition topics, the ASEAN Museum could learn from it, particularly the operations, divisions, costs, and management. The interviewed information on Museum Siam helps a lot in organizing and managing the ASEAN Museum.

The conclusion that emerges from this research is that an ASEAN Museum can definitely be established in Thailand. Not only would an ASEAN Museum be beneficial to Thailand and to ASEAN, but it would help to reduce many of the present-day cultural differences between Thailand and ASEAN.

However, there are still some issues to be addressed and resolved, including how to clarify the operation of the museum, and how the many challenges of ASEAN multiple ownership can be met and overcome. A particular effort will have to be made to integrate the communication styles of ASEAN delegates in order to reduce the often laborious and time-consuming procedures of all Southeast Asian governments, and to function more effectively and rapidly. In other words, the ASEAN Museum will only function with a strong element of the ASEAN Spirit. Especially if it is located in Laem Than, this is not as improbable as it may seem.

Some recommendations are as follows:

- The institution should be established under the direct responsibility of ASEAN representatives. Thereafter ASEAN representatives must be consulted regularly, but the everyday operation of the Museum will be under the Thai Ministry of Culture.

- Museum activities and events should be publicized using the most current media channels. Interested local people, ASEAN visitors, and tourists need to know that it can assist and advise them on any aspect of ASEAN.
- To start the process, a convention of all stakeholders must be held to brainstorm a way to...
  - clarify the idea
  - identify the obstacles
  - identify the major supporters and funders, especially leaders who will make it happen
- Set a time and program to get this proposal approved by the Thai government
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APPENDICES
APPENDIX A

INTERVIEW QUESTIONS

In this study, information about ASEAN-related organization, will be gained by interviewing purposive informants, focused on these questions:

1. Why was your ASEAN-related organization set up?
2. What are your present and future operational plans?
3. What are your problems and obstacles?
4. Who will gain the main benefit from your organization?
5. Do you think an ASEAN Museum in Thailand is feasible?
6. If not, why not? If so, how would it best relate to your organization?
BIOGRAPHY

<table>
<thead>
<tr>
<th>Name</th>
<th>Miss Kanyarat Muanthong</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Birth</td>
<td>March 16, 1992</td>
</tr>
<tr>
<td>Educational Attainment</td>
<td>Academic Year 2016 : Bachelor of Arts and Science, South East Asia University, Thailand</td>
</tr>
<tr>
<td>Work Experience</td>
<td>Accountant Executive at Siriraj Museum</td>
</tr>
<tr>
<td></td>
<td>Guest Relations Officer at Rattanakosin Exhibition Hall</td>
</tr>
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