

# CAPACITY BUILDING TRAINING REPORT

---

## Tourism: A Regional Approach to Development

### Module 2: “Community Based Tourism Development”

The Mekong Institute (MI)  
The Thailand Community based Tourism Institute (CBT-I)

#### What is CBT-I?

CBT-I was established in 2006, and lies under the umbrella of the Thailand Research Fund (TRF) Regional Office in Chiang Mai. CBT-I aims to: **“Provide support and facilitate cooperation among stakeholders from grassroots to international levels, in order to strengthen the capacity of Thai communities to manage tourism sustainably.”** CBT-I is working to support a network of over 50 local Thai communities which have developed Community based Tourism (CBT) programs. Income from CBT projects supports local community development and conservation initiatives. CBT-I also works actively with Thai government, academics and selected tour operators in Thailand and overseas with a commitment to ‘Responsible Tourism.’

#### What is CBT?

*“Tourism which emphasizes the sustainability of the environment and society. Decisions are made by the community and programs are managed by the community for the community so that the communities are the owners of the program and have rights over the way it is managed, with the purpose of encouraging sustainability and enabling learning among visitors to the community.”*

*Potjana Suansri, REST Project, 2003*

## MODULE 2: COMMUNITY-BASED TOURISM DEVELOPMENT

This report presents the activities which the CBT-I facilitators (FT) conducted, as planned in the training program. The report presents the training outputs, day by day.

### Day one

#### **Morning session I: CBT as a development tool**

1. **Introductions:** The FT team introduced themselves to the participants, who also introduced themselves by their name and country.
2. **Warm Up I:** "SHARING SONG" and SING together. The FT led a balancing body exercise to warm up and stimulate the right and left sides of the brain.
3. **Warm Up II:** "Flower, Rock, Egg, Money, Book." The FT divided the participants into five groups. Each group was given 1 of the following items:
  - Flower
  - Rock
  - Egg
  - Money
  - Book

The FT asked each group to compare their object with TOURISM.

Each group summarized their positive and negative comparisons:

Item	Positive comparison	Negative comparison
Flower	Love, protect environment beautiful	Decline of environment
Rock	Strong, cannot break easily	Destroy something
Egg	Food , produce more baby	Easy to be broken
Money	Benefit for the people	Destroy the people
Book	Knowledge	Difficult to read

Next, the FT presented beautiful music and asked the class to listen attentively and to consider how CBT development related to the music.

Participants answered that tourism has many + and - aspects, so FT's must think, plan and work with the community carefully. Tourism, like music, needs the full cooperation of each player with both leadership and regulation.

#### **Outputs:**

- Participants began to explore issues related to CBT development.
- The FT team was able to assess the experience, knowledge and attitudes of the participants towards rural tourism development.

4. **Exploring the Issues Deeper:** The FT showed the word TOURISM, and encouraged the participant to suggest a word for each letter.

a) Participants suggested:

- T**raveling
- O**ppportunity
- U**niverse
- R**e-educate
- I**nvisible
- S**tandard
- M**anagement

b) The FT and participants collected these words into a group definition as follows:

“Traveling to other places of our universe is very important to re-educate travelers about the world’s future opportunities. Negative and positive impacts can remain invisible. Tourism therefore needs standards and management.”

The development of this fun ‘definition’ actually served as a focus point for in-depth discussion about tourism, and community based tourism. The class agreed:

- Community based Tourism requires special standards / management;
- The community should be active beneficiaries, operators and owners;
- Our job as FT’s is to support the community to achieve this.

5. **Clarifying the Relationship between Development and CBT.**

Finally, the FT wished to invite participants to consider that the ultimate goal of CBT development was to harness tourism as a tool for human development and sustainable resource management; rather than simply to develop tourism. In order to clarify this, the FT introduced the following elements of Development:

**D**oing  
**E**ducation  
**V**ividly  
**E**ager  
**L**eadership  
**O**ppportunity  
**P**articipatory process  
**M**  
**E**  
**N**  
**T**hings

**DEVELOPMENT** is education and doing by eager, concerned people through a vivid participatory process. The main goal is increasing leadership and opportunity.

At the heart of the process is the principle that “MEN” should come before “THINGS”.  
 Dej Poomkacha

The class shared their own concepts of development with the FT. By the end of the session, the discussion was summarized by the 3 P’s of Development:

1. **Philosophy:** Every human-being is born with potentialities to develop.
2. **Principles:** Outsiders (FT’s) can help. People in the community must do the job.
3. **Process** : All development activities require a “Reliable Process.”

