Community Involvement in Tourism (CIT) in Myanmar

Comparison of Pilot Projects; Identification of Common Challenges

by Peggy Weidemann

2016
Abstract

The present paper deals with the survey of six Community Involvement in Tourism (CIT) pilot projects in Myanmar: Indawgyi Lake (Kachin State), Irrawaddy Dolphins (Mandalay), Myaing (Magwe Region), Pa-O Project (Shan State), Demoso (Kayah State) and Thandaung Gyi (Kayin State). The current situation is analysed comparatively and common challenges are identified. In the comparative analysis of the situation, major issues should be discussed as follows: project objectives, community involvement, community preparation, product development, marketing, managing tourism impacts and monitoring mechanism. Guided expert interviews were conducted mainly with development organisations and local initiatives. The results of this empirical study show i.a. that an urgent need for action exists in the implementation of control mechanisms/evaluation strategies. The challenges of local initiatives are mainly on educational aspects. The different levels of knowledge related to tourism make it difficult for them to involve the local population. The mobilisation or involvement of the local population in tourism and in the projects is also a challenge for the development organisations. The organisations face problems i.a. to break habitual thinking and behaviours – to be involved in planning tourism is something totally new for communities – or to get access to the poorer population. Furthermore, the political legal situation with the prohibition of homestays and the introduction of B&B licenses make it difficult to involve people/communities with lower incomes in the tourist value chain. The path to get B&B licenses is not transparent. The present paper therefore recommends a publishing of appropriate guidelines (regulations & legislation) on how to apply for a B&B license. A liberalisation of homestays should be included in the future considerations, so that people/communities with low incomes can be involved in the tourism value chains. Here, decisions can be taken first region-specific before there is a nation-wide liberalisation.

Acknowledgments

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Numerous people and various institutions have supported me during my work on the project, who I would like to thank at this point.

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<th>Description</th>
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<tbody>
<tr>
<td>AA</td>
<td>Action Aid</td>
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<tr>
<td>B&amp;B</td>
<td>Bed and Breakfast</td>
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<tr>
<td>BMZ</td>
<td>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</td>
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<tr>
<td>CBT</td>
<td>Community-Based Tourism</td>
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<td>CIT</td>
<td>Community Involvement in Tourism</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organisation</td>
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<tr>
<td>e.g.</td>
<td>for example</td>
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<td>Fig.</td>
<td>Figure</td>
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<td>FIT</td>
<td>Free Individual Traveller</td>
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<td>FFI</td>
<td>Fauna and Flora International</td>
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<td>GIC</td>
<td>Golden Island Cottage</td>
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<td>HSF</td>
<td>Hanns Seidel Foundation</td>
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<tr>
<td>i.a.</td>
<td>inter alia</td>
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<tr>
<td>KNU</td>
<td>Karen National Union</td>
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<tr>
<td>MCRB</td>
<td>Myanmar Centre for Responsible Business</td>
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<td>MHA</td>
<td>Myanmar Hotelier Association</td>
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<tr>
<td>MOHT</td>
<td>Ministry of Hotels and Tourism</td>
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<tr>
<td>MRA</td>
<td>Myanmar Restaurant Association</td>
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<tr>
<td>MTF</td>
<td>Myanmar Tourism Federation</td>
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<tr>
<td>MTGA</td>
<td>Myanmar Tour Guides Association</td>
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<tr>
<td>MTM</td>
<td>Myanmar Tourism Marketing</td>
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<tr>
<td>NGO</td>
<td>Non Governmental Organisation</td>
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<tr>
<td>NLD</td>
<td>National League for Democracy</td>
</tr>
<tr>
<td>No.</td>
<td>Number</td>
</tr>
<tr>
<td>PDN</td>
<td>Parami Development Network</td>
</tr>
<tr>
<td>PNF</td>
<td>PeaceNexus Foundation</td>
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<tr>
<td>TO</td>
<td>Tour Operator</td>
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<tr>
<td>TTDWG</td>
<td>Thandaunggyi Tourism Development Working Group</td>
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<tr>
<td>UMTA</td>
<td>Union of Myanmar Travel Association</td>
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<tr>
<td>WCS</td>
<td>Wildlife Conservation Society</td>
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1. Introduction

1.1 Status Quo

For decades Myanmar has been under military rule. Due to massive human rights violations it was sanctioned by many western countries, which have been responsible for the countries’ political and economic isolation (cf. BMZ 2016). In 1996, when the government tried to attract foreign tourists into the country with the help of the tourism campaign "Visit Myanmar Year" (Fig.1) (cf. MclaughLin 2016), opposition members like Aung San Suu Kyi and her party, the National League for Democracy (NLD) as well as some international NGOs, tourism and human rights activists, called for a tourist boycott of the country - at least as long as there is no democracy in the country. These involved a year-long debate whether it is ethically or politically correct to travel to this country under these circumstances (cf. Zwilling 2010; cf. respect 2003, p.17). On the one hand the income from tourism flows in the coffers of the military government and, moreover, actions such as the forced labour, the resettlement and the expulsion of the local population are supported (cf. respect (2003), pp.18). On the other hand, a tourism boycott generates no foreign exchange for the country, no interaction for the local population, no uncensored information by the tourists. Quite the contrary, it supports the isolation of the populations as well as it ignores the grievances in the nation (cf. Schilling no date).

