Community Based Tourism Handbook

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(Responsible Ecological Social Tour-REST)

Contents

Acknowledgement

Foreword - Four Words: "Please - Don't pass by"

Community Based Tourism - CBT- is a unique, participatory model of tourism which offers the potential to create real and lasting benefits for a wide spectrum of stakeholders, both inside and outside the community. As practitioners and developers of CBT, REST appreciate the hopes which potential CBT practitioners will bring to this CBT Handbook. We share in your excitement and wish you every success in your work. We hope that this Handbook will be a useful resource for you.

Nevertheless, from the beginning of the Handbook, REST wish to encourage all readers to contemplate a crucial lesson. Despite its promise, CBT should not be regarded as a perfect, prepackaged solution to community problems. CBT is neither a miracle cure, nor a knight in shining armor that will gallop into rescue communities from all their troubles. If carelessly applied, CBT can create problems and even bring disaster upon the community. So, please: 'Read with Hope', but 'Handle With Care'.

Firstly, before initiating CBT, we must first put all of our energy and efforts into selecting a suitable community. We must lay a firm foundation before deciding whether or not to go ahead. Furthermore, we must be committed and prepared to stop the project at anytime upon perceiving that it is either beyond the capacity of the community to manage or that it is causing clear negative impacts to the community.

Secondly, we encourage all readers who desire, plan, or determine to apply CBT, to employ your full concentration and contemplation towards realizing the goal of genuine Community Managed CBT. If CBT is to be successful and sustainable, the essential ingredients to manage CBT must be developed within the community. We, as 'outsider' CBT practitioners, simply facilitate the necessary Human Resource Development to empower the community to realize and manage CBT for themselves.

Simply put, we must conduct our work with honesty and integrity, acknowledging from the outset that our fundamental responsibility remains 'The Best Interests of The Community.' Before YOU ask community members to commit themselves to CBT it is wise to question YOUR own commitment. Ask YOURSELF the question: 'Am I prepared, if necessary, to walk away from CBT empty handed?' If the answer to this question is 'YES' - then YOU are prepared for the many challenges that lay ahead...

Though containing only 12 chapters, this manual represents the lessons and the love of 8 years of experimentation with local communities and their leaders in different project areas around Thailand. Originally, CBT activities were part of the Thai Volunteer Service (TVS). Our team decided to take a risk, going against a heavy storm of criticism, both locally and abroad, during the prelude to founding REST.

Every word in this Handbook, both those above and those to follow are conclusions drawn from the practical successes and failures of CBT, undertaken 'on the ground.' This is a 'Hands-On' Handbook, in that it offers practical advice and strategies to deal with practical challenges 'in the field.' Development practitioners will notice that CBT in fact shares many lessons in common with other development activities worldwide.

Our 'practical' work is, of course, based upon our own values and beliefs. In the hope that it will illuminate the reasoning behind our practical working strategies, we offer our readers a brief overview of our guiding principles:

The world is dynamic. Clashes between "old" and "new" are inevitable in the process of development. Be prepared!

Good people can be discovered in all places and in every kind of work.

'Small people' from every corner of the globe are increasingly able to communicate with each other, crossing the boundaries of nations and reshaping the boundaries of thoughts.

REST believe that, inevitably, the role of these individuals and groups will exceed the role of Nation States in defining 'Development Work.' In this 'Extra-National Human Context', Development Work offers the potential to truly develop Mankind. The meeting and sharing of these diverse contributors offers all Human Beings an 'Alliance of New Hope for the 21st Century'.

The Tourist Industry responds to a striking factor in human instinct that seems to draw individuals to travel and explore whenever the chance is allowed. REST takes our profound understanding and strong belief in the philosophy, principles and approach of Sustainable Community Development and applies them to this key insight into human nature.

CBT offers a strategy to practically harness the Wanderlust of the human spirit and apply it to the goals of Development Work.

Although not the first pioneers in this field, REST has clearly proven our firm determination to realize a successful model of CBT. Furthermore, we are proud to claim this achievement as the work of Thai People. REST has formulated the theoretical body of knowledge supporting CBT ourselves. The conclusions we offer are based purely upon our accumulated, grassroots lessons, at home in Thailand. Unlike most disciplines, our CBT proposition has been accepted at international forums without borrowing from Western theories.

However, REST's staff accept only a small token of credit for our achievements. The key contributors are, of course, the women and men from local communities who have participated actively in challenging and enriching our vision of CBT throughout the long development of our grassroots Community Development work . It is in this sense that we claim the successes of CBT on behalf of local Thai People.

The REST team is continuing to grow and to develop in the field of Social Development Work. The lessons we are learning are enabling us to interact ever more effectively with the "small people of the remote communities". Acknowledging the human factors, we are striving to keep in tune with the gradual transformation of local-level societal dynamics.

We accept the principle that in development work "outsiders assist, insiders do". By keeping our finger on the pulse of internal community change we hope to remain a vital contributor to sustainable community development. It is by no means easy for external parties to know the right approach towards development. As development practitioners, we are likely to be perceived and criticized, at one time or another, as:

> Those with money, acting as if they were following God's commandments;
> Those good at copying, hunting for rewards;
> Those working hard, producing nothing;
> Those determined and active, limited by specific focus;
> Those intellectual, searching for a development approach.

REST is aware of these pitfalls. We did not create this manual to act as a blueprint to follow. Please do not apply the community to this handbook, but rather apply the handbook to the needs and circumstances of the community. Individuals, groups and institutes need to put their heads and their hearts together in order to put CBT into practice. Cooperation, collaboration and participation occurs between people.

Finally, REST would like to express our sincere appreciation to all of our friends at both local and international level who have extended moral, intellectual and financial support to REST. REST will continue to draw lessons from our experiences and to develop and disseminate our growing body of knowledge about CBT. We hope that this Handbook will represent simply the first ray of sunlight in the dawn of a bright new day for Sustainable Community Development.

With faith,
REST

1

Community Based Tourism : Principles and Meaning

1. Underlying Ideas

2. Community Based Tourism-CBT

3. Terms and Definitions for Types of Tourism Similar to CBT

4. CBT and Community Development

5. The Process of Facilitating the Development of CBT

Community Based Tourism Principles and Meaning

1. Underlying Ideas

Amidst the social changes brought on by globalization, local communities cannot live in isolation. Thai communities and many similar communities around the world have passed the time of absolute self-reliance and are increasingly dependent upon the outside 'urban' world. Interacting with the outside world will not be easy for local communities without sufficient and strong social, cultural, and economic resources.

Unfortunately, across Thailand, the influence of Mass-Consumerism is precipitating the degradation and destruction of natural resources crucial to local communities' livelihoods. Simultaneously, materialism and consumerism are influencing and destabilizing the value systems of established social systems and cultures. Meanwhile, on the national level, a standardized education system and a local administration controlled and directed by the central government are forcing remote, rural communities to become increasingly depend on the state.

Fortunately, there are countervailing social trends in Thailand that open up alternative directions for the future of Thai communities. An increasing number of people are becoming aware of the importance of natural resources conservation and of protecting the environment. The democratization of Thai society is opening ever-greater opportunities for members of the public to use their voice, express their opinions and play a role in the direction of social development. At the same time the importance and profile of the issues of human rights and equal treatment under the law are growing in the public conscience.

These trends are supported by developments in the United Nations and international institutions and by academics and conservationists who understand sustainable development. The understanding of people in urban society that have connection to rural communities is an essential base for designing and implementing successful development strategies. Tourism is one way to bring people of different backgrounds together. Ideally, tourism seems to offer hosts and visitors a unique opportunity to share their different cultures and points-of-view. Members of different societies are able to share first-hand experiences together and to develop personal relationships which can grow into powerful alliance contributing towards the sustainable development of society.

Despite this potential of tourism it is a sad fact that in the 50 years since the worldwide emergence of the tourism industry communities have received few, if any, benefits from tourism. Instead, they have suffered a spectrum of negative impacts that have damaged their natural resources and changed their society and culture in multiple ways. In truth, communities have benefited very little from tourism.

CBT, however, does not seek to address the question: "How can communities benefit more from tourism?". It seeks instead to address a different, developmental question: "How can tourism contribute to the process of community development?".

Community Based Tourism (CBT) is a unique type of tourism with characteristics quite different from mass tourism. Those who intend to put CBT into practice need to fully understand the underlying ideas, principles and components behind CBT.

CBT is not simply a tourism business that aims at maximizing profits for investors. Rather, it is more concerned with the impact of tourism on the community and environmental resources. CBT emerges from a community development strategy, using tourism as a tool to strengthen the ability of rural community organizations that manage tourism resources with the participation of the local people. However, CBT is far from a perfect, prepackaged solution to community problems. Nor is it a miracle cure or a knight in shining armor that will come to save the community. In fact, if carelessly applied, CBT can cause problems and bring disaster.

For this reason, communities that are appropriate for the development of CBT must be chosen carefully and adequately prepared before operating CBT. More importantly, the community should have the strength to modify or suspend CBT, should it grow beyond the management capacity of the community or bring unmanageable negative impacts.

2. Community Based Tourism (CBT)

2.1 Principles of CBT

The principles listed below present the concept of CBT, and the way the host community can use tourism as a tool for community development.

CBT should:

1. Recognize, support and promote community ownership of tourism;
2. Involve community members from the start in every aspect;
3. Promote community pride;
4. Improve the quality of life;
5. Ensure environmental sustainability;
6. Preserve the unique character and culture of the local area;
7. Foster cross-cultural learning;
8. Respect cultural differences and human dignity;
9. Distribute benefits fairly among community members;
10. Contribute a fixed percentage of income to community projects;

Before developing CBT in line with these principles, it is necessary to prepare and build the capacity of the host community to manage tourism. CBT marketing should also promote public awareness of the differences between CBT and mass tourism, educating people to realize the importance of CBT as a community tool for resource conservation and cultural preservation. This will attract appropriate tourists for CBT.

2.2 Terms and Definitions

Tourism in which the community plays a role goes by a great variety of names: 'Community Based Tourism' (CBT), 'Community Based Ecotourism' (CBET), 'Agrotourism', 'Eco' and 'Adventure Tourism' and 'Homestay' are a few of the prominent terms. Among academics worldwide, there is not yet any consensus on terms for various types of tourism.

In Thailand, the use of these terms is complex, confusing and lacks a standardized terminology. The Tourism Authority of Thailand (TAT) has established the two dominant definitions of 'Ecotourism' and 'Agrotourism.' Meanwhile, private tourism businesses across the country have mixed up their own formulas of 'travel to natural sites' with 'adventure tourism' labeling this mixture 'Eco' or 'Adventure' Tourism.
For the most part, these labels have been manipulated merely as marketing tools to attract customers rather than describing or representing a cogent set of social or environmental principles.

Many community groups that practice 'environmentally friendly' versions of 'community tourism' use a Thai term to define their activities which literally translates as "Conservation Tourism." Broadly speaking, these activities included some form of local, public participation. This is usually translated in English as "Ecotourism". CBT developed from these forms of tourism to become Community-Based Sustainable Tourism (CBST). In Thailand, the Responsible Ecological Social Tours Project or REST pioneered community-based tourism under the name "Community Based Tourism-CBT"
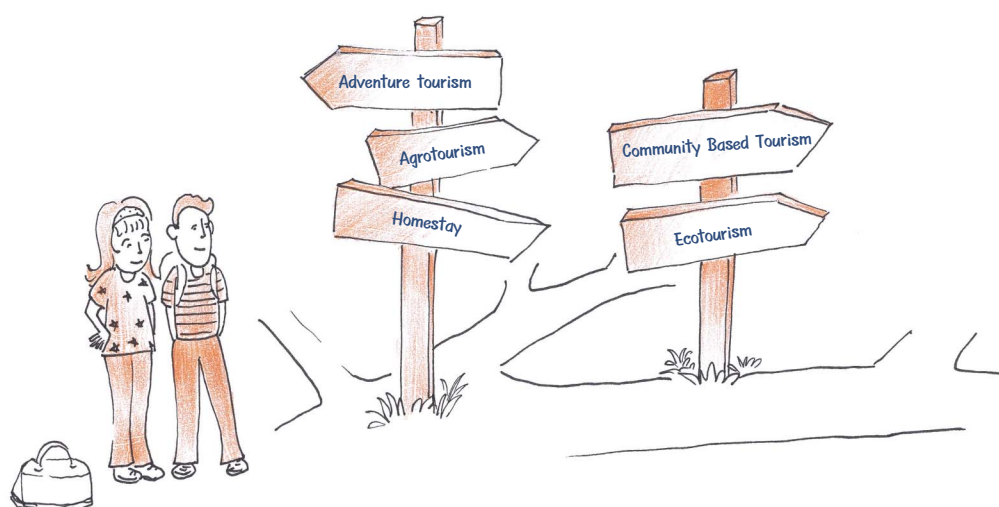
In recent years, Ecotourism has become popular worldwide. Meanwhile, the principle of active community participation in tourism has gained wider acceptance. The United Nations declared 2002 the "International Year of Ecotourism". This fortunate and opportune rise in the international profile of Ecotourism nevertheless gave rise to yet another new term: Community Based Ecotourism (CBET)!

Seeking an absolute 'Final Consensus' on all the terms and definitions of the many diverse types of Ecotourism is difficult and probably not worth the effort. Our time and energy are really better spent focusing on the objectives of tourism. The present handbook focuses solely on CBT. Nevertheless, other types of tourism are presented here briefly, for comparison purposes only, in order to help the reader to more clearly understand the unique concepts of CBT.

2.3 The Definition of Community Based Tourism (CBT)

"CBT is tourism that takes environmental, social, and cultural sustainability into account. It is managed and owned by the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life".

(REST, 1997).

The following are the key elements of CBT:

Natural and Cultural Resources

- Natural resources are well preserved
- Local economy and modes of production depend on the sustainable use of natural resources
- Customs and culture are unique to the destination

Community Organizations

- The Community shares consciousness, norms and ideology
- The Community has elders who hold local traditional knowledge and wisdom.
- The Community has a sense of ownership and wants to participate in its own development

Management

- The Community has rules and regulations for environmental, cultural, and tourism management.
- A local organization or mechanism exists to manage tourism with the ability to link tourism and community development.
- Benefits are fairly distributed to all.
- A percentage of profits from tourism is contributed to a community fund for economic and social development of the community.

Learning

Tourism activities and services aim at:

- Fostering a shared learning process between hosts and guests.
- Educating and building understanding of diverse cultures and ways of life.
- Raising awareness of natural and cultural conservation among tourists and the local community.

2.4 Elements of CBT

3. Terms and Definitions for Types of Tourism Similar to CBT

3.1 Ecotourism

'Ecotourism' is 'Responsible Travel' in areas containing natural resources that possess endemic characteristics and cultural or historical resources that are integrated into the area's ecological system. Its purpose is to create an awareness among all concerned parties of the need for and the measures used to conserve ecosystems and as such is oriented towards community participation as well as the provision of a joint learning experience in sustainable tourism and environmental management."

(The Tourism Authority of Thailand, 1997).

3.1.1 Elements of Ecotourism
Ecotourism considers the following key elements:

Site
- The destination has natural attractions and unique qualities

Management
- Tourism is sustainably managed.
- Environmental responsibility is promoted.
- Negative environmental impacts are minimized.

Process and Activities
- Visitors are educated about the environment and ecology of the site.
- Environmental awareness is raised among tourists and stakeholders.

Participation
- The local community participates in the process.
- Income is distributed fairly to raise the quality of life.
- Profits from tourism contribute to the development of the destination.

Table 1-1 Ecotourism v. CBT

Ecotourism	CBT
1. Objective: Responsible management of natural attractions, local culture and the unique qualities of the destination.	Responsible management of the environment, natural resources, social system and culture in response to the needs of the community.
2. Ownership Unspecified	Community
3. Tourism Management Unspecified	Community
4. Tourism Linkages Emphasizes tourism and the environment	Emphasizes holistic development

*** The clearest difference between CBT and Ecotourism is the issue of ownership ***

3.2 Short Visits

Mass tour programs have featured short visits of a few hours to local communities for quite some time. A typical visit is a couple of hours in an 'exotic' hill tribe village in Northern Thailand or a brief look around in a community of semi-nomadic fisherfolk in the South. Another example of a short visit is "agrotourism" that emerged after the crisis of Thai economy in 1997. The government promoted short visits that would take tourists to successful and unique farms, for tourists to sample and buy farm produce. Some agrotourism destinations later became a part of the "One Tambon (sub-district) One Product" scheme. Within this situation, short visits are often simply 'arts and crafts' shopping trips that some incorrectly label as "CBT."

Table 1-2 CBT v. Short Visits

CBT	Short Visits
1. Duration of visit Adequate time for understanding, through observation, activities, and discussion.	Short time for observation; Little or no time for visitors to participate in local activities. Little or no exchange with the local people to increase cross-cultural understanding.
2. Participation in Community Activities 　　　High	Low
3. Learning and Cultural Exchange 　　　High	Low
4. Pricing & Income 　　　Set by the community	The community has little control except in the case of tours that come for the purpose of purchasing local products from the "One Tambon One Product" scheme.
5. Tourist Understanding of the Community Possible through meaningful observation, conversation and interaction with the community members as the result of the program design.	Only possible through an outside resource person who has knowledge of the local community and acts as an 'expert' intermediary.

Homestay

Homestay is one type of tourism that promotes interaction between host families and tourists. One of the many accommodation options available to CBT, homestays are able to act as a development tool to raise awareness of cleanliness and hygiene issues within the destination community. The somewhat 'rough and ready' prospect of a homestay also helps to ensure that tourists who visit the community are appropriate for CBT. Organizing a homestay requires minimal investment besides a mattress a pillow, and a mosquito net: items that most rural village homes already have set aside for close friends and family members that come to visit.

Table 1-3 CBT v. Homestay

CBT	Homestay
1. Definition Learning comes from the whole community	Learning comes mostly from the host family.
2. Accommodation Many types can be arranged including tents, cabins, homestays or guesthouses.	Accommodation in the home of a host family.
3. Learning Process Possible through interaction with many types of people including host families, local guides and groups that organize activities in the community.	Depends on the enthusiasm of both visitors and the host family.
4. Community Benefits Community members of different status can benefit by taking various roles in tourism management such as resource persons, guides, hosts. Part of the profits is contributed to community projects.	Often only wealthier households have a chance to provide accommodation and will collect benefits for themselves, except in the case that there are rules ensuring part of the profits are contributed to community projects.
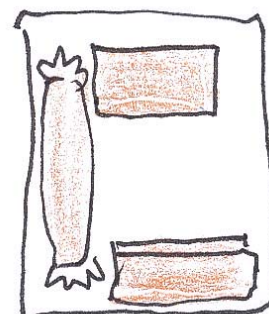
Homestay is a delicate social and cultural issue for the community. It requires a change of perspective from generously offering accommodation to unexpected guests or relatives to suddenly requesting a fee for services. Social and cultural relationships, and cultures of hospitality, can become degraded and economically oriented. For this reason it is necessary to weigh the pros and cons before developing a homestay as an accommodation option.