## Morning Session 2: CBT Experience in Thailand

During this session, the FT presented information about the background, aims, principles, process and practice of CBT in Thailand, through the following elements:

### 1) CBT Feasibility Study and Initial Community Preparation

- Bottom Up process:
  - Identifying community motivation to develop CBT (Why CBT?)
  - The + / - aspects of tourism (esp., related to local resources)
  - The + / - potentialities of the community for tourism
- CBT-I's goals for CBT:
  - **Holistic Community Development** – economic opportunity, new skills, knowledge, confidence, advocacy and empowerment.
  - **Sustainable resource management** – use tourism as a tool to encourage hosts (and guests) to manage resources sustainably.
  - **Cultural support and exchange** – a forum for communities to celebrate and share local ways of life, culture and wisdom.

### 2) CBT Planning, Development, Operation, Management and Monitoring.

- Introduction – Goal is participation in project, product and marketing.
- What is CBT – activities, services and staff (roles / responsibilities)
- Detailed overview of the stages of the CBT Development Process

### 3) CBT Marketing:

- USP (Unique Selling Point) of CBT compared with similar types of tourism.
- Who are CBT Tourists? What do different types of guest expect from CBT?
- What do community members expect from tourists?
- The CBT supply chain (for group and FIT travelers)
- Facilitating community participation in marketing
- Summary of opportunities and risks of marketing

### 4) CBT Monitoring / Evaluation

- Community Benefit & Community Control

### 5) Facilitating Stakeholder Understanding and Cooperation:

- Partnership and TRUST which builds strong partnerships:

Two way-communications

Relationships

Understanding

Satisfaction

Time

## Post Presentation Q&A

### What are the main differences between Village Tourism and CBT?

- CBT: The community regards tourism as a tool for development and the community has a real choice about whether or not to develop the CBT project.

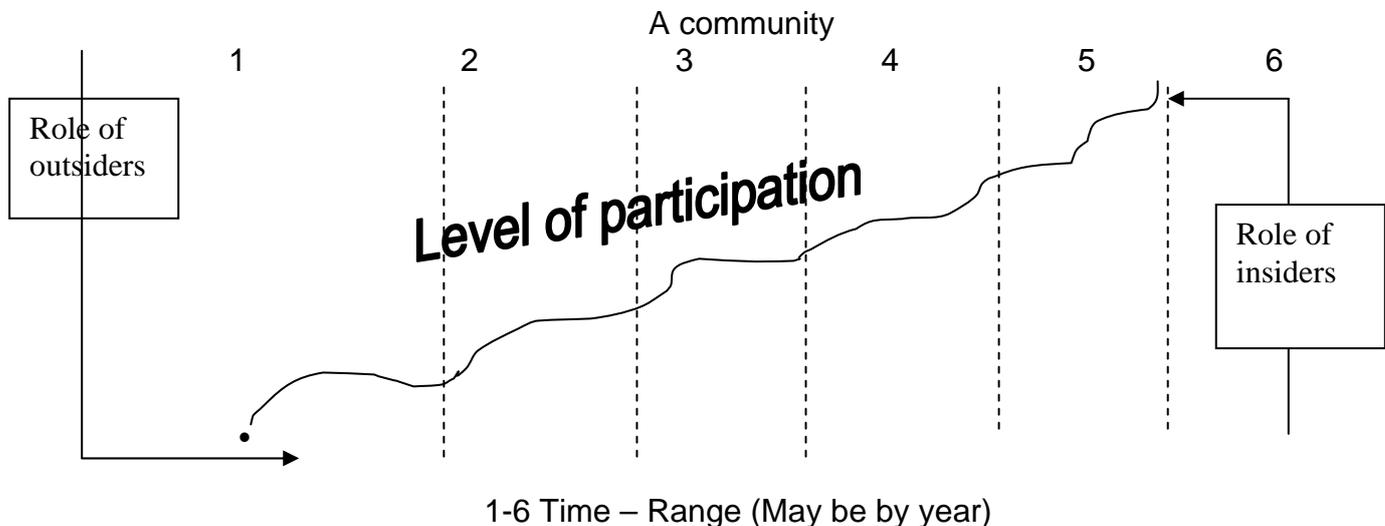
### Can the community do marketing themselves?