With the first elections for over 20 years, in November 2010, the political situation changed in the country. Although President Thein Sein and the majority of the ministers belonged to the old regime; however, he initiated reforms towards a democratic country (cf. Einzenberger 2011). Next to the opposition leader Aung San Suu Kyi, hundreds of political prisoners have been released and a relaxation of media censorship took place. In addition, the NLD was allowed again to the by-elections in April 2012 and won 43 of 45 parliamentary seats (cf. Naturefriends International 2014, pp.14; cf. Heinrich-Böll-Stiftung e.V. 2012).
The reform processes was also well received abroad, which led to a liberation of sanctions and thereby an increase in foreign investment and number of tourist (cf. Naturefriends International 2014, pp.14; cf. Heinrich-Böll-Stiftung e.V. 2012). Moreover the NLD changed their approach to boycott tourism in Myanmar towards a responsible tourism in 2011. Therefore, they called for a responsible tourism in the country in an official statement 2011 (cf. Naturefriends International 2014, p.16; c.f. Einzenberger 2011).

The "Myanmar Responsible Tourism Policy" (2012), the "Myanmar Tourism Master Plan 2013-2020" (2013) and the "Policy on Community Involvement in Tourism (CIT)" (2013) show that the government of Myanmar committed to develop a sustainable and responsible tourism (cf. MCRB/ HSF 2015, p.2). However, will all this remain a beautiful theory?

In most of the aims of the “Myanmar Responsible Tourism Policy” (see box below) the importance of strengthening and involvement of the local community in the tourism planning and management processes is repeatedly mentioned. These communities should increasingly benefit from tourism and beyond that possible negative effects should be minimized or even avoided (cf. CIT 2013, pp.5; c.f. RTP 2012, p.8). To realize these goals, a special "Policy on Community Involvement in Tourism (CIT)" was published in cooperation with the Ministry of Hotels and Tourism (MOHT), MTF and HSF. This policy provides guidelines in planning, implementation and monitoring of CIT projects (cf. MOHT/MTF/HSF 2013, pp.5).

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**Aims of the Myanmar Responsible Tourism Policy: MOHT 2013, P.8**

1. Tourism is national a national priority sector*
2. Broad based local social-economic development*
3. Maintain cultural diversity and authenticity*
4. Conservation and enhancement of the environment
5. Compete on product richness, diversity and quality – not just price
6. Ensure health, safety and security of our visitors
7. Institutional strengthening to manage tourism*
8. A well trained and rewarded workforce*
9. Minimising unethical practices*

* are related to the inclusion of local communities in tourism

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“We intend to use tourism to make Myanmar a better place to live in—to provide more employment and greater business opportunities for all our people, to contribute to the conservation of our natural and cultural heritage and to share with us our rich cultural diversity. We warmly welcome those who appreciate and enjoy our heritage, our way of life, and who travel with respect.” - Myanmar’s Vision for Tourism; MOHT 2013, p. i
1.2 Problem Statement and Objectives of the Project

The present challenge is the implementation of policies and the promotion of sustainable and responsible tourism in local communities. To this end, a multi-stakeholder workshop on Community Involvement in Tourism took place, with the support of MOHT and MTF, in cooperation with MCRB and HSF on 1\textsuperscript{st} and 2\textsuperscript{nd} December 2015. Objectives of the workshop were i.a. (cf. MCRB/HSF 2016, pp.4.):

- to get an overview of current development: B&B-licensing, (Village) Tour Conductor Training etc.,
- to gain insights on six pilot community tourism projects in Myanmar (see map on page 8): Pa-O Project (Shan State), Indawgyi Lake (Kachin State), Myaing (Magwe Region), Irrawaddy Dolphins (Mandalay) Thandaung Gyi (Kayin State) and Demoso (Kayah State),
- to identify as well as to discuss common challenges and therefore and
- to encourage an active knowledge exchange between all stakeholders - representatives from local government and politics, development agencies, private sector, CSOs, NGOs (cf. ibid).

In the preparation of the workshop, it was my task to do research about the above-mentioned six CIT pilot projects in order to get an overall overview of the current situation and to identify common challenges. In the comparative analysis of the situation major issue should be discussed as follows: project objectives, community involvement, community preparation, product development, marketing, managing tourism impacts and monitoring mechanism. The research questions that therefore arise are as follow:

1. What are the objectives of the CIT pilot projects?
2. How are communities involved in the projects?
3. What kind of training gets the community to prepare them for tourism?
4. Which tourist products are being developed?
5. What Marketing strategy pursues the projects?
6. What strategies have been developed to manage the tourist impact?
7. What monitoring mechanisms have been implemented to measure the impact of tourism?
8. What are the current challenges that development organisations and local initiatives have to face?
The aim of the project was to present a comparative overview of the current situation of CIT pilot projects at the previously mentioned workshop. Furthermore the identified challenges of these projects should serve as a basis for further discussions between the stakeholders at the workshop.

1.3 Structure

The present paper is divided into nine chapters. After the introductory section, chapter 2 deals with the concept of Community Involvement in Tourism. The methodological approach is described in chapter 3 below. The results of the survey are presented from chapter 4 to 6. First, an overview of the respective projects is given in chapter 4, followed by the comparison of these projects in chapter 5 and finally the presentation of the challenges in chapter 6. In chapter 7, food for thoughts and recommendations are presented on the basis of the results. Chapter 8 provides a summary of the results and a reflection on the research limitation. The paper concludes with the "Lessons Learned" in chapter 9.