The community can develop and provide homestay accommodation for a fixed price if they set clear objectives and wholeheartedly follow them. A homestay should not focus merely on providing accommodation for profit while ignoring cultural exchange and respect for the host's culture. Generosity and hospitality should be emphasized above providing "5-stars" service. To do otherwise would devalue the host at the expense of the guest.

4. CBT and Community Development

CBT is intended as a tool for community development and environmental conservation. For this reason, you should apply a "holistic" view, (i.e., one that encompasses a complete range of social, cultural, economic, environmental and political development factors), to your analysis of the community context. Understanding the community situation will help you maximize the capacity of CBT to act as an effective and sustainable community development strategy.

Figure 1.1 Five Principle Aspects of Community Development

Economic
- Income from local production
- Diversified local economy
- Self-reliance

Social
- People-centered development
- Social justice
- Satisfying quality of life
- Active community organizations

Community

Cultural
- Formal and informal education
- Local culture passed on to the next generation
- Cultural preservation

Political
- Community participation
- Development in response to the community needs
- Democratization

Environmental
- Natural resource management rights
- Environmental responsibility
- Natural resource conservation

4.1 Holistic Community Development

Rural communities in Thailand have faced many changes since the Thai central government began implementing social and economic development plans in 1961, directing the country towards export oriented production. The impacts of globalized trade and investment on local community development since that time deserve concern and contemplation.

Before setting tourism objectives, you should consider the conditions of the relationship between the community and its:

natural resources (e.g., rights, conflicts);
cultural heritage (e.g., continuity);
modernization (e.g., quality of life, consumerism);
economic development (e.g., employment and income stability)
rights to self-governance (e.g., role of local government, degree of local participation)

CBT and community development are inherently connected, because they share the same natural and cultural resource. Culture and social norms determine not only resource use but also structure internal and external relationships. Ideally, the value of fostering the relationship between Local Cultural Wisdom and Local Environmental Resources should be internalized by the community members and integrated into all aspects of CBT management.

4.2 CBT and Community Development: Present and Future

Figure 1.2 shows how CBT can be used as a tool for community development:

Economic
- Raise funds for community development
- Create jobs in tourism
- Raise the income of local people

Social
- Raise the quality of life
- Promote community pride
- Divide roles fairly between women/men, elder/youth
- Build community management organizations

Cultural
- Encourage respect for different cultures
- Foster cultural exchange
- Embed development in local culture

Community

Political
- Enable the participation of local people
- Increase the power of the community over the outside
- Ensure rights in natural resource management

Environmental
- Study the carrying capacity of the area
- Manage waste disposal
- Raise awareness of the need for conservation
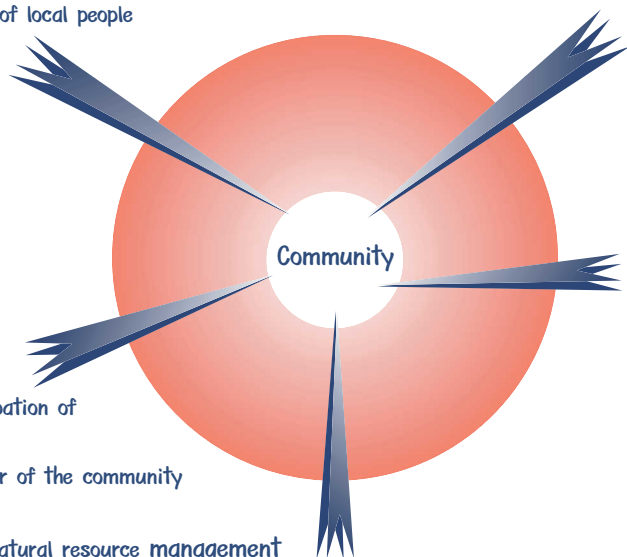
Tourism can be a powerful tool for community development, especially if you view tourism and community development as necessarily connected. The following table suggests the ways that the principles of sustainable development can be put into practice to make tourism sustainable.

4.3 Tourism v. Holistic Community Development

Table 1-4 Tourism v. Holistic Development

Dimension	Sustainable Development	Sustainable Tourism
Economic	• Income from local production • Diversified local economy • Self-reliance	• Raise funds for community development • Create jobs in tourism • Raise the income of local people
Social	• People-centered development • Social justice • Satisfying quality of life • Active community organizations	• Raise the quality of life • Promote community pride • Divide roles fairly between women/men, elder/youth • Build community management organizations
Cultural	• Formal and informal education • Local culture passed on to the next generation • Cultural preservation	• Encourage respect for different cultures • Foster cultural exchange • Embed development in local culture
Environmental	• Natural resources management • rights • Environmental responsibility • Natural resources conservation	• Study the carrying capacity of the area • Manage waste disposal • Raise awareness of the need for conservation
Political	• Community participation • Development in response to community needs • Democratization	• Enable the participation of local people • Increase the power of the community over the outside • Ensure rights in natural resources management

In preparing the community for CBT, you should consider the establishment of a Contract or Commitment among the stakeholders. This can be done through the process of settling on mutual goals and participating in the ten steps below. Steps 1 and 2 are particularly important before determining to begin CBT. Step 9 is a way to evaluate the readiness of the community to manage tourism.

Although it is important to build the confidence of the community, we did not include this as a specific step. The facilitating organization should rather integrate 'community confidence building' throughout the developmental process. Measuring Community Confidence is also an informal way for the facilitating organization to evaluate community capacity to manage CBT.

The steps of building community capacity to manage tourism is as follows. Detail is presented in chapters 2 to 12.

1. Choose a destination.
2. Complete a feasibility study in cooperation with the community
3. Set vision and objectives with the community
4. Develop a plan to prepare the community to manage tourism
5. Set direction for organizational management
6. Design tour programs
7. Train interpretive guides
8. Develop a marketing plan
9. Launch a pilot tour program
10. Monitor and evaluate the process

5. The Process of Facilitating the Development of CBT

2

Choosing a Destination

1. Community Potential

2. Market Potential of CBT

3. Government Policy

4. Facilitating Organization and Funding

Choosing a Destination

Tourism is a complex international industry linked symbiotically with numerous other industries and organizations. By opening itself to tourism, the community invites the whole world in. In the past, rural communities watched the world change passively. Their only real connection to the outside was through the sale of agricultural products, the mass media, leaving the community to work as hired labor or studying in the city.

These transient relationships only occurred between seller and buyer, employer and employee: they brought little direct impact to the community because the site of interaction was outside the community. However, tourism, especially CBT, is different. Production and sale take place inside the community. Connections and interactions are not merely two-way but a complex network.

People and systems from the outside connect with people and organizations inside the community in so many ways that the overall situation can become difficult to control. Negative impacts of tourism 'in our back-yard' can affect every part of the community. The community must be strong, prepared, capable, and prepared to focus on the common good, if it is to benefit from tourism. Therefore, you must choose a destination carefully by studying 4 important factors:

1. Community potential
2. Market potential of CBT
3. Government policy and the role of local government in supporting CBT
4. Project personnel and funding

These four factors will allow you to develop a work plan.

To choose an appropriate destination community you must have enough information to understand the local situation. Once you choose a destination, this information will help you prepare before entering the field.
Assess the following aspects:

- **Distinctive Community Characteristics**
Observe or ask, "What do people say about this community?
What is it known for?"

- **Natural and cultural attractions**
Examine the potential of natural and cultural features as tourist attractions. Is there really enough tour to draw enough tourists? The sensitivity of the natural environment and the culture is a crucial factor.

- **Community Organization**
Study the formal and informal role of each group in the community, the effectiveness of their work, the division of labor and the confidence and faith of the local people in their leaders.

- **Internal conflicts**
Study the characteristics of community conflict. Are conflicts within the community resolved? Or, do the local people split into factions that cannot work together?

- **Production and Resources**
Do local occupations rely on natural resources within the community?
Does the community use natural resources sustainably?
Is the community self-reliant?
Or, do they require outside economic assistance?

- **Formidable Problems**
If the community situation is sensitive or the local people experience problems that force them to leave the area (e.g., flooding, forest fires, or state projects such as a dam, power plant, or waste treatment plant), you should not attempt to develop CBT.

In addition to the above issues, you need to study the potential of the destination as a tourist attraction by asking:

- Is the community well known? What is their reputation?
- What is the potential for a variety of tourist attractions in the community?
- Is it possible to combine them into one program with nearby tourist attractions? How?
- Is the community linked with major tourist routes?
- How difficult is it to reach the community?

You can complete your study by surveying documents and talking with local governmental offices or NGO's working in the area. Choosing an appropriate community is the leading factor that will determine the success of the project.

1. Community Potential

2. Market Potential of CBT

2.1 Tourist Interests and Motivations

You need to study tourists' travel interests and motivations in order to design appropriate CBT activities and combine them into a program. Hall states that human motivations to travel fall into 5 categories (1998):

1. Physical: for recreation and health.
2. Cultural: to learn about different cultures and customs
3. Social: to visit friends and relatives, for business, seminars, or meetings and to experience other people and cultures
4. Spiritual: pilgrimages and sacred journeys
5. Seeking escape from everyday life.

The tourist industry has responded to the disparate needs of tourists with a variety of tourism options. As outsiders, tourists are sometimes referred to as visitors, sometimes as guests. If they have no connection or attachment to the destination, there is little motivation to consider whether their actions or tourism itself affect the community or the environment.

However, the trend towards increasing environmental awareness, responsible tourism and use of the Internet has changed the way tourists travel. Whereas in the past most tourists relied on tour companies, an increasing number are travelling independently or choosing tour companies that take responsibility for their effect on the environment and the local people.

According to Poon (1997), in the future tourists:

- Will be more experienced;
- Will have changed values;
- Will have changed lifestyles;
- Will be products of changed demographics;
- Will be flexible;
- Will be independent-minded.

In the experiences of REST, tourists interested in CBT:

1. Want to learn about the life and culture of the local people by sharing their meals, homes and daily activities;
2. Like to discuss society, culture politics, and social development or have a special interest in anthropology or the environment;
3. Want to support tourism that benefits the local people as one part of socially and environmentally responsible tourism.

Studying changing tourism trends will prepare the community to meet demand. The community should understand the conditions and factors that cause changes in tourist arrivals (e.g., war, terrorism, and outbreaks of epidemic diseases). The issues studied should include:

1. Worldwide tourism trends
2. Worldwide market share of the destination country
3. National tourist arrivals
4. Purpose of visit
5. Travel Arrangements
6. Age range
7. Occupations
8. Average length of stay by origin
9. Average spending by origin

2.2 Tourism Statistics

Use the data you collect to determine the target group interested in CBT. After choosing a field site, you can use the gathered data to discuss and draft a marketing plan with the community.

In 2000 the WTO predicted that in 20 years tourism arrivals worldwide will grow quickly to reach three times their present number and ecotourists will grow from 7% to make up 25% of the total (year 2000 ~ 696 million, year 2020 ~ 1.56 billion).

Graph 2-1 Growth of Tourism

Growth of Tourism
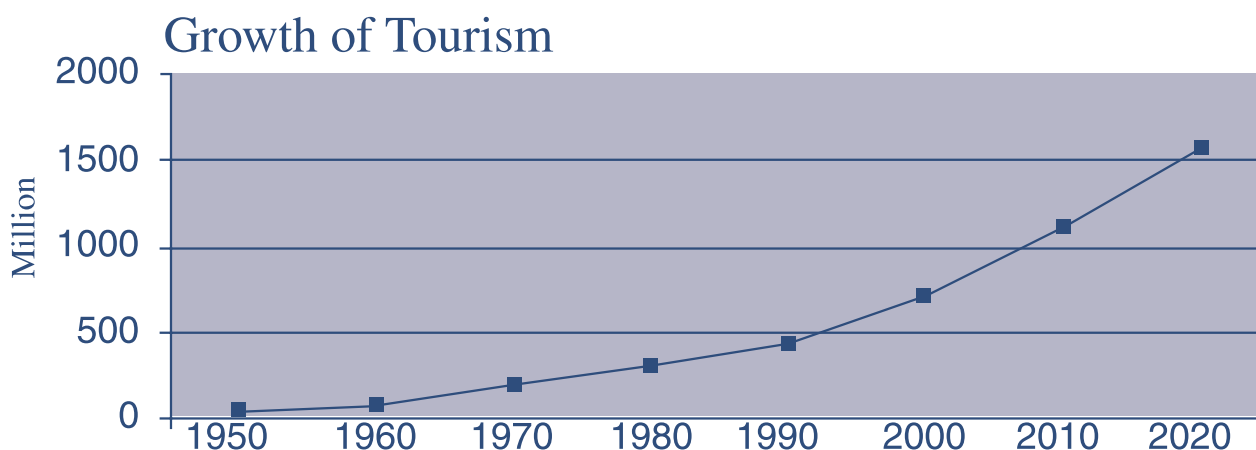
Source: WTO, 2003

If these figures are combined with the TAT estimate that in 10 years foreign tourist arrivals in Thailand will reach 25 million it can be predicted that 2.2 million will be ecotourists. If tourists interested in CBT reach 25% of that total, the total number of tourist arrivals appropriate for CBT would be 550,000 in 10 years.

Graph 2-2 Tourist Arrivals Market Share Thailand year 2002

East Asia/Pacific 16%
Africa 4%
Americas 18%
South Asia 1%
Middle East 3%
Europe 58%

Legend:
- Americas
- Europe
- Middle East
- South Asia
- East Asia/Pacific
- Africa
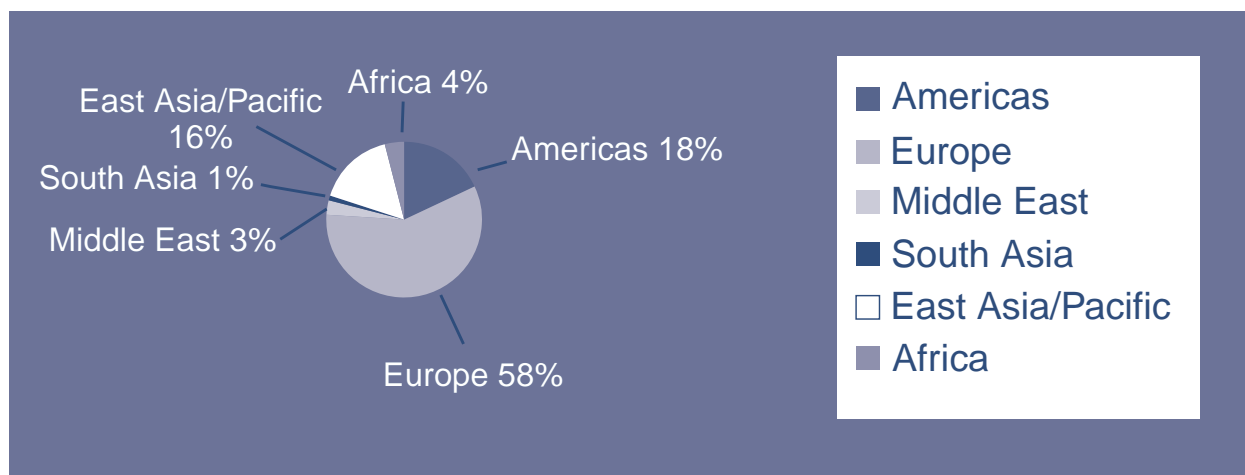
Source : TAT, 2003

Graph 2-3 Tourist Arrivals to Thailand year 2002

Middle East 2%
Oceania 4%
South Asia 4%
The Americas 7%
Africa 1%
East Asia 57%
Europe 25%
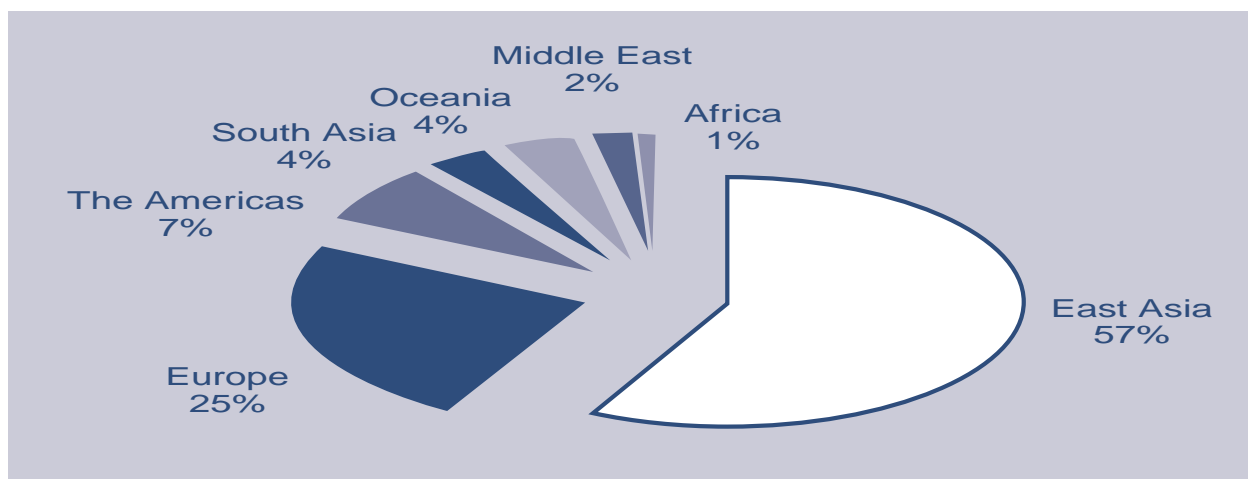
Source : TAT, 2003