- Possible, but very difficult.
- It depends on what markets the community wants to target. A challenge is that the easiest markets to access aren't usually the easiest markets to reach.
- The communities have to understand the 4 P's (Product, Price, Promotion, Place) clearly and be able to build trust with a diverse range of actors.
- It can be better to work with selected tourism partners who have professional skills in tourism, understand and support the CBT concept.

### Afternoon session: Thai communities in Globalization

1. Development as if people matter.

FT shows and shares the "Development Participation" diagram:



1.1 The essence of development is the relation between outsiders (Helpers) and insiders (Actors)

1.2 The outsiders must go to the community (People) live among the people, learn from them, serve them and plan with (not for) them.

- |     |   |                           |
|-----|---|---------------------------|
| 1 H | Heart ... compassion, empathy and honest intentions |                           |
| 2 H | Hands... the necessary skills to work with          |                           |
| 3 H | Head, knowledge / under standing                    | Technical <b>know</b> how |
| 4 H | Hard... love to work hard                           | Technical <b>do</b> how   |

1.3 Outsiders assist the community to assess and prioritize developmental needs both quantitative and qualitative. Objectives are developed into activities and a plan (tourism is approached as other development work)

2. Tools to work with the villagers.

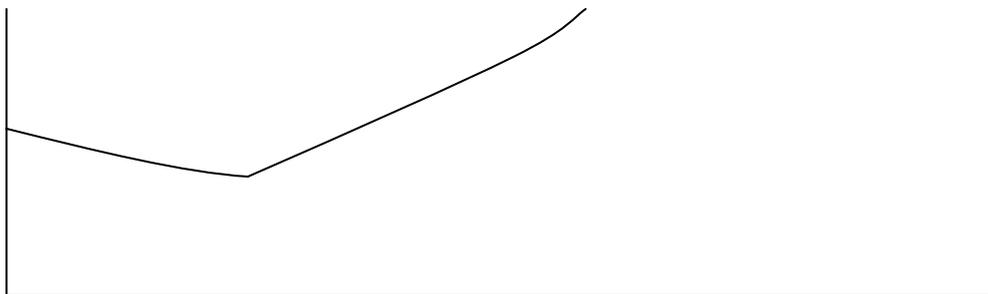
2.1 FT divides the class into four small groups and insists that each small group includes members who have direct experience working with local people. Each group answers the question "What tools did you use to work with your concerned communities and how?" and presents to the room.

After finishing the group work. The participants 'shop' at each flip-chart while the FT raises related issues. (Encouraging the participants to apply facilitation techniques) Similar tools used by the groups are PRA, SWOT, Questionnaires, Surveys, Discussions, home visits, and daily notes.

2.2 The following further 'CBT tools' are presented in order for participants to prepare themselves thoroughly before the field-visit at Baan Prasart.

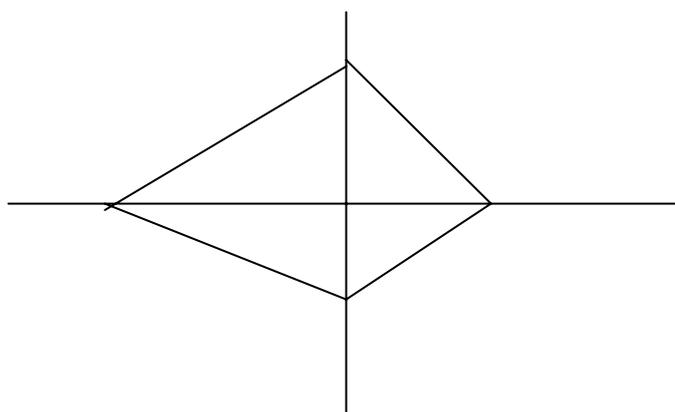
**A. Trend Line for Change**

- Community Change in term of Natural Resources, Cultural and number of tourists and income



**B. Spider Diagram and Season Calendar for People Participation**

- Volume of participation of Man, Woman, Elder, Youth etc.