2. Explication: Community Involvement in Tourism (CIT)

The primary aim of the CIT policy is the involvement of the community in the tourism industry. The creation of employment opportunities and the development of new products should appeal to both national and international visitors (cf. MOHT/MTF/HSS 2013, p.13). The involvement of local communities in a sustainable and responsible tourism development involves a number of challenges. Various challenges could be identified by the experiences with CBT projects in other countries:

- involvement of local community in tourism planning and decision-making processes,
- access to the tourist market,
- development of attractive products,
- establishing business relations with the private sector,
- obtaining financial resources or training opportunities and
- development of monitoring mechanism concerning the impact of tourism (cf. MOHT/MTF/HSS 2013, pp.43).

The CIT policy represents a kind of strategic plan on how to meet the challenges mentioned above. It includes six objectives which can be seen as guidelines. For each guideline action points were developed. Furthermore, core principles, which are essential for achieving the objectives, were defined as well (see box below) (cf. MOHT/MTF/HSS 2013, pp.13).
Lastly, what does Community Involvement in Tourism (CIT) now mean? And what is the difference to the well-known term Community Based Tourism (CBT)?

Häusler/Strasdas (2002, p.3) defined CBT as “a form of tourism, where significant parts of the local population have direct control over development of tourism and self-determination and directly participate in tourism business. The profit from tourism remains predominantly in the local economy”. The tourism activities are developed, managed and operated by them (cf. ASEAN 2016, p.2; cf. CBT Vietnam Volunteers 2010 – 2015). The tourists get an insight into the traditional lifestyles of communities and wildlife and can use local accommodations. Residents can generate income as entrepreneurs, managers, employees and service providers, which should also benefit the community, so that this type of tourism can contribute to the well-being in the community (cf. CBT Vietnam Volunteers 2010 – 2015; cf. Responsible Travel no date).

In Myanmar, well-being for communities should also be created through the participation in tourism. CIT is not limited to forms of niche tourism, but also relates to mass tourism activities and services. Thus, a wide participation in the tourism service value chain takes place: B&B accommodations, tour guiding, cultural services, transport and daily life. However, the participation also takes place at other levels and therefore differentiates clearly from CBT. The communities are involved in the decision making processes of tourism planning and tourism management along with the private and public sectors. „Medium level

<table>
<thead>
<tr>
<th>Objectives:</th>
<th>Examples Core Principles:</th>
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<tbody>
<tr>
<td>1. Strengthening the institutional environment and civil societies</td>
<td>• DO NO HARM to Local Communities</td>
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<tr>
<td>2. Capacity building for community related activities in tourism</td>
<td>• Local Community Participation in Tourism Must be Informed and Willing</td>
</tr>
<tr>
<td>3. Developing safeguards, systems and procedures to strengthen community planning and management in tourism</td>
<td>• Respect the Culture, Traditions and Beliefs</td>
</tr>
<tr>
<td>4. Encouraging local entrepreneurship through micro- and local enterprises</td>
<td>• Gender Responsibilities</td>
</tr>
<tr>
<td>5. Diversifying and developing quality products and services at community level</td>
<td>• Business Concepts</td>
</tr>
<tr>
<td>6. Monitoring positive and adverse impacts of community involvement in tourism</td>
<td>• Decision-Making Takes Time</td>
</tr>
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<td></td>
<td>• Decent Work</td>
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<tr>
<td></td>
<td>• Implementation of Community Involvement (CIT) Projects</td>
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<td></td>
<td>- MOHT/MTF/HSS 2013, pp.13</td>
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</table>
of participation [...] This means that communities must be consulted and involved in decision-making processes on tourism planning and management, which directly affect their livelihoods. However, final decisions shall be made in coordination with the private sector and with the approval of the public sector administration.” (MOHT/MTF/HSS 2013, p.11) In this context, the communities can deepen their knowledge and gain valuable experience, that they are able to achieve “full administration in tourism planning” on a long term basis (ibid). By focusing on the participation of the communities, the term "Community Involvement in Tourism (CIT)" was introduced (cf. ibid).

3. Methodology

Research design

The pre-understanding of the topic could be further deepened with the help of a literature-web search. However, there was limited information available to the surveying CIT projects; therefore the project thesis has an exploratory character. In order to satisfy this character, I decided for a qualitative empirical method. Guided interviews with experts were chosen as research design to gain qualitative data. The guideline includes a breakdown by the topics of the comparative situation analysis, which was used in the following data analysis and led to a comparison of interview statements. The research questions mentioned in the previous chapter were integrated into the guideline and its open as well as semi-structured design allowed a flexible course of conversation during interviews (cf. Bortz and Döring 2009, pp.314; cf. Reuber and Pfaffenbach 2005, pp.134).

Data collection

The interviews were conducted in the period from 14 October 2015 to 24 November 2015. The selection of interviewees was defined in so far that the project managers of development organisations and local initiatives, who work in the individual CIT projects, should be interviewed. Due to the close proximity to the project, the respondents were able to provide relevant information related to the research questions. The selection of the interviewees was achieved through a multi-stage sampling method – gatekeeper and snowball sampling – (cf. Reuber and Pfaffenbach 2005, p.151). Dr. Nicole Häusler, Senior Adviser at MTF at that time, acted as a gatekeeper by making contact with the interviewees via e-mail and therefore, the first interviews could have been conducted. For the selection of further interviewees the
snowball sampling has been applied. Thereby some of the respondents were asked about other potential interviewees who have relevant information to the belonging project (cf. ibid).

17 interviews were conducted during the survey period (see table in the annex pp. iv). The interviews took place either in person, by phone or online. With the agreement of the respondents 13 interviews were recorded with a dictation device. During four interviews information has been noted and a memory protocol was created. The data were processed after the survey. Recorded interviews were transcribed with the help of f4 software.