Graph 2-4 Purpose of Visit Thailand year 2002

Convention 1%
Business 8%
Others 2%
Official 0.1%
Holidays 88.9%
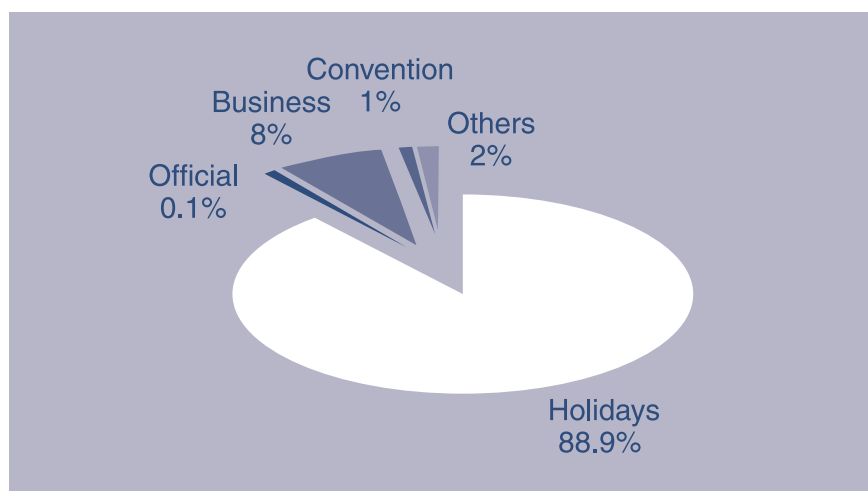
Source : TAT, 2003

Graph 2-5 Arrivals by Travel Arrangement Thailand year 2002

Group Tours 2001	Non Group Tours 2001	Group Tours 2002	Non Group Tours 2002
4,126,820	5,913,758	4,931,079	5,867,988
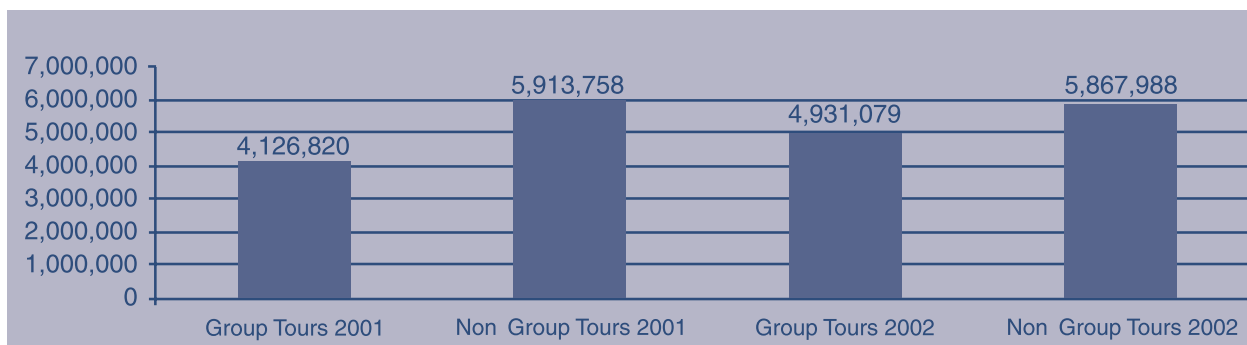
Source : TAT, 2003

Graph 2-6 Arrivals by Age Thailand year 2002

Legend:
- Under 15
- 15-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 and over

Pie chart values:
- 65 and over 4%
- Under 15 5%
- 15-24 10%
- 25-34 27%
- 35-44 24%
- 45-54 19%
- 55-64 11%
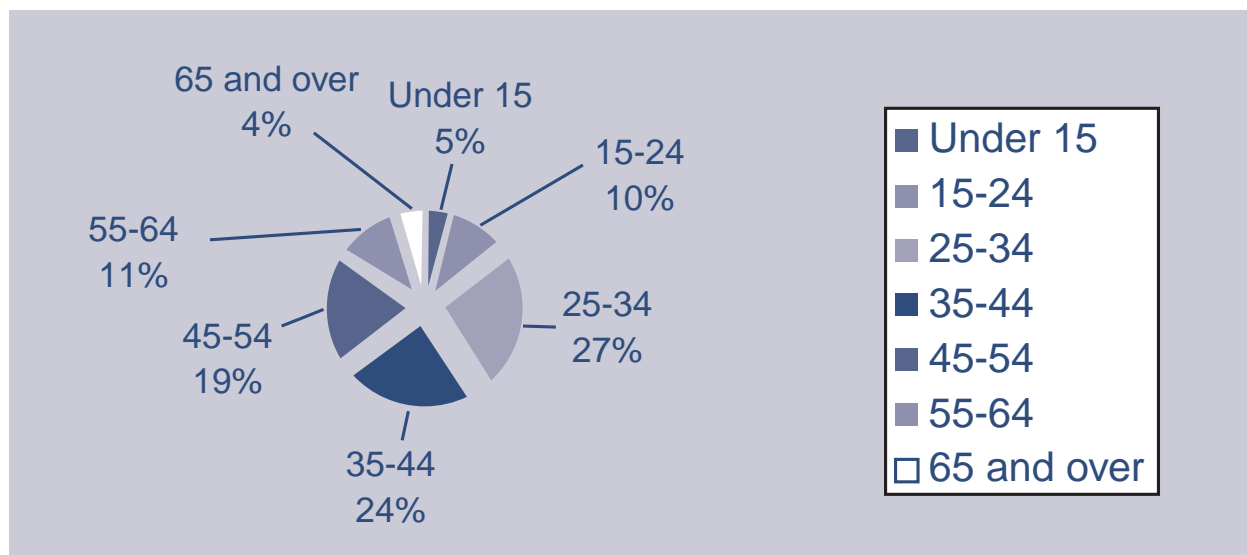
Source : TAT, 2003

Graph 2-7 Arrivals by Occupation Thailand year 2002

Pie chart values:
- Retired 2%
- Others 2%
- Students 12%
- Professionals 17%
- Government Official 1%
- Housewife 8%
- Admin and manager 20%
- Labourers 19%
- Commercial Personel 19%
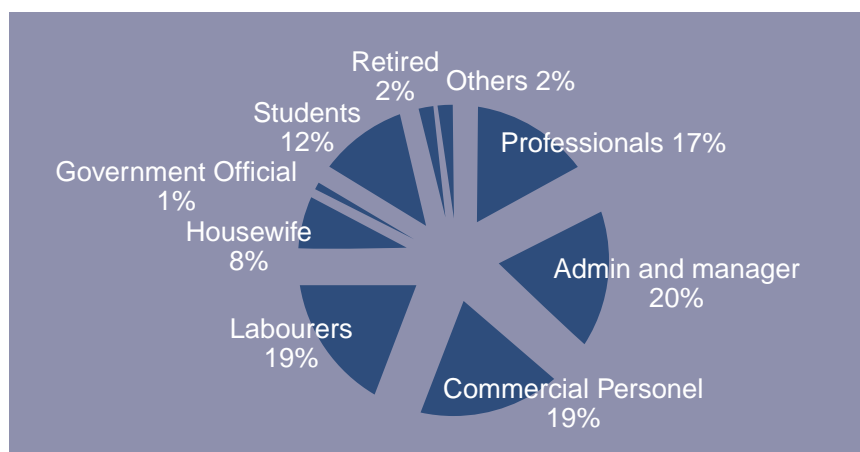
Source : TAT, 2003

Graph 2-8 Average Length of stay of tourists Thailand year 2002

Region	Average Length of Stay
Africa	9.29
Middle East	10.65
Oceania	9.52
South Asia	6.99
The Americas	9.77
Europe	13.37
East Asia	5.31
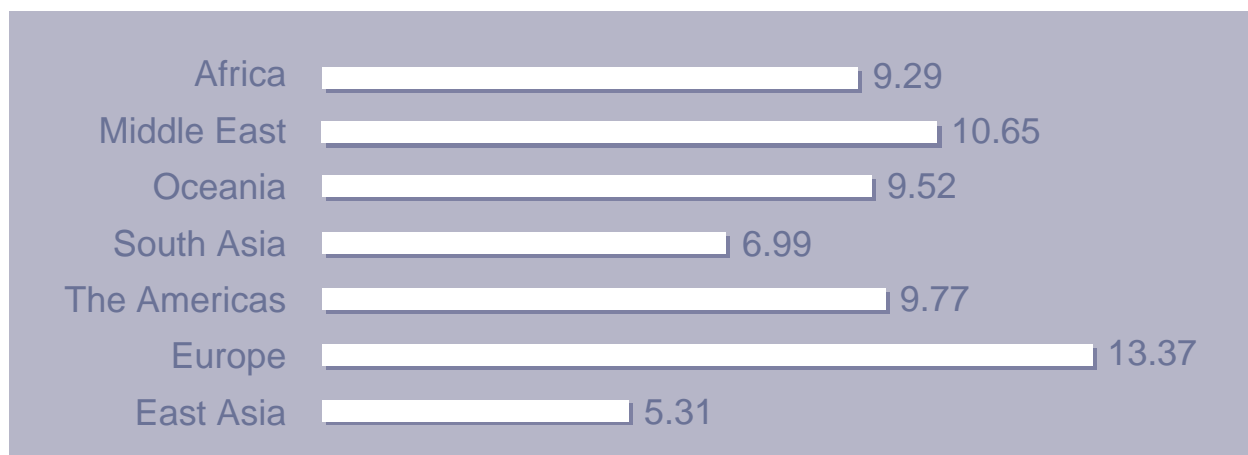
Source : TAT, 2003

The graphs above show how quickly tourism has grown. The Asian Pacific region is the third largest market behind Europe and America and is the leader within the developing world that draws the most interest of tourists from developed nations. Most foreign tourist arrivals in Thailand are East Asians or Europeans on holiday.

The number that travel through a package tour and the number that travel independently are roughly equal, the largest age group is 25-44, and the most represented occupations are business and management. Although more tourists come from East Asia than any other point of origin, their average stay at only 5 days is quite short in comparison to the European average of 2 weeks and their spending is about 3,753 Baht per day.

Statistics for Thai travelers in 2002 were 72.89 million with an average trip length of 2.5 days spending an average of 1,689 Baht per day. Following WTO estimates, 5.1 million of that total was ecotourists. Assuming that at least 25% of that number was interested in CBT, there were 1.2 million Thais within that group.

All of the above information only represents quantitative data. Quantitative data such as tourists' behavior, interests and learning characteristics, the type of tourism and activities offered by the community and the marketing and language ability of local personnel need to be researched before creating a marketing strategy.

Tourists interested in ecotourism and CBT take their impact on society, the environment and culture into consideration, make it a priority to learn about the local people and want local people to benefit from tourism. However, it cannot simply be assumed that they are completely different from mass tourists because human nature and the basic motivations for modern travel (e.g., relaxation, comfort and pleasure) remain the same.

2.3 Travel Arrangements

To draft a marketing plan with the community you need to study the route tourists will travel to the community, how the community will prepare for each situation and what the risks will be if the community decides to develop CBT.

The ways that foreign tourists travel include:

- Buying a package tour from a foreign tour company.
- Planning travel independently using information from guidebooks and the internet in one of three ways:

  1. Researching tour and accommodation options on the internet and making arrangements with various companies according to their interests;
  2. Travelling independently following information in a guidebook or travel magazine;
  3. "Walking in" to destinations that are difficult to access or expensive for single travelers and using the services of a local tour company to share the cost with other travelers.

Research by "Travelmole" (2003) reports that the number of tourists travelling on package tours worldwide dropped from 56% to 28%, and those that use the internet or travel magazines to gather travel information reached 50-68% (the number that booked arrangements through the internet was not available).

Although a language barrier doesn't restrict Thais that travel domestically, they usually travel in large groups on package tours. However, the numbers who travel alone are increasing.

2.4 Tourism Destinations: Competition and Cooperation

CBT tour programs and activities should be different from those already in existence. If finding new programs and activities is difficult, another option is to focus on service quality. In either case, you need to analyze the problems or conflicts that might develop between CBT and already established tourism services. Look for ways to turn conflict into cooperation. The information you gather can also be used to analyze the issue of stakeholders as outlined in Chapter 11.

3. Government Policy and the Role of the Local Government in Supporting CBT

Study government policy on tourism to determine the possibility for facilitating government cooperation and resources to sponsor CBT. In Thailand, the 1997 constitution decentralized political power and gave local government the authority to develop tourism in their area.

3.1 National Government Offices Responsible for Tourism

1.The Government office directly responsible is the Ministry of Tourism and Sports carried out through two offices:
1)   The Tourism Authority of Thailand is responsible for marketing and promoting tourism internationally to earn foreign exchange and to encourage Thais to travel domestically instead of abroad. Simply stated, the TAT is responsible for marketing tourism in Thailand.
2)   The Tourism Development Agency is responsible for developing tourism destinations, tourism management and tour company registration. Besides this, every province has an Office of Tourism, Recreation and Sports.

2. Government Offices Indirectly Responsible:
1)   Responsible for the management of tourist areas: Office of Environmental Policy and Planning, Fine Arts Department, Forestry Department;
2)   Responsible for transportation: Thai Airways, Department of Land Transportation;
3)   Responsible for Tourism Products: The Office of Industrial Promotion;
4)   Responsible for tourism services: National Police Headquarters;
5)   Responsible for developing tourism personnel: Office of Cultural Preservation, Ministry of Education.and University Affairs.

Facilitate inter-organizational cooperation by creating a committee or sub-committee for each aspect of tourism development. Budgets for tourism are normally used according to the duty of each agency, except for the marketing and promotion budget of the TAT.

3.2 Method of Working

Clause 16(8) and 68(12) of the Sub-District Administrative Organization Act state that "SAO's can sponsor tourism and organize tour activities," which means you can work as follows:

1) Create and implement a plan, including projects and activities to promote tourism, using either the SAO budget or the budget of another office.
2) Create a local organization to manage tourism.

In either case, CBT doesn't need to be developed under the SAO indefinitely. However, if a community organization is able to cooperate with the SAO it's a good opportunity for sponsorship. The SAO can draft guidelines to direct tourism development.

3.3 Role of the Sub-District (Tambon) Administrative Organization (SAO) in Sponsoring Tourism

4. Facilitating Organization and Funding

Before beginning work ensure that:

- Project staff are committed to work on the project for not less than two years.
- Project staff understand the fundamental issues involved in tourism.
- Project staff have the capacity to facilitate work in both the community and outside government agencies and the skills needed to organize meetings and training.
- You have a budget or can at least organize financial support for human resources and local transportation infrastructure development.
- You have the ability to market CBT or relationships with organizations that can. This is necessary because if the community invests time and resources into developing tourism, but there is not a continuously stable number of tourists arriving to use the services of the community, CBT will diminish in importance or fail completely.

Since it takes time for the community to build the organizational administration and management capacity necessary to market CBT, you will need to manage these tasks in the initial years of CBT development.

To sponsor CBT you need to be a good facilitator, able to cooperate with government offices and show understanding of the role of the state and the private sector in CBT.

After studying the four aspects discussed above, you can create a successful action plan appropriate for the destination situation and the current tourism market. Although you choose a destination to sponsor, you must allow the destination community to make its own decisions regarding CBT development. This is the subject of Chapter 3.

3

Completing a Feasibility

1. Community Goals and Motivation for Developing CBT

2. Understanding CBT

3. The Positive and Negative Impacts of Tourism

4. The Strengths and Weaknesses of the Community

5. Participatory Analysis

Completing a Feasibility Study with the Community

Before initiating development of CBT, you need to build consensus on the goals and motivation of the community concerning tourism. You should also clarify your own role and objectives within the community. Secure commitment from the start by setting working terms for all parties involved. Project success requires the participation of the community and the continuity of the project staff and funding agency.

Cooperatively study the community and analyzing the gathered data will allow you and the community to draft an action plan together. However, both groups must study the feasibility of developing CBT before making a commitment.

Issues you should examine are:

1. The interest, enthusiasm, and participation of the community in tourism
2. The tourist attraction potential of local natural and cultural features
3. The risk of impacts that need to be managed and controlled
4. The ability and commitment of the sponsoring organization to work as a facilitator

During this time it is necessary to analyze the limitations of the community and decide whether to proceed further or not. If you and the community both determine that working together to develop CBT is advantageous, you can proceed to planning.

Stimulate the community to think deeply about what they want to develop tourism for. You should encourage the consideration of other community development options besides tourism. Ask:

● Do you want CBT to disseminate information about the problems and treasures of the community?
● Do you want CBT to raise income?
● Do you want CBT to conserve and rehabilitate natural resources?
● Do you want CBT to preserve and recover cultural resources?
● Do you want CBT to foster community participation?

Present alternative development options:
● To *disseminate* information about local problems: Possible by bringing journalists or other media to the area or by organizing an exhibition open to the public.
● To *raise income*: Possible by developing new local products or income generating activities.
● To *conserve and rehabilitate natural resources:* Possible through the creation of zoning laws, patrolling the forest for poachers, drafting new rules and regulations or organizing an environmental camp.
● To *preserve and recover cultural resources*: Possible by organizing work-shops, training or special camps to pass on knowledge of cultures and customs.
● To *foster community participation:* Possible by arranging special activities such as communal merit making or working together to raise funds for local children's school lunches.

After you present options other than tourism, the community can make a decision backed by valid reasoning.

To discover how the community comprehends CBT you probably need to divide them into groups of leaders, senior citizens, women and youth. This will bring out a variety or perspectives and give members other than the leaders a role in determining the direction of community development.

Principle Questions
● How do the local people comprehend CBT?
● How do they think the community will change after developing CBT?
● What do they think the factors in the success of CBT will be?
● What will the obstacles be?

Meetings: Tips and Techniques
Besides using games, the participation techniques and tools presented below stimulate thinking, keep discussion lively and provide an opportunity for all community members to participate by expressing their views and helping to analyze and solve problems that arise. Additionally, they enable the local people to feel that they own the information generated.

1. Community Goals and Motivation for Developing CBT

2. Understanding CBT

Flower/Egg/Stone

As a brainstorming technique, ask which one of these three things is most like tourism and why.