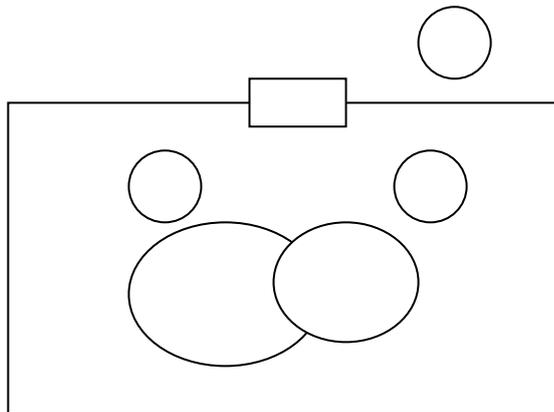


**C. Window Enterprise for Product and Marketing Development and CBT Assets Map**

- Identify Product and Market, Analyst and Marching as a window :

Old Product/Old Market	Old Product/New Market
New Product/Old Market	New Product/New Market

**D. Venn Diagram for Stakeholder Analysis**



## **Day 2 - 21 January 08 – Field Trip and Conclusions**

Morning session:

1. The group departed from MI. at 08.10
2. MI's FT gave an overview of learning outcomes from the first day:
  - 2.1 Generally speaking we often define development in the areas of economy, society and environment. The utmost essence or goal of development is the integration everything that makes a healthy living, wealthy community.
  - 2.2 Our concern of the GMS is to share and build the capacities of our region: not a single member of the GMS, but the "PEOPLE" of the region.
  - 2.3 By this workshop MI promotes "TOURISM" because tourism is very important for the world to-day, is increasing every where and has great potential for increasing regional and global prosperity and peace. Our region hopes to use tourism to catalyze positive changes for our people.
  - 2.4 We learned four tools to work with the community. Each group was tasked to work in dept with one tool, and will apply it during the Baan Prasat visit.
  - 2.5 CBT-I 's FT gives feed back regarding the tool of each group, making sure that the group can make maximum use at Baan Prasat CBT group.
  - 2.6 FT provides written information about Baan Prasat, and introduces a new evaluation form to measure satisfaction in the home-stay visit for each participant to fill in.
  - 2.7 The participants arrive in Baan Prasart at 10.40 and are warmly welcomed by the CBT group. The home-stay host presents a flower garland to each participant, followed by a CBT briefing.
  - 2.8 The community guides takes the group to the tourist sites before lunch.

### ***Afternoon session:***

1. The CBT group presents the historical back ground of the community and their developmental road from 1982 up to the present - focusing on CBT.
  - 1.1 The CBT group opens the floor for questions and answers.
  - 1.2 Each group conducts the exercise using the assigned planning tool, and engages in discussion with representatives of the CBT group.
2. Host organizers lead the participants to visit the village groups' activities.
3. The host families escort guests to their home stays (by queue). .

### ***Night Session.***

1. Dinner at the village primary school.
2. Village cultural welcome ceremony
3. Show by the school's pupils and youth.
4. Show from participants by each country.
5. Dancing together lead by the village head man. (One group of the participants then continued to finish their afternoon assignment at the CBT office!)

### **Day 3 22 January 08**

#### ***Morning session:***

1. Participants review the group work from yesterday. The participants sit together to reconsider and correct the group work.
2. Group representatives presented their feedback of the exposure visit to Baan Prasart. A similar output is the participants' positive impression of the success of CBT management. The participants considered how they will apply this lesson in their own countries. Participants also recommended that the CBT group develop a variety of handicraft designs and English for host families.
3. The CBT chairperson shared his ideas about CBT which related to other past developmental activities which all took time and effort before arriving at the present. Since we are all members of the GMS, he shared the opinion that CBT could be a helpful activity to develop relations between our countries.
4. The village head man also shared the conflict between development and modernization. In his opinion, modernization has a lot of expenses, so he advised the participants to concentrate on self sufficient development.

#### ***Afternoon Session:***

1. The group arrived at MI by 2 pm.
2. At 3 pm. The group and the FT team met at the training room and clarified the assignments which they needed to prepare to present on the fourth day.

### **Day 4, 23 January 08**

#### ***Morning session :***

1. Participants presented what they had learned from visiting Baan Prasart.
  - Goals of CBT:
    - i. Empowerment of the local community
    - ii. Environmental awareness
    - iii. Cultural exchange
    - iv. Supplementary income
  - Important elements of CBT process:
    - i. Preparation
    - ii. Training
    - iii. Organization and management
    - iv. Operation, and monitoring of program and services
    - v. Marketing

- Success factors:
  - i. Good leaders
  - ii. Sustainable natural / cultural resource management
  - iii. Sense of ownership and commitment
  - iv. Participation and Unity
  - v. Transparent management
  - vi. Good facilitator
  - vii. Good partners
  - viii. Appropriate tourists
  - ix. Quality experience for hosts and guests
  - x. Continuity of work by community and by outside supporters
  - xi. Balance needs of industry / environment / community

2. Group work presentation – outputs of using the assigned tools:

The group was highly satisfied with the practical outputs of using the tools.