Data analysis

At the beginning of the survey period seven CIT projects should be examined. The Danu-Trail project was cancelled due to internal reasons by the responsible development organisation. The interview with the expert C5 was not considered because after a short phone break the interview could not be completed. Therefore, these three interviews were excluded in the further analysis (see table in the annex).

In the further analysis, interviews were considered with ten representatives from development organisations of the respective CIT projects, three representatives of local initiatives of two CIT projects and one representative of a tourism company who is working together with one of the development organisation on a CIT project. The transcribed interviews and the memory protocols were analysed with a coding method – the thematic coding by Flick. To that extend this method is suitable since the question or topics have been defined to a large extent. Characteristic of this type is a three-phase process including a single case analysis, a fine and in-depth analysis and a final group comparison. Similarities and differences between the individual interviews were identified based on the developed category system (cf. Reuber and Pfaffenbach 2005, pp.164).

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1 The interview were analysed with this coding method two times - once before the workshop and secondly before writing my project thesis.
4. CIT Pilot Projects – An Overview

One of the core principles of the CIT Policy is that CIT projects should be implemented. Six CIT pilot projects were specified for the study. In the following chapter these pilot projects and their objectives will be briefly presented first to obtain a preliminary understanding. In addition, the map on page 8 gives a geographical overview where the pilot projects are located.

4.1 Indawgyi Lake, Kachin State

The Indawgyi Lake is located in northern Myanmar, in Kachin State, and belongs to the "Indawgyi Lake Wildlife Sanctuary" (cf. FFI 2016). To protect the biodiversity of that region, the International Fauna & Flora (FFI) promotes together with local partners a participatory management of protected areas (cf. ibid).

Sustainable tourism is one component in this project. The goal is "to create new sources of income, but also to involve the communities in a participatory conservation planning through tourism"² (A1). Here they actively encourage CBT because tourist structures and actors are hardly given on the ground to involve the local population in a CIT project (cf. A1). "Because involvement means that there is something else already, but at the moment in Indawgyi everything is in hands of communities except the township guesthouse."³ (A1) With the decision to develop a socially responsible CBT, the local communities want to protect themselves against the old government practices, large investors and the associated human rights violations as well (cf. A1). Destinations like Bagan and Inle Lake are used for comparison, where "huge tourism zones are designated, where hotels will be developed and often local communities lose their land, sometimes with no or

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² My translation: Original german passage: „neue Einkommensquellen zu schaffen, aber auch über den Tourismus die Communities in eine partizipative Naturschutzplanung mit einzubeziehen“

³ My translation: Original german passage: „weil Involvement bedeutet ja, es gibt schon was anderes, aber in Indawgyi ist im Moment außer dem Township-Guesthouse alles in Hand der Communities.“
insufficient compensation. And, in principle, they are victims of tourism development, but not a partner.\(^4\) (A1).

4.2 Irrawaddy Dolphin, Mandalay

The freshwater Irrawaddy dolphin is an endangered species, which occurs, i.a., in Ayeyawady River, more precisely in the northern section of the river from Mandalay. In the traditional local culture, the dolphins play still a particular role for the fishermen of the region. In case of this worldwide unique phenomenon "cooperative fishing" (WCS 2016a) the dolphins fish voluntarily together with the fishermen by driving fishes into the net. This can increase threefold the catch quota. In 2005/06 the government built together with the support of the Wildlife Conservation Society (WCS) a water reserve - "Ayeyawady Dolphin Protected Area (ADPA)" – to protect the unique human-nature relationship, but also the dolphins against i.a. environmentally damaging fishing methods (cf. WCS 2016a; cf. WCS 2016b). Here a part of the reserve management is tourism as well. WCS attempts to modify the current dolphin tourism towards a more sustainable development. This would mean more protection for the dolphins themselves, a benefit for the fishing villages and the reduction of negative effects. The development of a community-based ecotourism concept gives fishermen an alternative source of income and thereby an incentive to reduce environmentally damaging fishing methods (cf. B2). Furthermore, the expert B2 believes that "having tourism keep these issues alive and out there is important". Tourism creates awareness and attention to the endangered dolphins and with this, there is increased pressure on various stakeholders: "to actually manage the protected area better and to protect dolphins" (B2).

\(^4\) My translation: Original german passage: „ riesige Tourismuszonen ausgewiesen werden, wo Hotels entwickelt werden sollen und die lokalen Communities oftmals ihr Land verlieren, nicht ausreichend oder auch manchmal gar nicht kompensiert werden. Und im Prinzip Opfer der Tourismusentwicklung sind, aber nicht Teilhaber”
4.3  Myaing, Magwe region

Action Aid (AA) is working together with 120 villages in Myaing, in the Magwe Region, which is near to Bagan. "Action Aid is very strong on community development and community mobilisation. [...] Wherever we work it is long term work. It is very important to work 10 years." (C4) AA Myanmar pursues an approach of a participatory community development process. Here young people (mostly women), so-called "Fellower" (C4), are trained by AA.

Together with the community, the “Fellower” shall analyse their needs, agree to solutions as well as priorities and create a village development plan by means of a "Village Book" (C4) (cf. ActionAid 2016; cf. ActionAid Myanmar 2014). Due to the "Village Book" process, some communities developed the desire to promote tourism to generate income and to improve their livelihood (cf. C4). AA cooperates with PEAK and Journey Adventure Travel on a CBT project in the Magwe Region since 2014. PEAK and Journey Adventure Travel comply with the demand of their customer – the travel company Intrepid Travel – who would like to offer for its clientele destinations in Myanmar which are off the beaten track. PEAK has an agreement with AA about an exclusive distribution for the next two years. Since 01.01.2016 the first Intrepid Travel guests are travelling to Myanmar, to use the CBT offer (cf. C6).