Picture of Your Dream Community

Hopes and dreams for the future
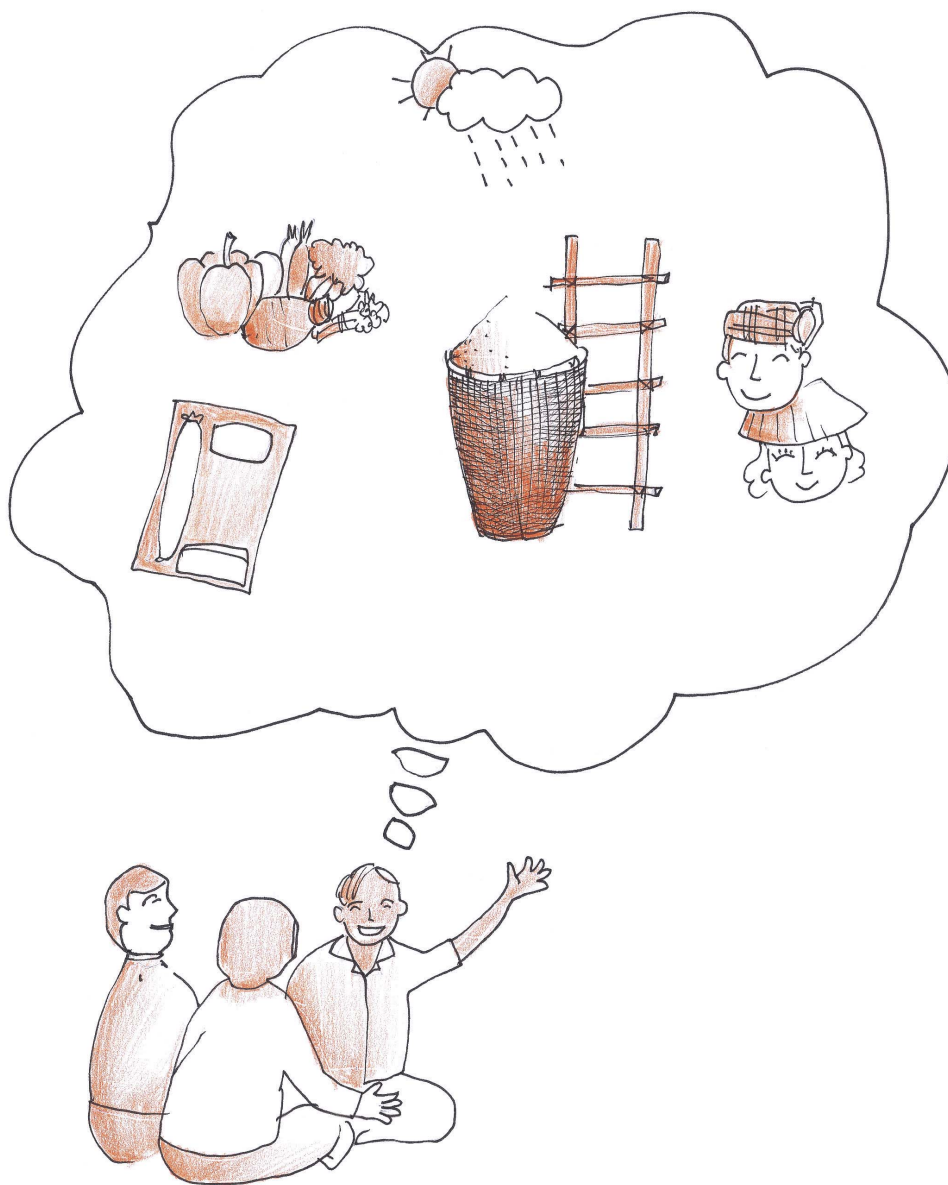
Mind Map

A way of organizing thoughts, for example, positive and negative aspects of tourism, by beginning with a general central idea and then connecting related ideas that branch off into greater detail.

Positive impacts of Tourism

Culture
- Information Exchange: Young and Old, Village to Village, Man and Woman, Tourist-Villager, Culture Recovery
- Pride in culture: Passing down of traditions, collect traditional knowledge
- Hospitality: Smiling, Sharing, Kindness
- Current Affairs: External Education, Information, Technology

Economics
- Increase Income: More currency in circulation, Income distribution, Quality of living
- Job Creation: Souvenir, Restaurant, new jobs, no migration, Villagers occupied
- Quality of Living: Health, Education opportunities, Food, Housing standards
- Community Development: Community Fund, Youth Development, Environmental, Education

Social
- Community Spirit: Teamwork, People Participation, Respect for elders
- Strengthening Organisation: Good Management, Income Distribution, Transparency
- Emergence of Leader: Sharing experiences, Good Delegation, Youths' pride in community

Environmental
- Water: Water Conservation, Clean Water
- Forest: Increase wild animals, Local Knowledge, Forest Management, People Participation, Reforestation, Fire Breaks, Increase Fish population
- Soil: Soil erosion management, Planting grass, Plant integration
- Conscious: Educate tourists about environmental matters, Pride in traditions

Negative impacts of Tourism

Culture
- Misplaced Values: Westernisation is goal, Money is main priority
- Look down at traditional culture: No rself-confidence with others, No respect for elders
- Culture degeneration: Lack of confidence in the culture, influenced by other cultures, Culture creation for tourism

Economics
- Consumerism: Conflicts, Increase in Technology, Low Prices, Luxury Purchasing, Increase in Credit debts
- High Competition
- Outsider Influences: Market Demands on Price, Market Demands on Product
- High Production costs: Decrease in National Resources, Goods are expensive, High Labor Costs

Social
- Community Division: Migration, Outsiders immigrating to the community, Lack of Confidence in Identity
- Social Problem: Drugs, Prostitution, HIV AIDS
- Conflict: Share benefit, Power, Egoism, Resorts claiming forest land
- Family Problem: No respect for elders, Family Separation

Environmental
- Water: Water Crisis due to demand, Dirty Water, Water habitants destroyed
- Forest: Logging, Destroyed, Extinction, Migration, Disruption Hunter, Forest plants destroyed
- Soil: Erosion, Soil Used for Infastructure
- Air: Jungle tours, Biopiracy, Global Warming, Seasonal changes, Pollution

To help the community understand the positive and negative impacts of CBT invite experts or resource people with experience to present CBT case studies and take the local people on study tours of other communities.

Analyze the positive and negative impacts of both mass tourism and CBT in relation to the following issues:

- Environment
- Culture
- Society
- Economic
- Participation
- Tourist Characteristics

Principle Questions: Positive Effects
1. What are the positive effects of tourism?
2. How did those effects occur?
3. Who benefits from tourism?
4. Did anything happen after those benefits were received?

Principle Questions: Negative Impacts
1. What are the negative impacts?
2. How did those impacts occur?
3. Who was affected by those impacts?
4. How did those impacts damage the community?
5. What did the community do to prevent and remedy those impacts?

Resource people that are invited to talk to the community should have pictures, slides or video and present information that clearly illustrates the positive and negative impacts of both mass tourism and CBT.

The community group taken on study trips to other CBT destinations should include villagers from various groups in the village including the elderly, leaders, women and youth.

Prepare a list of issues to study such as:
- Change in the community before and after tourism development
- Positive effects and negative impacts of tourism
- Participation of the local people
- Distribution of Benefits
- Management of community organizations
- Marketing (e.g., program, tourists, promotion, price)

3. The Positive and Negative Impacts of Tourism

After returning, analyze:

- Factors that led to the success or failure of the communities or tourist attractions visited
- The similarities and differences between the communities visited and the community of the study group
- The type of tourists the communities sought to attract

When finished, the group should draw conclusions to present to the whole community.

4. The Strengths and Weaknesses of the Community

4.1 Set Objectives

Use participatory research methods and set terms that allow community participation so that group members learn how to work together and feel ownership of the research results that will be used for further planning.

4.2 Organize a Diverse Research Group

The group should include official and unofficial leaders, the elderly, women, youth and members of the facilitating organization.

4.3 Build a Clear Research Framework

Study the relationship between the community and tourism resources and changes in that relationship from the past to the present.

1. Natural Resources:
   Study the route and distance for attractions and sensitive areas.
2. Culture and Way of Life:
   Study religion, customs, games, performances, dress, architecture, consumption and production.
3. Local Knowledge and Wisdom;
   Study what local traditional knowledge and wisdom the community has, who holds each type and how they pass it on to new generations.
4. Community Organizations;
   Study community organizations - their role in the community, relationships, leaders and their ability to cooperate with organizations outside the community. Use lessons learned to improve the quality of past management, the division of leadership and the training of new leaders.
5. Community Finances and Funds;
   Study what funds the community has, whether they can be loaned for tourism activities and what the loan terms are.

Although to understand the community situation it's necessary to gather accurate information, working cooperatively with the community is even more important. Through working with the community you will clearly see the ability of different individuals and groups to work together. This is an important base of information on which to build community organizations.

4.4 Gather Information Cooperatively

Information should be presented in an easily understandable format for analysis using:

- Community maps that show the boundaries of the community, natural resources and tour routes.
- Maps of sites within the community including houses, government offices, community organizations and public services such as roads, water, electricity and shops.
- Maps that show the role of households in the community that make clear the location and distribution of formal and informal leaders, local people with specialized knowledge such as crafts or herbal medicine and familiar relationships within the village. This allows analysis of the local social system to facilitate planning for participation and conflict management.
- Calendars that present local activities and customs throughout the year.
- Trend Line: a line graph representing the change over time within various aspects of the local area such as natural resources, culture, social system (e.g., leaders, occupations) and economy.

4.5 Present the Data to the Community

External Map of the Village

N

Viewpoint

Waterfall

Ancient remains

Wild flower

Stream

Mountain

Herbal

Stream

Camping site

Old rice field

Big tree

Production land

Waterfall

National park border

Hill tribe welfare centre

Water tank

Small Hut in rice field

Village Experts

Coffee plantation

The village

Source of water

Go to other village Go to other village

- - - - - nature trail

───── stream

–x–x–x– National park border

Explanation: This map shows the relationship between the community and its natural resources. The map shows the community and the national park. The community owns its own land and property in the village but they do not have a right to use the national park. But, when the community makes a tour they include the national park area as if it is under their management. The Government does not permit this to happen. So in order to set up CBT this situation has to be addressed. The following are the three considerations that should be taken into account when planning the CBT.

1. How aware of conservation are the people in the community.
2. How should the community cooperate with the national park to make the CBT run smoothly.
3. Investigate the carrying capacity of the nature trail and of the camping site.

Map in the Village

Explanation: This map is located in the community. It shows the infrastructure in and around the community and also shows that the community is beside the main tourist attraction. We will use this map for CBT planning and also to view the tourism facilities and tourist routes. By doing so we can do a SWOT analysis of the CBT.

Nature trail

Traditional house

Go to other village

The village expert

Culture centre

Experts house where he makes tools for agriculture, musical instruments, weaving

Traditional house

Culture centre

kindergarten

Village expert / herbal medicine

Church

Watertank

Headman of village

Local store

Machine to ground rice

Tourist information centre

Cultural museum

Agricultural research centre

Lansang national park

New market

Hill tribe welfare office

Mae sod district

Taksin national park

Old market

Map to show area distribution of development jobs
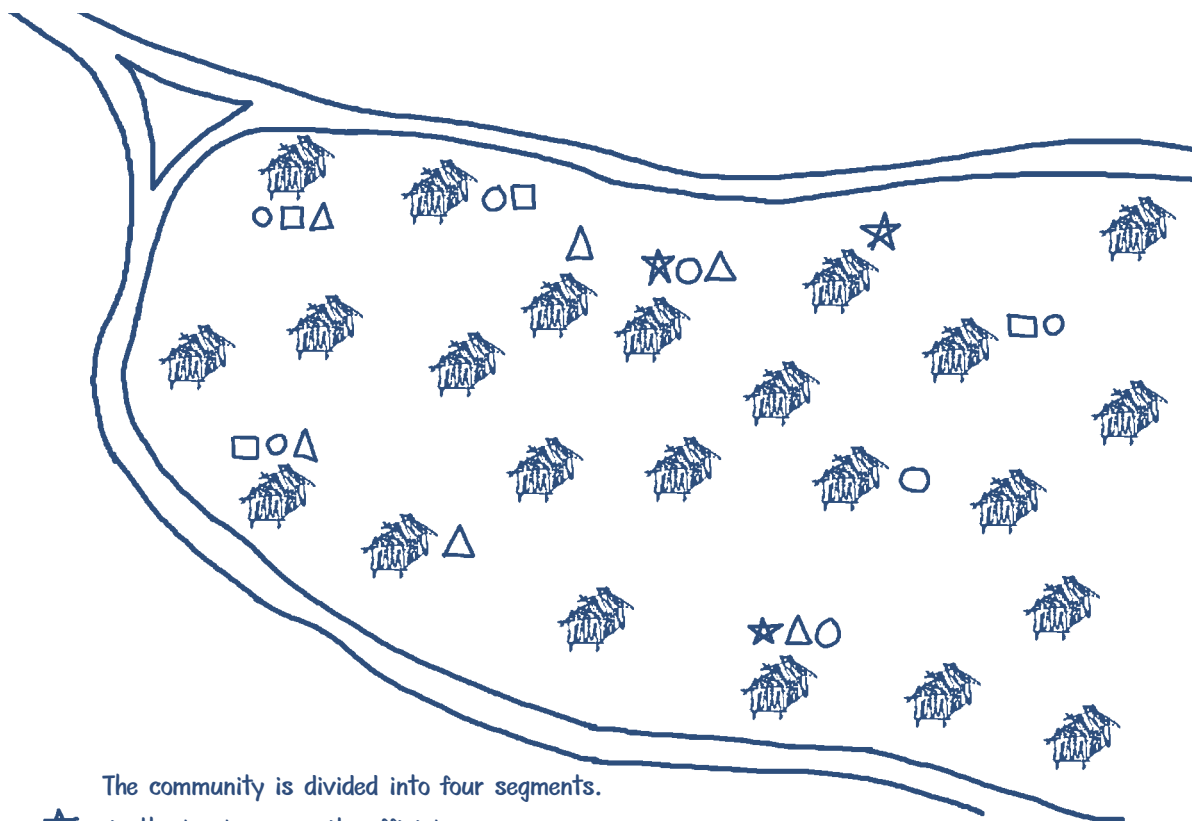
The community is divided into four segments.

☆   is the local community official

▢   is the village committee

△   is health volunteers

⬡   is village experts and leaders.

Explanation: So by studying the map and researching which households hold any of the above, individuals you can see more clearly who is taking part and who should be doing more for community development.

Trend Line

Quantity

1992 1997 2002

Fishing
Seagrass
Mangroove
Trash
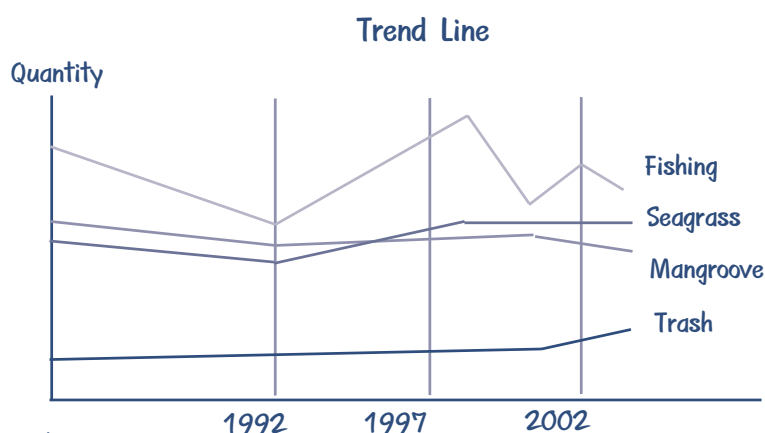
Explanation:

A tool for analyzing change in almost any aspect of the community including culture, natural resources and economics. Using whatever topics the group chooses, examine the rise and fall of each indicator. This naturally gives rise to questions such as:
● What is the cause of change?
● What impact did the change have on the community?
● How did the community solve problems?

This tool can be used for both studying the community and evaluating project results.

Season Calendar and Activities in the Community

Activity	1	2	3	4	5	6	7	8	9	10	11	12
Fishing	▨	▨	▨			▨	▨	▨	▨	▨	▨	▨
Rice Farming								▨				▨
Rubber Farming	▨	▨		▨	▨						▨	▨
Religion		▨									▨	
Custom			▨									

▨ Fulltime   ▨ Partime

Explanation: A tool for studying the life cycle of the local people throughout the year. Once the community begins to provide tourism services, this information will help them manage their time and human resources through an efficient division of labor and preventing overlapping activity schedules.
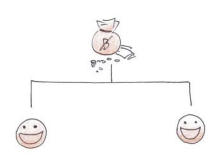
5. Participatory Analysis

Present the collected information in a table for correction, discussion, and analysis.

Example 1: Strengths and Weaknesses of Tourism in the Community

Aspect	Strengths	Weaknesses
Natural Resources	- The scenic beauty of natural attractions such as forests, caves, streams, seas, flowers, birds, landscapes, archaeological sites, unique features and heritage	- Difficult to access Seasonal - Unable to support a large number of visitors - Too sensitive or fragile
Culture and Way of Life	- Local dress - Vibrant customs - Weaving, blacksmithing, or traditional methods of husking rice - Local performances and musical instruments - Unique architecture and tools - Interesting methods of farming or fishing	- Outsiders are not allowed to witness or participate in ceremonies - Few locals still practicing - There are fewer local people that still posses relevant cultural knowledge - The local people cannot speak the national language
Local Wisdom	- Local oral history, fables and teachings - Local herbal medicine	- Lack of teachers - Replacement by knowledge and culture from outside the community
Community Organization	- Strong local groups organized around various issues such as conservation, women, youth or community funds. - Community cooperation, active leaders - The local people work cooperatively	- Conflict - Lack of transparency - Overworked leadership - Centralized control - Lack of participation of the local participation
Community Funds and Financing	- A community savings and loan(s) that gives interest	- Cannot borrow for any purpose outside the fund regulations

Examine the relationship between people and natural resources from the past to the present. This will allow you to develop comprehensive tourism management that considers:

- Tour routes for hiking, rafting, cycling etc.
- Tourist attractions: distances, routes and seasonal availability.
- Development of interpretive signs and resting points.
- Tour activities such as hiking, fishing, bird watching, learning to weave local cloth, dyeing cloth with natural dyes, cooking and studying local music.
- Collaboration, participation, trust, and management of local organizations in the past and the factors affecting them.
- Community member's attitudes towards tourism and their potential to think, manage, guide, explain, teach and cooperate.
- The connections and overlaps between tourism and development
- Community problems:

  1) If there is a community crisis, CBT development should be put on hold until it is resolved.
  2) If you see that tourism could exacerbate existing problems, CBT should not be developed.
  3) If tourism is a realistic solution to community problems, the community can develop CBT.

5.1 Analyzing Strengths and Weaknesses

Although some of the information used to analyze opportunities and threats has already been gathered while studying tourism impacts during visits to other CBT destination, you will need to present more information to the community. Invite government agencies, tour companies or other organizations to present information to the community. Or, synthesize and present information from relevant research to the villagers as well. Presentations should cover:

Tourist Statistics and Characteristics
Total foreign and domestic tourist arrivals, high and low seasons, methods of arranging travel (e.g., independently or through a travel agency).

Tourist Destinations in the Area
The potential for linking or combining local tourism with nearby or distant well-known tourist destinations or the need to modify local attractions to make them stand out.

Transportation
The difficulty of reaching the community, convenience (e.g., total number of departures to the community per day).