- The details of related issues were productive.
- The participation of each group was strong in both field work and presentation.
- Proper technical aids were applied in the presentation.

3. The FT wrapped-up and explained more about how to use the tools for developmental planning with the community by illustrating from the presented charts and PowerPoint presentation (see community study tools power-point).

***Afternoon Session:*** Key factors for sustainable CBT in the GMS

FT initiated brainstorming among the participants by asking “What are the Key factors for sustainable CBT in the GMS?” Participants suggested:

- The use of natural resources wisely.
- The co-operation and participation among us.
- Local culture and life style are maintained properly.
- The people have physical and mental fitness.
- Private sector is involved in country development sufficiently
- Human resources have been well trained, with necessary skills and consciousness of developmental principles and processes.

**Thinking ahead... what could be next?**

- Staff exchange and study trip for people in the region.
- Establish / promote strong CBT in each country with reliable research.
- Start to think and establish a CBT network in the GMS little by little.
- People in the GMS are able to access development. Community members are the most important asset of each country and our region.

2. FT shares slides for a more in dept clarification on regional successes of CBT:

- Development of rural / community-based tourism in the region;
- Image of CBT in the GMS;
- Current CBT initiatives being implemented in:
  1. China – Village Tourism
  2. Laos - Fair Trek
  3. Cambodia - CCBEN
  4. Vietnam - VUFO
  5. Thailand – CBT SPRING Partnerships

Success factors of CBT in the GMS include:

External	Internal
Country context	Attractive community
Infrastructure	Local participation
Funding support	Strong / experienced community
Government control	Hygienic / safe
Private investment	Facilitator (internal)
Types of tourists (Appropriate Marketing)	

**Opportunities for CBT:**

- Increasing international demand & national trends. Need to keep it within sustainable limits, but small numbers can still make big differences...
- USP of CBT is perfect for these markets – real benefits for community and environment, and a unique, welcoming experience of community for tourists...
- However - many organizations are now working in rural tourism at the village level – often a quantitative product focus but no consistent marketing support.

**Challenges in the GMS:**

- Lack of inter-agency coordination
- Lack of enforcement of good policy and regulations
- Need more awareness raising and educating stakeholders

**Recommendations for CBT in the GMS:**

- Quantitative Research - #'s / Types of 'appropriate tourists.'
- Development of CBT Hub / Network Organizations
- Define CBT Standards from the Bottom Up
- GMS multi-stakeholder Working Group
- Capacity building for Communities – Product Development / Coordination
- Links with responsible tour operators

### **3. Evaluation Module 2**

MI's FT. asked the participants group by country how the study trip had compared with their expectations. The participants were all extremely satisfied with the session design and learning outputs.

The FT next asked each country to ask 2 questions, which lead to a wrap up discussion and a chance to clarify any remaining questions. This discussion was very proactive, including CBT goals, marketing, national policy and national contexts.

The FT responded to each question by the participants, and compared different case studies within Thailand to show participants that there is no single CBT model, but rather different models derived from the same principles of CBT for community development – appropriate in different social, cultural and environmental contexts.

This session addressed the breadth of the definition of 'development.' E.g.:

- In Koh Yao Noi, Phang Nga province, CBT has been harnessed specifically as a tool for advocacy and coastal resource management
- In ethnic hill tribe areas, CBT has improved access to land and citizenship, and helped to combat social prejudices.

FT. said good-bye by present a poem to the group:

### **HOPE-HEAD-HEART-HOPE**

*It's the time to finish module-2  
The CBT brand has risen before sharing; we were caged and open by our  
situation and culture  
After seeing / hearing/talking /writing  
We see different ways go in for for better changes of the people we care  
We will go further  
Not one for our single country  
That is for GMS, we love  
This four days workshop are energy to go  
Hope you get some working experiences  
Wishing "FRIENDS" achieve a good life  
When friends are together, there's always  
Hope in the hearts*