4.4  Pa-O Project, Shan State

The hotel group Golden Island Cottage (GIC) wants to develop CIT projects to the PAO towns of Shan States, near Inle Lake, to extend their routes and "to open up new areas".5

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5 My translation: Original german passage: „neue Gebiete zu erschließen“
On application of the GIC, nine of twelve requested villages received a B&B license from the tourism ministry. Three villages were selected as pilot projects and will be developed by GIC and the NGO Parami Development Network (PDN). GIZ is supporting the project with the aim to build capacity in the pilot villages as well as in the organisations that manage the project, to promote sustainable development of the pilot projects (cf. D7). Besides that manuals are created, "which can be used by the municipalities [...] really hands on, very practical, guidelines, cooking instructions, cookbooks. Also an operational-manual on a basic level, which then can be used in other areas or regions. [...] It is especially about to share it as well" (D7).

4.5 Kayah State

The tourism in Kayah State is still in its infancy with a few tourist-oriented companies, compared to other destinations in Myanmar (cf. E9) Reasons therefore are, among other things, that the Kayah State was affected by armed conflict between rebel groups, ethnic minorities and troops of the central government for decades - like many other states in Myanmar (cf. Thomas no date, p.10). Kayah State has a great tourist potential and can help to reduce poverty in these areas by encouraging development of tourism (cf. ITC/CBI 2014, p.9). As a result of that, the Kayah State was selected in coordination with the MOHT, the Ministry of Commerce (MoC) as well as the private sector and the ITC to carry out the "Inclusive Tourism Project". The aim of the project is to create more jobs in the tourism sector, which the local communities and businesses can benefit from. The competitiveness of local companies should be supported by marketing their products and services better. A result of the project should be, amongst others, to develop cultural

My translation: Original German passage: „die von den Kommunen genutzt werden können [...] wirklich hands on, ganz praktisch, Guidelines, Kochinstruktionen, Kochbücher. Auch so ein Operational-Manual, auf einer Basisebene, was dann auch in anderen Bereichen oder Regionen verwendet werden kann. [...] Es geht vor allem auch darum, das auch zu teilen“
tours in cooperation with the local communities (CIT project) (cf. Thomas no date, p.7). Currently, this is already being implemented in two villages of the Demoso Township: Htaa Ne La Le and Pan Pet (cf. E9). This area is one of the few that has been released for tourism by the authorities. A large part of the Kayah State is still littered with landmines, so there are few areas that have been liberalised for tourism (cf. Thomas no date, p.12). The Demoso Township where the two villages are located is one of these released areas. Moreover, the villages are characterized by ethnic minorities. The Kalaw ethnic minority live in Htaa Ne La Le. The Kayan ethnic minority live in Pan Pet, which are also known as the "Long Neck Women" (cf. E9). Both previous facts have led to the fact that the partner organisations (i.a. MOHT, UMTA, MTM & ITC) have called for the development of cultural tours in these villages (cf. Thomas no date, p.12).

4.6 Thandaung Gyi, Kayin State

The Kayin State was also affected by armed conflicts for 60 years. In 2012, a ceasefire agreement was signed (cf. UNHCR 2014, p.1).

In 2014 the first multi-stakeholder workshop was conducted under the theme "Tourism and peace" with the support of PNF, HSF and MTF in Kayin State. In the course of this, the different stakeholders have expressed an interest for cooperation in the tourism sector (cf. F11). Thandaung Gyi, which is located in the hills of the northern Kayin State, was chosen for the pilot project due to its touristic potential as a "former British hill station" (F11). The aim of the CIT pilot project is to provide "income-generating activities in the field of tourism and agriculture" for the population and especially for returning refugees. The idea is to strengthen and promote the peace process in post-conflict areas with a conflict-sensitive and sustainable economic development (cf. PNF 2014, p.7).

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7 My translation: Original german passage: „ehemalige britische Hill Station“
8 My translation: Original german passage: „einkommensschaffende Maßnahmen im Bereich Tourismus und Landwirtschaft“
5. Comparison of the CIT/CBT Pilot Projects

The overview in the previous chapter showed that in the six CIT/CBT pilot projects tourism plays an important role in the fight against poverty, in nature conservation and in the peace process. The key focus is the income generation through tourism whereby it is also the declared main objective in the majority of projects. The focus here is above all in the income generation through tourism and it is the declared main objective in the majority of projects. The duration of projects vary between six months over three or four years to a continuous process. Fig. 8 provides a subsuming and comparative overview of the objectives and duration of the individual projects.