5.2 Analyzing Opportunities and Threats

Competition
Similarities and differences between the community and other destinations

Central and Local Government / Facilitating Organizations
These are the organizations that will work with the community to develop CBT such as government agencies responsible for tourism or community development, tour companies or NGO's.

Analyze opportunities and threats to understand the external factors that are important elements of the decision to initiate CBT

Table 3-4 Tourism Opportunities and Threats

Factor	Opportunity	Threats
Tourists	- Increasing interest in CBT	- Tourists only visit the community in certain seasons - Tourists enter the community without advance notice
Tourist Destinations in the Area	- Many tourists from well known tourist destinations in the area visit the community	- Tourist destinations in the area have similar natural and cultural attractions to the community
Transportation	- Quick and convenient transportation to the community	- The community is difficult to reach - There is no regular transportation - Reaching the community is impossible during some seasons
Cooperation	- Leaders cooperate well with government agencies and outside organizations	- The community has protested against the government in the past
Competition	- The community is unique	- Other destinations or tour companies offering similar products have much lower prices
Central and Local Government	- Sponsorship of CBT in every community through funding and promotion	- Frequent changes of policy and staff
Facilitating Organization	- The facilitating organization is community oriented and focuses on people participation.	- The facilitating organization focuses on it's own needs and wants quick results

After analyzing internal and external factors to fully understand the capacity of the community and the advantages and disadvantages of CBT, the community can decide whether to develop CBT or not.

4

Tourism Vision and Objective

1. The Meaning and Importance of Determining Vision

2. Determining a Vision for CBT

3. Tourism Objectives

Tourism Vision and Objective

1. The Meaning and Importance of Determining Vision

To set Vision ask the community, "What will they do in the future, who will participate? and who will they do it for?" This will make them see the direction that CBT will take them in the future more clearly. Encouraging participation will facilitate a shared vision and build the commitment of local people to work together in developing future community organizations.

1.1 What is vision?

Vision is evaluating the future situation that the community wants, based upon knowledge, experience and prediction considering changing conditions and the environment.

1.2 The Importance of Determining Vision

Vision sets the direction of the community while making it adaptable to changing situations. Vision is defined in order to show the standpoint and view of the community to people inside and outside the community. Vision is inspiration, making the society or community change in response to the concepts and beliefs of members of the active community organizations. Vision propels the hopes and dreams of each person and encourages cooperation with other people and groups.

The community group being able to determine their standpoint on CBT clearly will show how CBT is related and connected to community development and the way that CBT can be a tool for community development.

Before setting vision the community needs to evaluate the situation inside and outside the community by analyzing it's strengths, weaknesses, opportunities and obstacles. Analyzing these factors will help the community understand how these factors influence and lead to results of the actions of the community.

2. Determining a Vision for CBT

Have the villagers imagine, "What do we want our community to be like in 10 years time?". This step will help the community to consider what type of development fits with their vision and what should they do to achieve their dreams?".

Vision is established from the present situations facing the community, its hopes and dreams for the future and the connection between tourism and the community.

Examples of Vision

"Our community has healthy natural resources, pride in our own culture, a high quality of life, children provided with a tertiary education, a warm welcome for tourists and a reputation for openness."

"Our community cooperates to manage tourism sustainably, divides income justly and fairly to develop the quality of life and creates awareness of natural resources conservation."

"Create sustainable tourism managed by the community for the environment, culture, economy and strength of the community."

Tools for brainstorming "Vision"

Tourism Tree

Compare tourism with these parts of a tree (Making analogies):

Roots

Trunk

Leaves — participation

Flowers

Fruit

uniqueness of destination

quality of life

management

resources
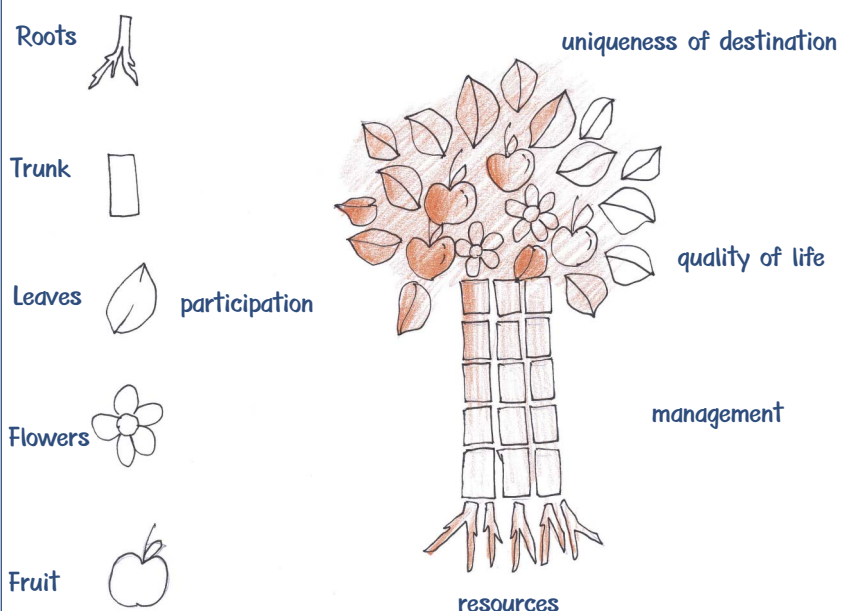
Discuss the role of each part of a tree first. What do the roots do? What do the branches do? What do the leaves do? What do the flowers do? What does the fruit do? Then, compare each part to elements of tourism and express what you hope those elements will be like in the future to create a tourism tree for the community. Finally, draw conclusions to determine the community's vision for tourism.

3. Tourism Objectives

Set the direction and desires of the community that have measurable outcomes. If the community creates clear objectives, they can evaluate project success efficiently. Lessons learned from evaluation will benefit both the destination community and others interested in CBT.

An Example of CBT Objectives

1. To build awareness among tourists and the local people about natural resource conservation, plan for sustainable use of tourism resources and create measures for preventing negative environmental impacts.
2. To make the community proud of their own culture, through conservation, recovery and teaching new generations.
3. To divide tourism profits fairly and increase the income of the local people .... % in 2 years.
4. To use a portion of the profits from tourism to fund community development and raise the quality of life.
5. To ensure the participation of the local people in CBT, develop their capacity to understand and manage tourism and their ability to act as local guides.
6. To build the strength of community organizations to manage tourism efficiently, cooperate and negotiate with outside organizations.
7. To foster the sharing of thoughts and experiences about ways of life, culture and resource conservation between tourists and the local people.

5

Planning

1. Planning

2. Important Elements of Planning

3. Planning Strategies

4. Making a Plan

5. Elements of Building Community Capacity

6. Planning to Market CBT

7. Planning for Monitoring and Evaluation

Planning

In the process of developing CBT, the important steps after determining vision and objectives are planning, implementation, monitoring and evaluation.

1. Planning

Planning is outlining a path to realizing the CBT objectives of the community. You can only do this after completing a feasibility study as explained in chapter 3. Divide planning into two aspects: community capacity and marketing CBT. When finished, implement the plan, monitor progress and evaluate the project.

Diagram 5.1: CBT Planning Process

study the community

study the market
and external conditions
(factor)

Analyze internal and
external factors

Study CBT Feasibility

Set objectives

Plan

Community Capacity
/Marketing

Type of Tourism
Services
Fcilities and Infrastructure

Tourists
Program
Promotion

Build Community Capacity

Action Plan including
Monitoring and Evaluation

CBT Operation

Operation

Monitoring and Evaluation

Evaluation

1. Up to date information necessary to analyze the situation and prepare for the future.
2. Local participation in gathering information, analyzing the situation and planning.
3. Clear planning framework
4. Implementation
5. Monitoring and evaluation

Before planning you need to examine the conclusions obtained through analyzing the communities strengths, weaknesses, opportunities and threats to create strategies for the community. There are usually 4 possible strategies:

1. **Turn Outward** (Strengths and Opportunities)
   The external and internal conditions are favorable for the community.
   Plan ways to use strengths and opportunities to develop the community.
2. **Turn Inward** (Strengths and Threats)
   External conditions are not favorable for action, but the community is strong.
   Plan ways to cushion external factors and work with groups in the community to maintain and build their strengths.
3. **Strengthen** (Weaknesses and Opportunities)
   Although the external conditions are advantageous, the community has weaknesses. Plan ways to strengthen weaknesses and use opportunities to gain assistance.
4. **Protect or Retreat** (Weaknesses and Threats)
   The community is in the worst possible situation; there are external threats and internal weaknesses. Plan ways to protect against or prevent negative impacts in the community. Don't continue if the situation is beyond the capacity of the community.

After analyzing strategies it will be easier to plan and create a clearer direction for action.

2. Important Elements of Planning

3. Planning Strategies

4. Making a Plan

Table 5-1 Strategies and Appropriate Work Plans

Strategy	Work Plans
1. Turn Outward	Marketing Tourism Development Human Resource Development
2. Turn Inward	CBT Promotion
3. Strengthen	Human Resource Development Community Organization Development Natural and Cultural Resource Management Infrastructure and Services Development
4. Protect or Retreat	Community Capacity Study/Research Tourism Impact Study/Research

Table 5-2 : Planning Framework

Work Plan 1........................

Activity	Objective	Target Group	Process	Duration	Resources	Party Responsible

Table 5-3 : Work Plan and CBT Activities

Work Plan	Activities
Infrastructure Development	Developing tour routes, attractions, accommodation or facilities such as restrooms or a visitor's center.
Natural Resources Management	Patrolling the forest to prevent fires or poaching, waste management or environmental youth camps.
Cultural Resource Management	Collecting local wisdom and traditional knowledge or organizing activities to teach folk arts to youth.
Community Organization Development	Leadership training, workshops to build organizational capacity, study tours or training in accounting and auditing.
Human Resource Development	Guide training, English classes or team building.
Marketing	Promotion through advertising or inviting journalists to the community.

In any situation facing the community, the basis of CBT planning should build capacity and create connections with the outside.

1) Planning to Build Community Capacity
1. Type of Tourism
2. Services and Requirements
3. Facilities and Infrastructure

2) Planning to Market CBT
1. Tourists
2. Program
3. Promotion

5. Elements of Building Community Capacity

1) Natural and cultural carrying capacity.
2) Duration of tour programs and activities appropriate to the situation.
3) Capacity to provide accommodation, food, local guides.
4) Tour program and activities (see Chapter 7).

5.1 Type of Tourism

After determining the type of tourism, you need to create a management system and guidelines for the community and tourists including:

1) Formal or informal organization that develops and manages CBT
2) Time services are offered
3) Service requirements
4) Code of Conduct for Tourists

5.2 Services and Requirements

Prepare facilities and infrastructure to receive and provide services for tourists that do not negatively impact the environment.

1) Design facilities appropriate for the local geography and culture.
2) Minimize the impact on the culture and environment through measures such as a system for trash management or zoning.
3) Enact measures for tourist security and safety.
4) Set standard prices for services that are fair.
5) Provide informational signs or maps for tourists.

5.3. Facilities and Infrastructure

6. Planning to Market CBT

Analyze outside factors and connections to help the community understand the external situation. This will build capacity to interact and negotiate with outside organizations because the community will not be at a disadvantage due to a lack of information. At the same time, use information to adjust the type and style of the community's CBT products and services to increase competitiveness.

6.1 Tourists and Travel Arrangements

Using the information gathered in Chapter 2 and 3 about tourists and their characteristics decide whether to attract foreign or domestic tourists and whether to market directly or through a tour company.

6.2 Tour Program and Price

Tourists interested in CBT come from a range of groups with a range of ages and interests. Similarly, the community has different agricultural seasons and cultural events throughout the year. In response to this diversity you can arrange three different types of tour programs:

1) A standard program appropriate for all ages, sexes and seasons.
2) A standard program with some optional activities for groups with special interests or limited time.
3) Programs tailored to the needs and interests of the tourist.

Although tour programs need to fit the market situation, it is more important that they do not negatively impact the community's way of life. The community should determine when they have enough available time and energy to provide services and set a maximum number of tourists per group or per day (Community Carrying Capacity). Also, tourists should be informed of the community's code of conduct and prices before the community provides services.

6.3 Promotion

Consider 3 elements:
1) Marketing channels such as the mass media, government tourism offices or word of mouth.
2) Advertising Media such as brochures, video, posters or the Internet.
3) Unique characteristics of the community that are different from other destinations.

The process of developing CBT should be cooperative from start to finish to give the community a sense of project ownership and in order to build the necessary capacity to handle and manage CBT. The community should set its own indicators and conduct monitoring every three months to determine whether CBT is achieving its objectives. The facilitating organization can also conduct monitoring for its own use as well.

7. Planning for Monitoring and Evaluation

6

Administrative Organization

1. Important Elements of a CBT Administrative Organization

2. Participation

3. Division of roles

4. Division of benefits

5. Transparency

6. Measures to control and prevent natural and cultural impacts

Administrative Organization

CBT requires a local organization to manage tourism because 'The Community' will need a representative group to work with outside organizations and make arrangements with tourists. To create "brand recognition", the name of the organization should include the name of the community.

If the community does not clearly define an organization to manage CBT, confusion can easily result. Moreover, because tourism is an activity that draws from community resources, it is crucial that the community sets a clear administrative system to direct the community organizations responsible for CBT. This determines who will act and take responsibility for CBT, who the community will participate with and who will audit CBT (including the organization itself).

An administrative organization for CBT needs to clearly present at least 7 elements:

1. Name and location
2. Objectives
3. Qualifications for membership
4. Administrative committee
5. Consultants
6. Framework, roles and duties, term limits
7. Budget

1. Important Elements of a CBT Administrative Organization

To truly represent the interests of the community the organization need to emphasize:

1. Participation
2. Division of roles
3. Division of benefits
4. Transparency
5. Measures to control and prevent natural and cultural impacts

2. Participation

The heart of community work is a feeling of project ownership among community members. This happens when the process of working is participatory from the start and the local people play an active role in decision making. Communities just beginning to initiate CBT are likely to have few participants in the process due to a lack of understanding or capacity.

The organization responsible for CBT needs to keep opportunities for participation open to the community and not create rules or regulations that limit it. Although it is difficult to ensure the direct participation of the entire community, CBT should at least allow all members of the community to benefit indirectly from tourism.

CBT is able to enlist the participation of various community groups by giving them a direct role as a committee member or shareholder. For those that do not take a direct role in CBT management, the fact that negative impacts from tourism indirectly affect the whole community is a motivation to participate in managing CBT. In any case, CBT provides benefits indirectly to all through contributing profits to a community fund.

Participation may slow the ability to act, but it allows the members of the community to gain experience and learn together.

3. Division of roles

Tourism includes many activities, dividing the roles among the members of the CBT organization will make administration effective. Besides this it opens an opportunity to a range of community members, especially women, the elderly and local youth, to exhibit their ability and potential to work.

4. Division of benefits

Tourism brings income and benefits to the community and other stakeholders that must be shared between both the administrative organization and the rest of the community members.

You should divide benefits:
1. Directly: The members of the CBT administrative organization benefit directly by providing tourism services.
2. Indirectly: Non-members cannot directly benefit from tourism, but they should benefit from community projects that its profits fund. It is crucial that the CBT administrative organization contribute a portion of profits from tourism to support public projects or activities that will benefit the whole community.

Besides these benefits there are a number of other benefits related to tourism: sales of souvenirs or local products that will support the local economy by increasing the profits of local shops; the development of local infrastructure for tourism such as roads; building the reputation of the community; and increasing cooperation of outside agencies.

5. Transparency

A system of accounting that is easy to comprehend, open to auditing and divides roles and duties of different workers is a necessary part of the CBT administrative organization because tourism brings profits from many sources. Creating a good accounting system will help build trust among the members of the organization.

To assure transparency the organization should have:

1. Basic financial management including receipts, daily accounts and itemized expenses/income.
2. A system of monthly financial reports.
3. Financial regulations including terms stating that a percentage of funds must be contributed to the community fund.
4. Financial summaries every 3-6 months.
5. Cashiering, accounting and auditing duties should be separated.
6. A rotation system for homestays, guiding, transportation and meals that includes public reporting of job and income distribution and, in the case a member cannot fulfill his/her duty, reasons.
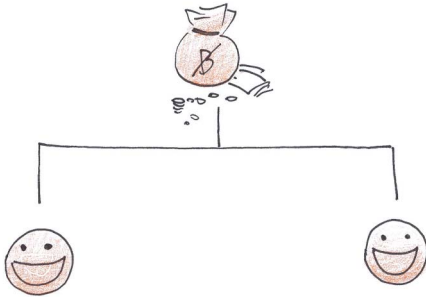
6. Measures to control and prevent natural and cultural impacts

The organization can create tourism rules and regulations or a code of conduct for tourists. Additionally, the administrative committee should create a system for monitoring impacts by choosing the members responsible that should report on environmental changes and inappropriate behaviors. This will alert the organization to any problems regularly so that solutions can be implemented quickly.
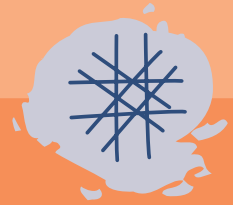
7

Program Design

Program Design

The tour program must be designed to encourage learning and sharing between tourists and hosts.

1. Principles: the program should:

1.1 be fun.
1.2 encourage local youth to learn about their identity, roots, environment, geographical settings, mode of production and historical context.
1.3 promote interaction and learning between hosts and visitors.
1.4 ensure tourist confidence in their security and safety.
1.5 create the correct perception of the local way of life and natural resource management.

2. Important elements in Program Design

2.1 **Activities:** availability of appropriate activities and facilities.
2.2 **Resources:** resource capacity and limitation to design enjoyable activities without creating negative impact.
2.3 **Content:** the information appropriate to the target tourist; promote learning process that lead to an understanding and an impression for visitors and hosts.
2.4 **Itinerary:** program schedule appropriate for tourists, by considering the tourist's interest, age and gender, and in compliance with local culture and carrying capacity.
2.5 **Management:** coordination and personnel management system.
2.6 **Monitoring:** methods to monitor tourism impact.
2.7 **Evaluation:** methods to evaluate the tourists' appreciation on CBT products.

3. Activities of CBT

3.1 Walking / Trekking / Nature Trail.

3.2 Village excursions, observing the local way life.

3.3 Participation in local activities

    - Indoor: cooking, rice pounding, weaving, offering alms to monks.