Fig. 8: Comparative overview - overall objective(s) of the CIT/CBT pilot projects

<table>
<thead>
<tr>
<th>Pilot Project</th>
<th>Objective(s)</th>
<th>Project Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indawgyi Lake (FFI)</td>
<td>Income-generated measures for local people in the area of tourism; Local participation on conservation &amp; tourism planning; (preventive measures for the protection of large scale investors &amp; hotelzones)</td>
<td>2013 - ??</td>
</tr>
<tr>
<td>Irrawaddy Dolphins, Mandalay (WCS)</td>
<td>Income-generated measures for local fishermens for conservation &amp; dolphins protection; Raising awareness; Reducing negative impacts by trying to reorganise the current dolphin tourism</td>
<td>2014 - 2018</td>
</tr>
<tr>
<td>Myaing, Magwe Region (AA / PEAK)</td>
<td>Income-generated measures for local people in the area of tourism; Expansion on tourism products</td>
<td>2014 – 2017 period of exclusive distribution</td>
</tr>
<tr>
<td>Kayah State (ITC)</td>
<td>Income-generated measures for local people; increasing the competitiveness of local enterprises, integrating them into supply and value chains of their products and services</td>
<td>8/2014 – 6/2017</td>
</tr>
<tr>
<td>Thandaung Gyi (HSF, PNF, MTF)</td>
<td>Income-generated measures for local people &amp; refugees in the area of tourism &amp; agriculture</td>
<td>2014 ~ 2016</td>
</tr>
</tbody>
</table>

Source: own presentation 2016

The following chapter describes additional research findings which were evaluated through thematic coding of the interviews. Therefore the structure follows a topical order: Community Involvement, Community Preparation, Product Development, Marketing as well as Managing Impacts and Monitoring. The challenges will be presented in chapter six of this project thesis.
5.1 Community Involvement

The involvement of the community in the respective projects takes place at two levels integrated in an institutional setting and in the tourism value chain (accommodation, food, service, attraction and activities) (see fig. 9).

In terms of an institutional setting i.a. working groups or village committees were established, so that the community members can participate in the tourism planning and development or decision making process.

FFI support a local working group – Inn Chit Thu (Lovers of Indawgyi) – in the village Lonton on the Indawgyi Lake. The working group was created out of self-motivation to develop community-based ecotourism. Thereby they provide a range of services to tourist and promote the nature conservation at the Indawgyi Lake. At the moment "all is closely related to one village - the village Lonton"\(^9\)(A1), but in the future further villages on the lake should

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\(^9\) My translation: Original german passage: „alles sehr auf ein Dorf bezogen – das Dorf Lonton”
be involved and to organise these in working groups as well, so that they “can address their concerns and aspirations in the tourism planning and development”\(^{10}\) (A1).

There are 80 different villages in the **Irrawaddy Dolphin** protected area, but only six villages where the *cooperative fishermen* live. These villages belong to the tourist attraction on site. As the emphasis is clearly on the protection of dolphins and the *cooperative fishermen*, the concentration of the co-operation was with the villages and with these fishermen. Therefore, the selection of the members of the eco-tourism working groups was influenced so that in conversations especially the *cooperative fishermen* were encouraged to participate (cf. B2).

„To create the groups, we actually had a little bit of a top-down approach. [...] Then the tricky part, the part I’m the least proud of, were the people chosen to be in the group. We can’t have everyone in the village in the group [...] So we really wanted to have enough ownership [...] our number one goal is to get fishermen to be in the groups so that we sort of have more protection for the fishermen and the dolphins. So we just kindly talked to them, encouraged them and reminded them and they sort of came up with their own list.” (B2) This was done with the intention that the working groups share responsibility in relation to the nature conservation and act accordingly in case of violation (cf. B2). In the future, a committee consisting of representatives of the various working groups, of various associations (Tourist Guide Association, Tourist Boat Association etc.) and different authorities should be established to work together (cf. B2).

Instead of a local working group or a village committee as in the **Pa-O project** (cf. D7, D8), the villages Pan Pet and Htaa Ne La Le in **Kayah State** have each a tourism club to which everyone - different interest groups and individuals - will be invited to talk about the project and exchanging information and thereby to support transparency and understanding (cf. E9, E10).

Especially with the background to develop tourism in a post-conflict area, a working group – the Thandaunggyi Tourism Development Working Group (TTDWG) – was established in **Thandaung Gyi**. It brings all relevant stakeholders at all levels together to i.a. promote transparency and thus to build trust or continue to build (cf. F11). As fig. 10 shows, it consists of an Advisory Board (KNU, Government, CSO) and a local implementation group (church leaders, business owners, community members) with independent elected members. They are

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10 My translation: Original german passage: „ihre Sorgen und auch ihre Wünsche in der Tourismusentwicklung, in der Tourismusplanung mit einbringen können“
supported by the PNF, HSF and MTF, who organise meetings, act as an intermediary and practice knowledge transfer in terms of workshops & trainings (cf. F11, F12, F13).

Fig. 10: Organisational chat of the Thandaung Gyi Tourism Development Working Group

![Organisational chat of the Thandaung Gyi Tourism Development Working Group](image)

Source 10: HSF/PNF/MTF 2015

### 5.2 Community Preparation

Another level of community involvement is building local capacity. Through training courses, workshops, pilot tours or study tours the communities’ skills and knowledge should be strengthened or developed. At the same time, however, tourism should be promoted as well in order to achieve the objectives mentioned in chapter 4.

In all CIT/CBT pilot projects, first of all an **understanding about the projects and the term tourism** was given in order to **raise awareness** of the issue and to clarify any possible misunderstandings (cf. A1, B2, C6, D7, E9, F11). „[…] the process is that our team invites a cross section of local people to attend a community meeting. There, we explain to them about the project and what it can help them to achieve. We also raise awareness so that local people can better understand what tourism is, because they have no experience being tourists. You are talking about people who have maybe travelled because of work. Maybe they travelled because of weddings. They might travel for religious reasons. But, really do not travel just for
fun. They do not have the disposable income either. They have not got the time or the money. So the first thing that people need to understand a little bit is what tourism is and why people want to come to their village.”(E9) The cultural understanding of travel, but also the limited knowledge of the international market were occasion to give insights about the tourism demand side – What does the market want? What do the tourists want? - in Myaing. Because, for the community it was hard to understand that tourists would be interested in the everyday-activities of the people in the village (f. C6). In the Pa-O project a CIT workshop was given first in order to explain the basics, the differences from CBT and the implementation of concepts to the participants and therefore to clarify the misunderstandings that "trekking in the villages is already CBT"(D7)\(^\text{11}\).