    - Outdoor: working in the orchards, rice field or fishing

3.4 Joining in social work such as planting trees, working with school children or building a firebreak.

3.5 Learning about local wisdom; i.e. music, carving, weaving, natural dying.

3.5 Other outdoor activities such as bird watching, butterfly watching, boat rowing, biking, painting/drawing, etc.

4. Carrying Capacity Analysis

Carrying Capacity refers to the ability of the community resource to serve the maximum number of tourists to enjoy their stay for a period of time without causing environmental impact. Tourism development must not deprive any basic needs from the community and change their perception. (Chittanwattana,Boonlert :1999)

4.1 Types of Carrying Capacity

1. Economic carrying Capacity:
   Tourism maximizes economic benefits , using limited resources without causing negative impacts on the local investment or cost of living.

2. Physical Carrying Capacity:
   Tourism is able to provide good services to the highest number of tourists with no negative impact on the physical environment including the facilities and services being provided.

3. Social and cultural carrying capacity:
   The ability to provide good services to the highest number of tourists without causing any social, religious or cultural impacts.

4. Environmental carrying capacity:
   The ability to provide good services to the highest number of tourists without causing negative environmental impacts.

5. Perceptual carrying capacity:
   The ability to provide good services to the highest number of tourists while both parties fully maintain their right of privacy.

4.2 Control of resource usage based on the carrying capacity

1. Quantity Limitations of resource usage.
2. Distribution of resource usage.
3. Sharing resource together: sharing resources together can reduce cost and energy.
4. Duration restriction for resource usage.
5. Seasonal restriction for resource usage: Setting up seasonal calendar will allow forest to rest and renew itself/replenishment or prevent any natural disaster for tourists.
6. Size Limitation of number of tourists.

Sample program:

First day:

09:00 Depart from your accommodation/hotel to Huay Hee village by 4WD.
10:00 Stop over at the Doi San Fa scenic point for a bird's eye view of Mae Hong Son Town and the ecological system of the forest.
11.30 Arrive at Huay Hee village, Tea Welcome Drink and Welcome Speech by a representative of the village. A brief introduction of the village is also given here.
13.00 Check in at your hosts house. Get to know your host.
15.00 Explore the village, visit the blacksmith, weaving, rice pounding
18.00 Dinner
19.00 Tea time and informal discussion on the legend of the man living interdependently with the forest
21.00 Bedtime

Second Day

07.00 Breakfast; prepare lunchbox and equipment for trekking.
08.30 Leave for Doi Pui, visit the rotational farming en route. Also pick vegetables and forest products to add to your lunch menu in the forest.
10.00 Enjoy the nature trail in Doi Pui
12.00 Stop for lunch
15.00 Arrive at your camp site, pitch tents, organize your supplies in tents. Then enjoy strolling and observing the sunset on the top of Doi Pui.
19.00 Dinner
20.00 Campfire, discussion forum regarding community forest and preservation to be held for people from different cultural background

Third Day

05.30 Climb up Doi Pui. Enjoy morning coffee and the Sunrise
07.00 Breakfast. Organize your supplies to return to the village
08.30 Study orchid route and orchid revival area on the way back
11.30 Back to the village.
12.00 Lunch time
14.00 Shopping local souvenirs. Farewell to the village
15.00 Back to Mae Hong Son

With CBT, the local community can share their "stories" of survival and interdependency with the forest.   The program is designed so that tourists will experience the simple way of life of the community on the first day. On the second day, the tourists learn about local farming methods and the utilization of natural products. In the evening there is cultural exchange with the community members. On the last day, the tourists will visit the community wild orchid preservation and re-plantation site.

Activities promoting "Direct Experience"

The local Blacksmith using a bellows to make knives and agricultural tools demonstrates unique local 'technology'. Husking rice, weaving and picking fruits and vegetables freshly from the farm and herbal medicines from the forest are fascinating daily activities, rarely seen in urban life.

Diversity of activities keeps visitors happy and satisfied.

Activities range from exploring the village, witnessing rotation farming, nature and wild orchid trails and admiring scenic views. As for the accommodation, tourists can opt for a homestay or to pitch a tent in the forest.

Exchange forum

The forum encourages hosts and guests to amicably discuss their idea and opinions. With the humble manner of the community members, tourists often ask them questions directly.

Appropriate length of stay:

In the village for three days and participating in the sample activities,tourists will learn and increase their understanding about the village. Unlike mass tourism, tourist guides lead a group of tourist to Doi Pui, to observe opium smokers and shop for tourist products and return to town in the same day. Doi Pui community will not receive any benefits other than from selling the products.

Job Distribution

Many parties are involved in organizing the tours. Each party carries out their responsibilities as follow:

1) Local guide: bringing tourists from Mae Hong Son to the village.
2) Community Guide: leading an excursion in the village, hiking and camping.
3) Community resource person: welcoming and presenting a 'community overview', experts present, demonstrate and explain the activities such as blacksmith, weaving, herbal medicine, wild orchid nursery and also an organizing evening forum.
4) Host or accommodation owner: providing accommodation and food

Tours and services fees are fair:

The community can charge a fair service fee and also explain their calculation of the cost.

Explanation:

75

5. Quotation of tour and service fee:

Though aiming at preserving natural resources and local culture. Community Based Tourism promotes activities that generate the economic benefits to the local community. This section presents the costs you should consider.

5.1 Criteria for the rate of tour and services.

5.1.1   Food:
consider the following factors; real cost, market price and the community's satisfaction.

5.1.2   Accommodation:
1) Homestay: consider the cost of bedding, pillow, sheets, mosquito net, laundry. You can check comparable service fees from local guesthouses in town. Also discuss a satisfactory price for the local people.
2) Pitching tents in the forest: consider the cost of tents, campsite preparation, outhouse, garbage dump and water sources. Also compare the rate quoted by National Park and the community's satisfaction.

5.1.3   Leading tour:
Although the villagers may accept a low fee, you should regard them as a local expert, deserving a reasonable rate.

1) Leading tour services and daily activities, a community member should be paid more than the rate s/he would receive as a wage laborer. Villagers must stop their work in the farm or fishing to lead activities like trekking, village excursions or diving. To calculate the appropriate fee, you should consider their daily wage plus their specialized knowledge.

2) The rate from leading activities overlapping their daily life such as fishing, picking fruits in the orchard, should cover their time, income lost plus other related costs. In case of fishing, the cost of gasoline and equipment maintenance should be included. The local fisher folk, accompanied by tourists, may not perform as well as they usually do. In many cases, tourists' engagement may do more harm than good to the products. This loss of income should also be covered.

5.1.4   Learning local wisdom:
Consider the cost of the material and compensation for the local resource person. e.g. :Natural dye activities requires materials such as cloth, dying equipments and the time of the activity leader, approximately half a day. The fee for this activity should cover the above cost. You should also consult with the community members about the appropriate fee.

5.1.5   Other expenses such as transportation, interpreter, tour coordinator.

5.1.6   Donation for community development:
         This can be compared to the entrance fee of museum or national
         park.

5.1.7   The operation cost for coordination, human resource development and
         marketing can be calculated from the total income or drawn from
         the percentage of the fixed cost.

5.1.8   Certain percentages should be allocated for the tour agents
         (middle man) who sell the CBT tour. The marketing fee should be
         lower than the walk-in rate.

Example of fees for Touring Koh Yao / per person

Costs include:

Fixed Cost: total expenses of one operation
Varied cost expenses depending on the number of tourists.
Operation cost: expenses for coordination, office cost, marketing, and human resource development.

Fixed Costs

1. Coordination	500	Baht
2. Interpreter/English-speaking guide for 3 days		
(1,000 Baht x 3 days)	3,000	Baht
3. local experts 2 persons (500 baht x 2 persons)	1,000	baht
4. Boat for 2 days (3,000 baht x 2 days)	6,000	baht
	10,500	baht

Varied Costs

1. Accommodations 2 nights (100 baht x 2 nights)	200	baht
2. Meals (100 baht x 7 meals)	1,400	baht
3. Local guide (150 baht x 1 day)	150	baht
4. Fishing with the villagers (300 baht x 1 day)	300	baht
5. Donation for Community fund (100 baht x 1 person)	100	baht
	2,100	baht

Operation cost 10 % deducted from Fixed costs	1,050	baht
	1,050	baht

Number of tourists		2 person	4 person	6 person	10 person	15 person
Fixed cost	10,500	5,250	2,625	1,750	1,050	700
Varied cost	2,100	2,100	2,100	2,100	2,100	2,100
Operation cost	1,050	1,050	1,050	1,050	1,050	1,050
Cost per person		8,400	5,775	4,900	4,200	3,850
Profit for tourism club 10 %		840	578	490	420	385
Rate per person		9,240	6,353	5,390	4,620	4,235

NB: The percentage of operation cost and profit per person depend upon the size of your tour activities, the group size and the satisfaction of the local community.

8

Interpretive Guiding

1. Meaning and types of interpretive guiding

2. Human Based Interpretive guiding

3. Non Human Based Interpretive guiding

Interpretive Guiding

Interpretive guiding is an interesting and artistic means of communication that encourages tourists to learn about the local people and their culture. Regarding this, it is even more charming to visit the communities whose social and cultural systems have completely blended with their way of life. Nature has been nurturing the local livelihood. In return, local people have been preserving and utilizing its resources. CBT emphasizes the value of this connection.

1. Meaning and types of interpretive guiding

1.1 *Meaning of* **"interpretive guiding"**

Interpretive guiding is the process of providing the tourists with knowledge, understanding and pleasure or even some interesting aspects for each attractions and their interconnection.

(Vejjabuskorn, Seree; 2003.)

Two types of interpretive guiding:

1. Human based interpretive guiding includes providing information about interesting issues, leading tours, demonstrations, giving presentations, and sharing insights or comments about the observed local activities to increase appreciation about the rationale and history of the activities.

2. Non-Human based interpretive guiding such as signboards, exhibitions, publications and nature trails.

Tourist guides provide information related to specific places and cultures. Instead of responding to questions from tourists, local people can also be tour guides by taking an initiative in providing information and explanations.

As for the interpretive guide, the person requires the artistic skill of articulation, with strong determination to help tourists gain insights into social and cultural aspects of the community. To assure attainment of the CBT objectives, training for the members of destination community is necessary.

2. Human based interpretive guiding

2.1 Division of Role of Interpretive guide and tourist guide

2.2.1 Principles for interpretive guiding and tourist guiding

1. interpretive guides should explain what is being displayed, analysing its background and interconnection.
2. interpretive guides should create an understanding and appreciation of the attractions, cultures and uniqueness of the destination.
3. interpretive guides should provoke or facilitate thinking, curiosity and pleasure. No preaching!
4. interpretive guides should analyze the tourists and choose the right approach.
5. interpretive guide should present information appropriate to the situation and tourists' interests.
6. interpretive guide should encourage exchanging conversation.

2.2. Principles:

2.2.2 How to prepare
1) Select the topic and theme

Example of subject and title
Topic: Herbal Plants
Theme: Herbal Plants in the forest

After the interpretive guiding, it is assumed that the tourists understand that "forest is the source of food and medicine for the local people" (Bird friend Club, Chiang Mai)

2) Organize the content appropriate for the tourists
3) Analyze tourists' interests
4) Inform tourists rules and regulations
5) Prepare materials for the presentation and additional equipments if possible: e.g., binocular, Bird Handbook or map

2.2.3 How to lead a tour efficiently:

The interpretive guide should
1) start with self-introduction and present an itinerary briefly.
2) check or have tourists check their supplies, especially water and food.
3) check the number of tourists regularly.
4) always stay in front of the group. Walking speed should not be too slow or too fast because it is easy to control the situation. If there is a large group, break it into smaller groups.
5) turn to the entire group and stand where everyone can see when giving an explanation or information.
6) speak clearly and make sure everyone understand the messages.
7) refrain from giving useless information, for example, the sunset.
8) explain the interesting phenomenon or situation happening during the tour.
9) encourage tourists to observe and internalize / absorb the surroundings with their five senses (see, hear, smell, taste and touch or feel.
10) anticipate any danger, accident or any kinds of sickness and create preventive plan.
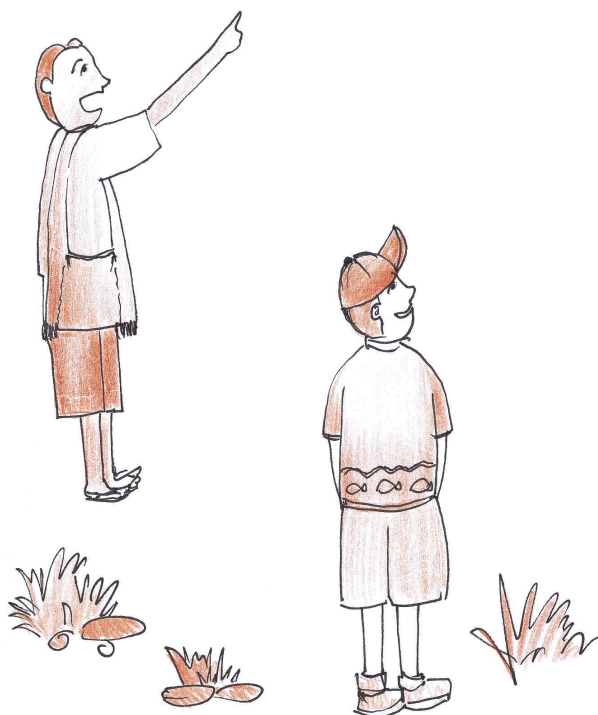
It is obvious that CBT minimizes its dependency on external specialists. Tourists can learn from many local activities if community members are skilled interpretive guides. For example, hosts who provide Homestay do more than providing accommodation. They have to be interpretive guides to introduce food, manners, customs and history about the community of the host family. You should train the participating community to be interpretive guides.

1) Allow tourists to join in the activities with their host family.
2) Inform tourists one day prior to the activity about important information such as dressing for different activities or details of the tour program so that they can prepare accordingly (i.e. they may need to be informed if they need to get ready early in the next morning).
3) Always check if tourists can participate in outdoor activities for the whole day. Otherwise, prepare an alternative for them, e.g. allocate time for them to rest after a few hours of field activities.
4) Allow and encourage tourists to observe or participate in activities. Having direct experience, tourists will gain more insights about the community lifestyle.
5) In addition, you can assess their opinions by conducting an exchange forum.

2.3 What to be considered for local guide

2.4 The qualifications of the interpretive guide

1) Social relations
- Energetic and cheerful, with a sense of humour
- Kind, generous
- Friendly

2) Personality
- Active
- Mature
- Clean, dress appropriately
- Polite, humble

3) Knowledge
- Curious, observant
- Inquirer
- provides the correct information

4) Pleasant speech
- clear voice, appropriate rhythm and speed
- easy to understand, good organization of speech content
- provocative

5) Proud of their job
- enthusiastic to improve their ability
- take good care of the tourists

1) Time management
- Survey route map in advance
- allocate sufficient time for each place
- allow privacy and personal time for tourists.

2) Tourist Analysis
- Assess tourist's needs and expectations
- Be flexible about time

3) Motivational ability
- stimulate tourists to fully appreciate the activities through their senses
- prepare games and activities
- motivate tourists to join cooking, weaving, etc.

4) Ability to provide good services
- check transportation, food and accommodation
- Inform tourists regarding the rules and regulations of the community
- prepare supplies (rubber mat, flashlight, First Aid)

5) Ability to deal with difficult situations/problems
- Anticipate and prepare for possible problems.
- Remain calm and mindful when dealing with a difficult situation

2.5 Skills required by an interpretive guide:
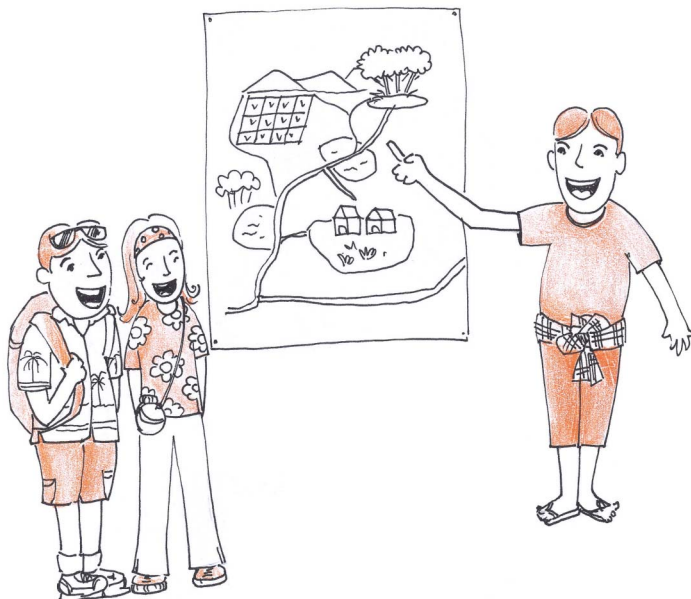
3. Non Human Based Interpretive guiding

This type of interpretive guiding functions as a "supplementary source" of community information for tourists. Road signs also can substitute words. The sign "danger" will increase safety for tourists. However, Human Based Interpretive guiding has proved to be far more efficient.   Training local interpretive guide does not only provide them extra income, it will allow local people to actively control tourist behavior. Outsiders don't trespass into their area without permission.

Before producing leaflets, maps in the community, handbook or signboards for nature trail, you should consider training interpretive guides.

9

Marketing

1. Marketing for CBT

2. Marketing CBT: Issues to be Considered

3. Market Mechanisms

4. Preparing Tourists

5. Post-Tour Evaluation

Marketing

1. Marketing for CBT

Generally, the goal of marketing is to increase sales, but in the case of CBT it is more important to avoid negative impacts by selling to a particular market or providing information to prospective customers before they decide to buy. CBT is still a new concept worldwide, so it's necessary to prepare both the community and tourists.

CBT products are different than other products because the scope is larger: the community is intricately woven into 'the product' in such a way that any problems with 'product' will inevitably affect the community. Other businesses are designed around the needs of their customers, but CBT must focus on the needs and capacity of the community as well because it's difficult to recover what has been lost or destroyed if there are impacts. The goal of marketing CBT is to put sustainable tourism above the quest for higher profits.

2. Marketing CBT: Issues to be Considered

2.1 CBT Products: Tourist Attractions

- What is the local site that the community feels is the most interesting?
- How is that site interesting?
- What is its reputation?
- What tourist activities are there?
- Are the quality and quantity of skills and abilities that the local people have adequate?
- What tourist services does the community provide?
- Does the community have a central information center or staging area that advertises tourist activities?
- The community should be able to answer the question, "How is CBT linked to cultural and natural resource conservation?"
- Draw up tourism guidelines for acceptable practices and follow them.
- Make visitors feel safe while visiting the community
- How is the community linked to other travel routes?
- How difficult or easy is it to access the community?
- Tourists should know the code of conduct set by the community before or on arrival.