In addition, workshops are given i.a. on product development, hospitality and tourism impacts (A1, C4, C6, D7, E9, F11). In the future, additional training courses with the communities will be made (A1, B2, D7, F11). The training courses, however, are depending on the respective tourist knowledge, which the communities possess, but also by the development of tourism products in the destinations. Fig. 12 in the annex shows a comparison of the community preparation of the CIT/CBT pilot projects.

### 5.3 Product Development

The individual projects focus mainly on the issues nature and culture in the product development (Fig. 13 in the Annex). An environmentally friendly tourism and environmental focused education in tourism plays a major role in the nature reserve of the Indawgyi Lake and the Irrawaddy Dolphins (cf. A1, B2). The unique landscapes also offer the potential for activities for the majority of projects. Trekking tours are developed on Indawgyi Lake, in the Pa-O project in Shan State, in the village tours in Kayah State as well as in and around Thandaung Gyi (cf. ITC 2015, no pagination; cf. A1, D7, F11). At Indawgyi Lake tourists can already be rented kajaks and mountain bikes to explore its surroundings individually and besides that, they already offer bird watching excursions (cf. A1). Exploration tours with the bicycles should also play a role in the (nearby) future in Myaing and Thandaung Gyi (cf. C4, F11).

The multi-ethnic state with 135 different ethnic-groups provides an enormous cultural-tourism potential. The majority of projects are located in the minority areas of Myanmar – Kachin-, Shan-, Kayah-, Kayin State. Culture should be made experienceable for tourists and thereby

\(^{11}\) My translation: original german passage: „Trekking in den Dörfern schon CBT“
encourage the cultural exchange. The knowledge of regional cuisine can be imparted by **cooking classes** (Irrawaddy Dolphins, Pa-O, Thandaung Gyi) or by **accompanying cooking** (Kayah State) (cf. ITC 2015, no pagination; cf. B2, D7, F11). Further cultural insights should be provided through visitations of **religious sites** (Indawgyi Lake, Myaing, Kayah State, Thandaung Gyi) and participations in **religious** as well as **ethnic celebrations** (Indawgyi Lake, Thandaung Gyi) (cf. ITC 2015, no pagination; cf. A1, C4, F11). Another focus in the product development is the presentation of **art** (Kayah State) as well as the performance or self-learning of **traditional dances** and **traditional music** (Kayah State, Myaing, Pa-O) (cf. E9, C6, F11). **Local agricultural practices** should further provide cultural insights (Irrawaddy Dolphin, Myaing, Pa-O, Kayah State, Thandaung Gyi) (cf. ITC 2015, no pagination; cf. B2, C4, D7, F11). In Thandaung Gyi, Myaing and the Irrawaddy Dolphin project there is also the idea that tourists can help to **harvest local products** (cf. ITC 2015, no pagination; cf. B2, B3, C4, D7, F11). Furthermore, **local agricultural produced products** as i.a. honey, tea and coffee are offered for purchase already in Thandaung Gyi.\(^{12}\) The project partners at Indawgyi Lake also want to produce rain forest honey and sell that to tourists (cf. A1). Local culture is also found in traditional **crafts**. Insights into the production of crafts (Irrawaddy Dolphins, Myaing, Pa-O, Kayah State, Thandaung Gyi) and, while doing so, try out such things and be creative themselves (Myaing, Kayah State) are additional concept ideas (cf. ITC 2015, no pagination; cf. A1, B3, D7, F11).

Many of the CIT/CBT pilot projects are still in the development phase. Tourist products still have to be identified or have to be developed for tourists. In addition, it was necessary to establish requirements for some projects first so that foreign tourists can stay overnight on the site.\(^ {13}\) The **Pa-O project** could only begin to build its B&B with the approval of the associated authority. The construction is a priority for them before they proceeding with product development (cf. D7, D8). At the beginning of the project in **Thandaung Gyi** there was "no permission for foreigners to go to Thandaung Gyi yet. This means, for the first two or three times we had to fight first for this issue, that there is a permission for foreigners and that foreigners can go up there. And then it was still not clear about where the foreigners are staying overnight. Even though there are local guest houses, but foreigners were not allowed to staying there overnight. This means, our main focus was then even to get a license for the

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\(^{12}\) Own observation

\(^{13}\) According to Myanmar law, foreign tourist are not permitted to stay overnight in a homestay. They can stay overnight only in hotels (≤ 10 rooms). With the CIT-Policy a B&B-Policy was proposed, which allows the communities or members of the communities to accommodate foreign tourists in a B&B with up to 9 rooms. The B&B is a compromise to a homestay, where the communities can get income, gain knowledge and get “more ownership over tourism development” (Kean and Thu 2014, no pagination). (cf. ibid)
B&B guesthouses in the first place\(^{14}\) (F11). The township guesthouse at the Indawgyi Lake reached its capacity limit in the main season which required for softening of the local legal situation. "The reality is that: the people, of course, had to be accommodated. I think there are three informal homestays and the communities are allowed to accommodate the tourists, although it is opposite the official tourism policy. But in Shan State is the same thing. The practice comes before the policy because local administrative, local government officials have to decide locally pursuant to the situation."\(^{15}\) (A1) According to expert A1 more and more liberties have been developed by the tourism on site.