- Is there a selection of tour program options appropriate to satisfy a variety of tourists' interests?
- Is there an optional program for those who don't want to follow a prearranged itinerary?

**2.2 Program:
Tour Programs**

- The community should set a standard price for various services.
- The price should be fair for both tourists and the community.
- The community should find a way to make tourists understand that a portion of the price is reserved for environmental conservation or community development.

2.3 Price

- The tour program price should include all activities and services such as transportation, accommodation, meals and guiding so that tourists pay the community only once.
- The price should take into consideration whether the tour program is sold directly by the community or through an outside travel agency or tour company resulting in at least 2 price levels - one for direct sales and a reduced price for indirect sales, so customers won't have an opportunity to try and compare prices.
- The price should probably be flexible in order to make special exceptions for sales such as for children, students and families.

**2.4 Packaging: Tour
Program and Price**

- Is the target tourist market foreign or domestic?
- Will tourists find their way to the community or travel through a tour company?
- What is the maximum and minimum group size?
- What is the duration of travel of tourists in the target market?
- What is their ages?
- What type of tourists are they and what special interests do they have?

2.5 People: Tourists

Table 9-1 Principle Types of Tourists

Tourist Type	Travel Habits	CBT Management Strategy
1. Seeking new experiences	This type of tourist travels economically by arranging his or her own trip and traveling using a guidebook instead of guides.	Community rules and regulations, making sure the community has the ability to communicate and pricing are the important issues for this type of tourist.
2. Seeking to learn and support environmental conservation and local communities	This type of tourist collects info before traveling, chooses a tour company with a responsible tourism policy that takes the local community into consideration, prefers a guide, takes the time each experience deserves and likes to travel alone or in small groups of less than 8 people.	Give tourists the information they need to prepare before arrival. The program should show tourists how the community works towards natural and cultural resource conservation and the tour activities should help tourists learn about and understand the local people.
3. Seeking convenience and comfort	This type of tourist most likely enjoys traveling to well known locations and is willing to pay for comfort and convenience. Sometimes they want to see local communities, but not actually "experience" them; to take pictures and buy souvenirs is enough.	The community can probably draw economic benefits from this type of tourist because they stay briefly and travel in large groups, but income alone would not achieve the objectives of CBT.

2.6 Place:
Tourist Origin

● What are the countries in the community's target market?
● Who are your competitors for that target market?

2.7 Promotion:
Advertising
and Promotion

Consider:

● Marketing channel such as mass media, government tourism offices or word of mouth.
● Advertising Media such as brochures, video, posters or the Internet.
● Unique characteristics of the community that are different from other destinations.

2.8 Partnership:
Allies

Hotels, tour companies or organizations interested in sponsoring CBT through promotion or marketing with the community.

3. Market Mechanisms

Currently, tourists have the ability to arrange travel to a great variety of destinations. The community needs to consider in what respects they are prepared to receive tourists such as:

- All year?
- Only with advance notice?
- Only during certain periods?
- In groups?
- How large?
- Do they need a guide to reach the community?

1) If the community is ready to manage on their own, they need to consider a reservation system unless they are able to handle tourists that arrive unannounced. In the latter case, they will be able to expand their use of media such as guidebooks, internet and other forms of media.

2) If the community wants an organization to screen the tourists first, and help control who enters the community, the community can make a sales agreement with a tour company. However, the community needs to consider how many companies they will contract with, and whether every company will accept terms of the community's rules and regulations and has the ability to market CBT the way the community wants.

3) Generally, tourists reach their destinations through a variety of possible routes:

Tourist → foreign travel agent → domestic travel agent → local tour company → community

Tourist → foreign travel agent → local tour company → community

Tourist → local tour company → community

Tourist → community

It is necessary that the community creates a set of rules and regulations to deal with tourists of various origins and interests that is communicated before they arrive and acknowledged by groups inside and outside the community. If the community has a working arrangement with a tour company, there needs to be a contractual agreement to ensure that the company will follow the community's rules. The agreement should include strict measures so that tourists and the tour company follow the rules as they are intended.

4. Preparing Tourists

To prepare those interested in CBT in advance, the community should have a system for providing information as follows:

In the case that tourists have made arrangements in advance, basic information about the village (itinerary, tour activities, community rules and regulations, items they should prepare and pack appropriate to the situation such as shoes, raincoat, flashlight, mosquito repellent, etc.) should be sent to them prior to departure.

In the case tourists arrive unannounced, the first priority is to make sure they understand the community rules and regulations for tourists before arranging activities or providing services in order to prevent violations which could negatively impact the community.

Example: Code of Conduct for Tourists

Environmental Conservation:
- Help to prevent littering and pack trash out of natural areas.
- Don't collect plants and animals or disturb them in their natural habitat.

Respect for Local Culture and Customs:
- Study the history and culture of the area before you visit.
- Obtain permission before taking pictures or video.
- Don't wear culturally inappropriate clothing such as tank tops or shorts.
- Don't make public displays of affection.
- Respect the private property of the villagers.
- Respect community rules and regulations such as those against the consumption of alcoholic beverages or making loud noises and stay on marked trails.
- Try to behave as the villagers do.

Support the Local Economy:
- Buy local products.
- Accept the standard of service that the community is able to provide.
- Don't try to bargain over the price of goods, buy things that you really want, see the effort that went into making them and don't buy things out of pity because it will inhibit the ability of the villagers to develop their craftsmanship.
- Don't give money or sweets to children freely because it will habituate them to asking for things from tourists.
- If you want to help the community economically, give money or goods to the leaders or a development organization within the village, not individuals.

5. Post-Tour Evaluation

At the end of every tour program, the community should give tourists a chance to express their opinion about the communities tourism services. These suggestions and a growing 'profile' of tourists will benefit CBT product development and marketing. Evaluations can take many forms such as:

1) Set aside a specific time for tourists to exchange their thoughts and feelings with the community before they leave.
Advantage: two-way exchange fosters understanding and acceptance of different perspectives between local people and tourists.
Limitation: Some people might not express their true thoughts and feelings and some groups might not have time.

2) Create a "visitors book" at each homestay or the community center for tourists to express their opinions.
Advantage: Tourists can fell free to fully express themselves
Limitation: Some people don't have the time or inclination to fully express themselves in writing.

3) Create a questionnaire to use for evaluation.
Advantage: It's possible to set items for evaluation, analyze and evaluate the responses systematically.
Limitation: If there are too many items. They might not all be answered.

Example : Evaluation Form

Name _____ Gender _____ Age _____
Nationality _____ Date _____

1. Accomodation   _____ poor _____ fair _____ good
2. Bed   _____ poor _____ fair _____ good
3. Bathroom   _____ poor _____ fair _____ good
4. Food   _____ poor _____ fair _____ good
5. Guides   _____ poor _____ fair _____ good
6. Tour Activitie   _____ poor _____ fair _____ good
7. Community Activities _____ poor _____ fair _____ good
8. Safety   _____ poor _____ fair _____ good
9. Souvenirs   _____ poor _____ fair _____ good
10. Villagers' Conduct   _____ poor _____ fair _____ good

Additional thoughts:_____
_____

Thank You

10

Monitoring and Evaluation

1. The Meaning of Monitoring and Evaluation

2. Benefits of Monitoring

3. Monitoring Schedule

4. Framework for Monitoring

5. Tools

6. Indicators

7. The Process of Evaluation

Monitoring and Evaluation

1. The Meaning of Monitoring and Evaluation

What is Monitoring?

Monitoring is an ongoing process of checking progress by gathering and analyzing relevant data to determine whether the project is following its objectives.

What is Evaluation?

Evaluation takes place at regular intervals to determine whether the project has achieved its objectives efficiently and effectively, and whether the project is likely to bring about sustainable outcomes.

2. Benefits of Monitoring

- Monitoring checks project progress and illuminates problems and obstacles.
- Monitoring indicates the negative impacts of CBT in order to create strategies to correct problems at an early stage.

3. Monitoring Schedule

The frequency of monitoring depends upon the data to be collected and method of collection. For example, the impact of tourism activities, services, administration, local participation, and tourism income might only need to be checked once every three months. However any impacts on natural resources such as a nature trail should be recorded immediately after each trip.

4. Framework for Monitoring

1) Monitor the success of CBT objectives to evaluate the project.
2) Develop indicators during the process of project planning.
3) Ensure the participation of the local people.
4) Monitor project impacts on a variety of aspects including environment, culture, social system, economy and participation to evaluate the use of CBT as a tool for community development.

5. Tools

Monitoring Tourists
1) Questionnaires
2) Guest books (see Chapter 9: Post-Tour Evaluation)

Monitoring Tourist Attractions
Compare changes over time using:
1) Forms or checklists to survey the environment along nature trails
2) Photographs of sensitive areas

Monitoring Community Members
1. Questionnaires designed to monitor the degree of satisfaction, dissatisfaction or neutrality regarding issues such as:
1) Changes in income
2) Tourist behavior
3) Behavior of tour guides from outside the community
4) Impacts of CBT on:
- Social relationships within the community
- Culture
- Natural resources
- Children
- Food/Nutrition
- Local ways of life

2. Tools to measure changes over time such as:
1) Trend Line
2) Spider diagram
3) Seasonal Calendar and Annual Activities in the community
4) Venn Diagram

3. Brainstorming to facilitate:
1) Discussion and analysis of problems
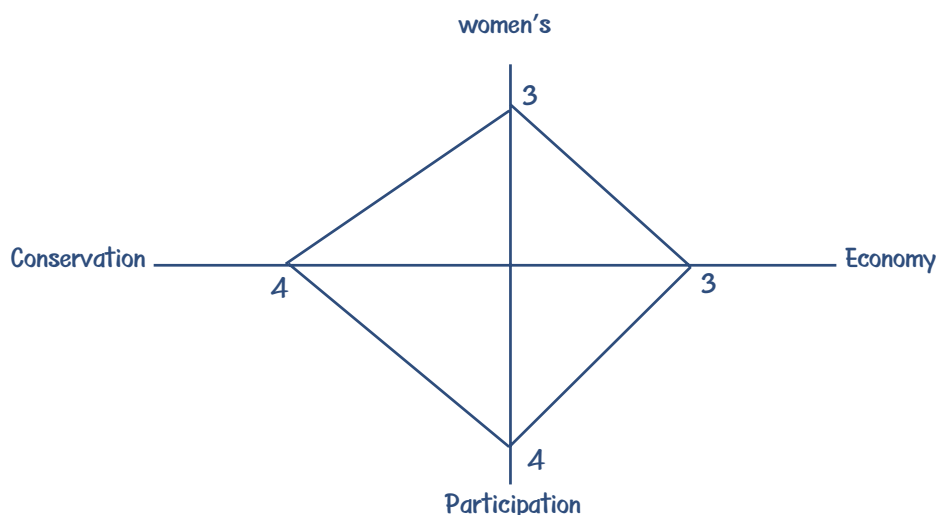2) Identification of causes and solutions
3) Prioritizing actions

4. Observation and interviews to determine whether:
1) Rules/regulations on natural resources conservation established by community are effectively enforced.
2) Local people significantly improve their quality of life of issues such as:
- Accommodation
- Food and Drinking water
- Sanitation

Spider Diagram

women's

```
                    3
                   /|\
                  / | \
                 /  |  \
Conservation ___/___|_____ Economy
             \  4   |   3  /
              \     |     /
               \    |    /
                \   |   /
                 \  |  /
                    4
              Participation
```
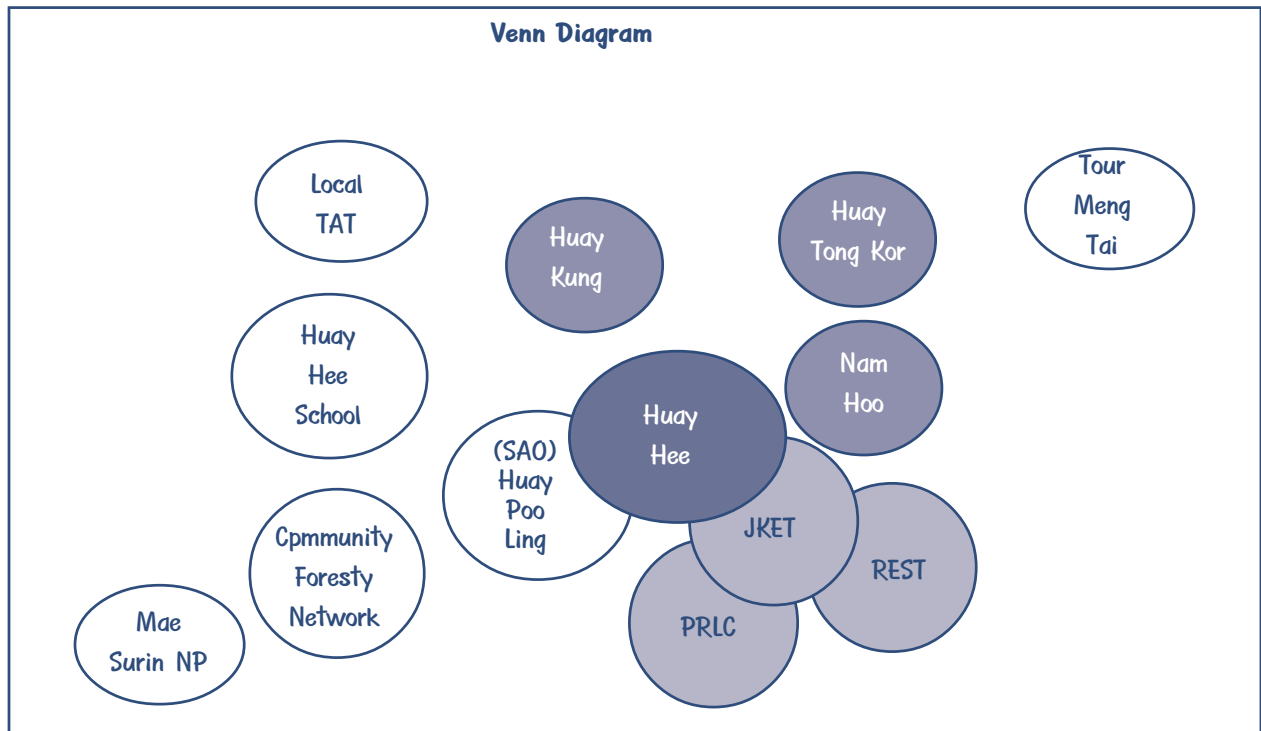
Explanation: A tool for evaluating attitudes towards any aspect of community development. Spider diagrams facilitate group discussion and exchange of ideas by allowing individuals a chance to express their views. Participants assign values for each topic in the diagram and explain their choices before forming a group consensus.

Community Questionnaire

Topic	Satisfied ☺	Neutral ☺	Dissatisfied ☹
Change in income			
Tourist behavior			
Behavior of outside guides			
CBT Impact on Relationships within the community			
CBT Impact on Local Culture			
CBT Impact on Food and health			
CBT Impact on Natural Resources			
CBT Impact on Local Ways of Life			
Satisfaction with CBT			

Venn Diagram

Local
TAT

Huay
Kung

Huay
Tong Kor

Tour
Meng
Tai

Huay
Hee
School

Nam
Hoo

Huay
Hee

(SAO)
Huay
Poo
Ling

JKET

REST

Cpmmunity
Foresty
Network

PRLC

Mae
Surin NP

Explanation: A tool illustrating the quality of relationships between different groups and organizations represented by circles. The distance between each circle expresses the closeness of the relationship between the groups or organizations represented by the circles: the closer the circle, the closer the relationship. Using this diagram can motivate the local people to consider the need to modify or adjust their relationships.

6. Indicators

Good Indicators should be:

1) Quantitative and qualitative
2) Specific or identifiable
3) Measurable
4) Appropriate for the project size and the time and resources available.

Example: Monitoring CBT Objectives

Objective	Indicators	Tools	Outcomes
To build local initiative in natural resource conservation.	*Increase/decrease in: The quality of local conservation activities	Meetings Observation	
To preserve, revitalize and pass on culture.	*Increase/decrease in: Cultural stability (e.g., changes specifically to impress or accommodate tourists) The extent and quality of activities that help new generations to learn their cultural heritage.	Observation Interviewing	
To generate income and increase the quality of life	*Increase/decrease in: Income Environmental or cultural impacts that result from income generating activities Quality of life Contribution of income to community development activities	Baseline data survey Income survey	
To encourage social participation	*Increase/decrease in: Participation in meetings or training courses Distribution of roles and responsibilities in community management Fairness in the distribution of benefits from tourism among local people	Minutes Account book	
To create a learning process among all parties involved,	*Increase/decrease in: Tourist understanding of the local way of life	Questionnaires Guest book	

* = The amount of

Example: Monitoring Impacts

| Type of impact	Indicators	Monitoring tools	Outcome
Environmental	Increase/decrease in: Number of wild flora/fauna Garbage Water quality	Survey of wild flora/fauna populations	
Cultural	Increase/decrease in: Degree of cultural revival Behavior/speech to show that they are shy/proud to present their own culture. Cultural adaptation/ modification to attract tourists	Spider diagram Trend line	
Social	Increase/decrease in: Social conflict in community Concrete plans/activities for environmental conservation Local awareness of the need for sustainable resource use. Behavior/speech to show that local people are proud of themselves New leaders Quality of life	Spider diagram Venn diagram Trend line	
Economic	Increase/decrease in: Income sources related to tourism such as sales of agricultural products or handicrafts Household expenses	Spider diagram Trend line Seasonal calendar	
Political	Strength of community organizations to negotiate with other stakeholders	Spider diagram Venn diagram	

7. The Process of Evaluation

1) Study and analyze data from the monitoring process.
2) Study economic, social, cultural, environmental impacts and community participation.
3) Evaluate success or failure based on CBT objectives.
4) Assess the condition of project operation and factors involved.
5) Analyze possible trends and directions for future CBT development.

11
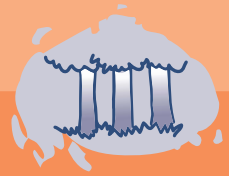
Involved Parties

1. The Importance and Necessity of Cooperating with Involved Parties

2. Involved Parties and their Association with Tourism

3. Approaches to Working with Involved Parties

4. Levels of Cooperation
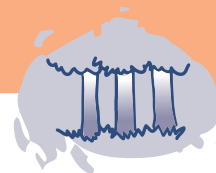
5. The Process of Cooperation
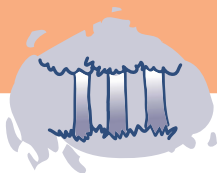
Involved Parties

1. The Importance and Necessity of Cooperating with Involved Parties

Tourism is an activity associated with many groups and individuals. Although CBT focuses on the community as the center of tourism management, if all stakeholders cannot benefit or are not allowed a role, they might not support CBT and could become an obstacle. The community needs to identify, study and understand all involved parties in order to obtain their participation and cooperation at the right times and to maintain a balanced relationship.

Finding some common ground on which to build cooperation will guard against the risk of the community losing identity and ownership of CBT activities. You should promote acceptance of CBT and foster a system of cooperation that allows various groups the chance to participate as partners with the community. However, cooperation shouldn't become a way for outsiders to exploit the community for personal benefit with the 'consent' of the local people.

2. Involved Parties and their Association with Tourism

Community Level	
Party	**Association**
1. Local Tourism Organization	The principle group that develops tourism
2. Local stores and souvenir shops	Benefit from sales
3. Local transportation such as boats or trucks	Benefit from service fees
4. Temples, schools, clinics and other important community institutions	As tourist attractions or by providing information of health services to tourists
5. Sub-district Administrative Organization	Set local rules and regulations, budgetary support
6. Resorts	Cooperating by offering accommodation options to tourists or competing if the community offers accommodation in the same area
7. National Parks	National Park area overlaps the community
8. NGO's	As facilitators and advisors in community development
9. Local government offices in the area such as the Sub-District Agricultural Development Office and the Hilltribes Welfare Department	Community development assistance as assigned by the central government
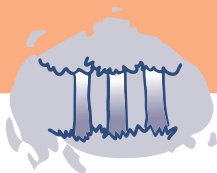
Sub-District/Provincial Level

| Party	Association
1. CBT Network	Network to share knowledge, experience and resources and promote planning
2. Provincial Office	Issue policy and administration at the provincial level to sponsor and promote tourism
3. Regional or provincial office of the Tourism Authority of Thailand	Support tourism promotion and marketing
4. Tourism businesses such as resorts or tour companies	Cooperating by offering accommodation options to tourists and related tour programs or competing if the community offers accommodation or tour activities in the same area
5. Local guides, public transportation and rental agencies	Provide transportation or information for tourists that visit the community
6. Local Media	Broadcast community news and information
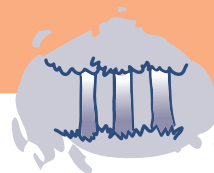
National Level

Party	Association
1. Tourism Network	Network to share knowledge, experience resources and promote planning
2. Tourism Authority of Thailand	Promotion, marketing and funding
3. Tourism Businesses	Cooperating by offering accommodation options to tourists and related tour programs, or competing if the community offers accommodation or tour activities in the same area
4. Mass Media	Broadcast community news and information
5. Tourists	Learn and understand the local people's way of life and increase their income
6. Research Institutes	Study the community and impacts from tourism and be an information center for research
7. Educational Institutions	Study the community, exchange thoughts and knowledge from both academic and practical perspective about tourism, environment and development
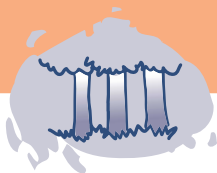
3. Approaches to Working with Involved Parties

Joint Venture: The community and private enterprise work together under clearly written terms that determine profit sharing, investment and the maximum number of tourists allowed in the community.

Table 11-1 : Pros and Cons of Joint Ventures Between the community and private business.

| Party	Pro	Con
Community	Increase in marketing investment and skill that comes from working with a private business	Sharing resources with outsiders to seek a profit that had previously been the sole property of the community
Private Business	Villager participation brings stability, able to build a good image and probably able to obtain government funding easily	Unable to make decisions independently without considering the opinion of the community
Both	Creates a sharing of knowledge and experience, working together brings success	Bargaining over the division of benefits wastes time and energy and the different objectives of both parties makes cooperation difficult

Partnership: Working together with commitment to shared goals while respecting the decisions of each party for mutual benefit. It's necessary that all parties involved unfailingly accept that tourism is a tool for community development and environmental conservation. Possible CBT partnerships include the community, tourism businesses, NGO's and government agencies.

Table 11-2 : The Aims of Partners in CBT

| Organization	Social Development Aims	Conservation Aims	Tourism Aims
Community	To use tourism as one part of community development by fostering the cooperation of groups within the community or forming a community organization to develop and manage tourism to respond to the needs of the community and solve problems that arise.	To present the way that environmental conservation can bring economic returns and foster awareness among outsiders	To raise income and give the local people pride in their community and efforts to conserve natural and cultural resources.
NGO's	To build the capacity of community organizations.	To promote and sponsor sustainable use of natural resources by the community.	To publicize their development efforts and promote the concept of CBT as a tool for community development.
Tourism Businesses	To contribute to society by investing in the community and providing expertise	To show that the private sector can participate in supporting the community and natural resources conservation.	To gain access to new markets and work with the community to decrease the risk of their investment.
Government Agencies	To use CBT as a cost effective way to raise income and create jobs in rural communities	To use budgets for natural resources conservation efficiently by supporting conservation work by community organizations	To use CBT to increase income, provide jobs and earn foreign exchange that will raise GDP.
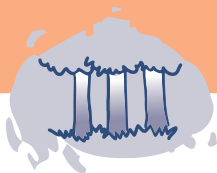
Stakeholders: Those that inherently receive the benefits and negative impacts of development such as the community, national parks, tourism businesses, NGO's, and GO's It's necessary to gather all parties together to build a shared understanding.

Table 11-3 : Stakeholder Roles in CBT

Organization	Role	Method of Participation
Community	Own and manage tourism	Making decisions and acting
National Parks	Responsible for the natural resources from which the community benefits	Developing plans for sustainable use of natural resources and drafting rules and regulations in cooperation with the community.
Tourism Businesses	Use the community as a tourism destination	Using community services such as guides, transportation and food service. Using their knowledge of tourists and experience in business and marketing. Abiding by the rules and regulations set by the community. Explaining CBT so tourists understand the concept and how to behave appropriately in the community.
NGOs	Facilitate the development and management of CBT	Fostering cooperation of stakeholders Creating forums for exchange and discussion. Organizing training and study tours. Facilitates government policies that address threats and prevent and solve problems in the community.
GO's	Sponsor fundamental development to raise the community's quality of life	Providing technical and financial support. Guaranteeing the communities rights over land and natural resources.
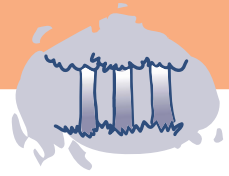
1) Sharing information
2) Exchanging ideas and experiences
3) Sharing resources
4) Partnership
5) Joint Venture
6) Stakeholders

4. Levels of Cooperation

1) Analyze the pros and cons of collaborating with each organization and prioritize them.
2) Analyze the capacity of community organizations, their needs for learning and exchanging information and the extent that they share benefits with other interest groups. Draw clear, participatory conclusions regarding the need for cooperation with each organization.
3) Facilitate communication between collaborating parties by:
   - maintaining relationships;
   - providing updated information about CBT;
   - promoting resource sharing and cooperation;
   - setting agreements and contracts.

5.The Process of Cooperation

Establish a mechanism to promote cooperation and participation among the involved parties and promote the sense of responsibilities towards CBT. Acknowledge the local perspective and encourage participation in the process of monitoring and evaluation. Learning from these lessons will relieve problems encountered and build the capacity of the local communities in the areas of critical thinking, negotiation and dignified coordination with external parties.

12

Networks

1. The Meaning and Importance of Networks

2. The Rational and Benefits of Networks at Different Levels

3. Network Development

4. Network Development Methods

Networks

1. The Meaning and Importance of Networks

Networking is a form of cooperation based on a voluntary agreement where all parties share the same commitment and operate their activities independently. However, coordination will empower each organization to gain recognition and potential to negotiate with external organizations. In addition, the sharing of experiences and lessons can be a further advantage of networks.

2. The Rational and Benefits of Networks at Different Levels

2.1 Intra-community Network
- In most communities, there are various interest groups. Building networks creates a sense of ownership of CBT. It also makes the community members recognize the benefits of CBT for the community, without ignoring its negative impacts. The community members will become responsible for the process of CBT and its impacts.

2.2 Inter-community Network
- Shared responsibility in the management and benefits of resources.
- Facilitate government and private sector provision of resources to the community.
- Coordinated marketing strategy to reduce investment costs and share benefits

2.3 National Level
- Promotion of the concept of CBT nationally.
- Empowered CBT communities that can challenge government policy, advocate their collective vision and ensure government compliance that results in community benefits

2.4 International Level
- A channel for the communities to learn from their shared situations, experiences and skills
- Representation of grassroots CBT in an internal forum
- Perception of trends and movements in international tourism

3. Network Development

A strong network depends on the interaction of three aspects:

3.1 CBT Organization
It is necessary to develop:
- Innovation and understanding for leaders and members;
- Analytical skills of the involved staff/internal organization/ other organizations.
- Tourism management skills.

3.2 Inter-organizational Network
- Regular interaction between the network members to establish a bond between them increases effectiveness.
- Build a frequently renewed commitment to work for mutual goals such as changing government policy, environmental protection or human resource development.
- Organize exchange activities for the network members to open their worldview and provide moral support.

3.3 Facilitation of Government Resources and Assistance
The network has the potential to:

- Encourage the acceptance and recognition of the role of the local community.
- Facilitate governmental provision of funds and technical support to develop CBT of network members.
- Promote CBT to create recognition and acceptance of development and environmental concepts among tourists and within the tourist industry.
- Pressure Government at all levels to draft, recognize and/or enforce rules and regulations intended to minimize the environmental, social and cultural impacts of tourism in local communities.

4. Network Development Methods

4.1 Community Level

- Organize forums that allow local interest groups to exchange their views and to build consensus that CBT is an important part of the community and should be integrated with their way of life.
- CBT activities that promote the participation and cooperation of as many community groups as possible such as guiding or producing and selling local products.
- Learn from prior inter-group cooperation to build higher levels of cooperation to develop the community. For example, dividing roles and responsibilities between different leaders and groups.

4.2 Inter-community level

- Forum for exchange between community CBT organizations.
- Exchange visits between the member community organizations.
- Cooperate to organize training in which representatives from each community in the network participate.
- Forum for exchange between community CBT organizations and external stakeholders or partners.
- Activities to empower the network to protect and assure the members' benefits. You can establish a local network committee to negotiate zoning regulations that set specific areas for conservation, agriculture or tourist attractions and activities. Coordinated promotion and marketing or negotiated relationships with tour companies and facilitate the government provision of resources.

4.3 National Level

- Exchange visits between the member communities
- Seminars involving all stakeholders
- Policy advocacy

4.4 International Network

- Exchange visits between the member communities
- Seminars involving all stakeholders
- Policy advocacy from the grassroots in the international stage such as GATS
- Activities and media for exchanging information about tourism trends

CONCLUSION
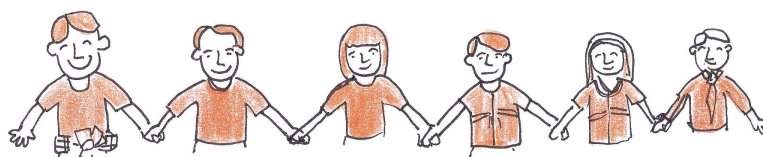
Implementing CBT is not always as smooth as we would hope for. Challenges and difficulties have developed side by side along the way with successes. These experiences brought about questions we have to consider carefully and we may not have the right answer for in every case. The areas REST thought most challenging are

1) Who are in fact our target tourists?
2) How can community handle the 'success' of the CBT?
3) How can the community maintain their constructive relationship among community members and stakeholders, particularly the feeling of 'fair share' and transparency?
4) How can a community manage the involvement of the 'outsiders' especially at the decision process?
5) How can we avoid and address the impacts of CBT ?

CBT development is context specific, it takes a long time and needs commitment from different partners. It requires mutual understanding and fair benefit sharing among those who are inside and outside of the community.

By nature, communities do not have enough capacity to implement all stages of CBT. They need to be properly prepared throughout the process. Being optimistic, CBT can be successful by building upon a number of success factors internal and external of the community. These include: participation from community members, government, policies, legal frameworks, information from different sources and market demand.

To achieve conservation and community sustainable development, the objectives of CBT needs to be defined by the community and followed throughout the development and implementation process.

When we come to this situation, we always say ... we need a strong community to handle. The question is how strong the community has to be in order to negotiate with outsiders and also, how to build such a strong community and to maintain its strengths.

REST has no absolute answer, but we are trying to assist in the building of the community strengths at its own pace.

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Suggested Readings
<u>Community Touism in Southern Africa : Marketing a community tourism enterprise.</u> 1999. Africa Resources Trust : Zimbabwe.
<u>Community Based Tourism for Conservation and Development : A Resource Kit.</u> 2000, The Mountain Institue: Nepal
<u>SNV and Sustainable Tourism Development Economical Benefits for Local Poor.</u> 2000. SNV: Nepal

Suggested Websites
Eco Travel in Latin America <u>http://planeta.com</u>
<u>http://www.travelmole.com</u>
Pro-poor Tourism Project <u>http://www.propoortourism.org.uk</u>
REST Project <u>http://ecotour.in.th</u>
The International Ecotourism Society (TIES) <u>http://www.ecotourism.org</u>
The Mountain Institute <u>http://www.mountain.org</u>
The Responsibletravel.Com <u>http://responsibletravel.com</u>
Third World Network (TWN) <u>http://twnside.org.sg/tour</u>
Tourism Concern <u>http://www.tourismconcern.org.uk</u>
University of Minnesota : Extension Service <u>http://www.extension.umn.edu</u>
World Tourism Organization (WTO) <u>http://world-tourism.org</u>

REST (Responsible Ecological Social Tours Project - formally under Thai Volunteer Service-TVS since 1994) is a dynamic and respected Thai NGO, residing under the umbrella of *The Association for Monitoring and Evaluation of Development Programs* (AMED). AMED was founded in 2000 by a group of academics and veteran NGO workers from various fields, including: population, rural and urban community development and volunteer service promotion. REST brings over eight years of experience to the challenges of sustainable community development and environmental protection.

REST has played an active role in supporting community-level efforts to protect and manage local natural resources, and to promote the value of local wisdom and ways of life. REST's leading role has been to build a bridge between the work of our local partners and the wider public. We have drawn outside attention to the strengths and successes of the community. REST's work has supported local voice and contributed towards local pride by showcasing the potential of the community. It has also raised the profile and capacity of community-level natural resource conservation groups.

REST's work has now gained recognition at three levels: local, national and international. Our profile at the national and international levels is firmly rooted in our participatory approach to work at the local level. REST has successfully empowered the community to use CBT (Community Based Tourism) as a self-directed strategy to integrate the goals of sustainable socio-economic development with the goals of natural resource conservation.

Since our conception, REST has been working with over 15 local communities in Thailand. Our work has shared multiple benefits across a spectrum of stakeholders. Participating communities have adapted and applied the CBT concept to design their own tour programs and to establish profit sharing models including 'Community Funds'. REST encourages local women and youth to play a leading role at all stages of community activities, from research and development to implementation and evaluation.

During our long partnership, REST and the communities have encountered many challenges. Our experiences at the grass-roots level have taught us invaluable lessons, and provided us with a set of practical CBT case studies, which have been shared with other communities, NGO partners and other stakeholders. REST's increasing national recognition has resulted in terms like 'people participation' and 'community ownership' being defined, disseminated and considered from grass-roots to government levels. CBT is building a bridge between people and policy.

With the benefit of our increased experience and profile, REST is now concentrating on 5 specific partner communities, representing 5 contrasting examples of natural and social environments. We are building upon our previous work with these communities, and supporting their capacity to act as 'Social Labs', sites where it is possible to observe directly the possibilities created by CBT. Centrally situated, it is hoped that the work carried out in these 'core' communities will continue to be noticed, adapted and applied by similar local communities who share a common natural and cultural heritage. By attracting visitors from Thailand and abroad, NGO, academic and government communities, lessons learned in these 5 communities should have far reaching applications.

REST 's international recognition has culminated in our recent success as winner of the 2002 World Legacy Awards, hosted by The National Geographic Traveller and Conservation International. As organizers of the 2002 Regional International Year of Tourism Conference, REST has been a key force in drawing broad-based attention to CBT at the International level. This has created exciting opportunities for our model of CBT to be discussed and considered, even beyond Thailand's shores.

Annex 2 :
CBT Projects
Organized by REST
in Thailand

Below are short sketches of 3 communities in which REST has sponsored the development of CBT. They are presented here to illustrate the diversity of situations, objectives, and outcomes between different CBT Projects. They also provide the reader with some understanding of the experience upon which this handbook is based.

Koh Yao Noi :
Objectives: Tourism is one element of a development process to help people from outside the community understand the problems faced by the community.

Characteristics of locality: An island in Phang Nga Bay situated between the tourist centers of Krabi and Phuket. The community is Muslim and most local people work as indigenous fisherfolk. A major problem faced by the community is the decline in fish stocks caused by illegal fishing.

Results of CBT projects:
* Increased public awareness of problems faced by community.
* Higher income for community leaders.
* Community fund established to conserve the local environment.

Kiriwong :
Objectives: Tourism is used as a tool for the community to manage natural resources and prevent outsiders from controlling and benefiting from tourism.

Characteristics of locality: Situated in a mountain valley on the edge of a National Park in Southern Thailand. The community has a long tradition of resistance to state rule. The local people have suffered severe floods on several occasions, but villagers have remained in the village. In recent years, they have created and run self-sufficient, community supporting activities that are a model for others to learn from.

Results of CBT projects:
* Change from passive to active role for the community, as previously involvement in community activities was low.
* A system of community rules was set up for tourist visitors, but villagers are unable to explain satisfactorily to their visitors how the community co-exists with forest as a result of a leadership crisis in the village.

Huay Hee :
Objectives: To build a new model for tourism to allow the community to plan for and participate in the expansion of tourism which is anticipated in the future.

Characteristics of locality: Hilltribe village situated in a forested area of Northern Thailand. The local people are dependent on forest products and practice traditional rotational agriculture methods. The community consists of thirty Christian families isolated in a rural area with no electricity. Although the area is difficult to access, it is situated on a popular trekking route.

Results of CBT projects:
* Succeeded in explaining relationship between villagers and the forest.
* Every family in the village benefited from a rise in income.
* Generated pride in the indigenous hilltribe culture of villagers, especially among young people who felt they had a role in village development.
* Community able to pass on knowledge of CBT and help others learn about CBT.