### 5.4 Marketing

The aspects above show that challenges had to be met first in many areas to subsequently establish appropriate trainings and product development. Both are requirements for the development of a tourist product, which can then be marketed. The CIT/CBT pilot projects are therefore in different stages of theirs marketing strategy.

Mainly the market of the group and the individual traveller are of interest. In the marketing of the CIT/CBT pilot projects a variety of distribution channels were used: internet web pages, social media, fam-trip/ press trips, brochures, business cards, word of mouth or workshops/conferences. But the focus is on the cooperation with the private sector. Most CIT/CBT pilot projects look for market linkages with the tour operators in Myanmar, so that they can include it in their product portfolio (Fig. 11).

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\(^{14}\) My translation: Original german passage: „noch gar keine Erlaubnis für Ausländer nach Thandaunggyi zu gehen. Das heißt, die ersten zwei, drei male mussten wir erst einmal um dieses Thema kämpfen - das es einePermission für Ausländer gibt und das auch Ausländer dort hochgehen können. Und dann war es ja immer noch nicht geklärt, wo sollen denn die Ausländer übernachten? Es gibt zwar lokale Gästehäuser, aber da durften Ausländer nicht übernachten. Das heißt, unser Schwerpunkt war dann überhaupt erst einmal eine Lizenz für die B&B-Gästehäuser zu bekommen”

\(^{15}\) My translation: Original german passage: „Die Realität ist: die Leute müssen natürlich untergebracht werden. Ich glaube es gibt so drei informelle Homestays und die Communities dürfen die Touristen beherbergen, obwohl es entgegengesetzt der offiziellen Tourismuspolicy ist. Aber das ist ja auch in Shan State so. Die Praxis geht vor Policy, weil vor Ort müssen die lokalen Administratives, die lokalen Regierungsbeamten, ja gemäß der Situation entscheiden.”
The B&Bs of the Pa-O-Project will be sold and marketed through the own distribution system of the GIC Hotel Group (cf. D7). With the partnership between AA and PEAK DMC and Journey Adventure Travel, the CBT project in Myaing will be exclusively distributed by PEAK DMC and Journey Adventure Travel for two years. The travel company Intrepid Travel (customer of PEAK DMC) will visit with its small groups the CBT project in Myaing 70 times per year. Therefore, the tours are already fully booked for 2016 and 2017 (cf. C6).

The ultimate aim of the CBT-Project in Kayah State is to craft a product "that the community members feel proud and comfortable to share, but it has also the market potential to be likely to be sold" (E9). In order to reach the market potential product discussions are being held with, among others, pre-selected (priority list) TOs to get feedback from the tourism market. Furthermore familiarization trips will be organized as, "some of the tour operators will need to go down to the communities and meet the local people face to face. Because their product development needs are so specific that no standard programme will be able to meet them" (E9).
The CBT project at **Indawgyi Lake** is now working on product packages to attract small groups. They are therefore in discussions with TOs which are specialised in ecotourism and nature tourism (cf. A1). In doing so, they consciously work "*with companies together that are committed to sustainability*"\(^{16}\) (A1). It is intended to encourage slow growth, on the one hand to promote stakeholder process and on the other hand to give the local community the opportunity to develop skills and experience as well as to establish their business (cf. A1). The same strategy will be pursued in **Thandaung Gyi**. A slow market entry should be accomplished, so that a sustainable tourism planning and development is guaranteed and the local community has time to grow with their challenges (cf. F11).

Also, the **Irrawaddy Dolphins project** is not doing any active marketing. "*Marketing wise our plan would be that we really want the tour companies to change their itineraries and sort of adopt more community-based itineraries.*"(B2) In order to counteract the mass tourism that is based on the attitude of "*just to go out and see the dolphins and buy something from the village*"(B2), a well-developed product package should be created and the local communities or *cooperative fishermen* should be well prepared so that they gain self-confidence and can implement the ideas (cf. B2).

### 5.5 Managing Impacts and Monitoring

In addition to product development and marketing, it is important to manage the impact of tourism and to establish monitoring mechanisms, which measures the success and the failure as well as the progress.

Tourism has an **impact** on the environment, the society and the economy. Therefore some development organisations (Myaing, Pa-O, Thandaung Gyi) gave **workshops** on the theme "*Tourism and its impact*" so that the local people become aware of that (cf. C4, D8, F11). Further, fig. 14 in the Annex shows that all CIT/CBT pilot projects use **Do's and Don’ts** which should help foreign tourists to act respectful towards the local culture and the local people. "*We just accept quality tourism.*" (D8) With this strategy, the Pa-O project wants to protect themselves from negative impacts. Thereby only tourists should be accepted in the destination that follows their rules (cf. D8). The Irrawaddy Dolphins project has been developed **dolphins rules of conduct for tourists** (cf. B2). Furthermore negative social impacts within the local communities might also arise during the planning phase. The tourism

\(^{16}\) My translation: Original german passage: *"mit Firmen zusammen, die sich der Nachhaltigkeit verschrieben haben"*
club at the Kayah State project is an **open club** where all the inhabitants of the villages can join. Thus, conflicts or tensions caused by the sense of exclusion shall be prevented within the community (cf. E9). **Community fund** (Indawgyi Lake, Pa-O, Kayah State) should help to invest e.g. in village development projects (cf. A1, D7, E9). The environmental impacts are mainly managed by a **waste management** (Irrawaddy Dolphins, Kayah State, Thandaung Gyi) (cf. B2, E9, F11).

**Monitoring mechanisms** have not yet been implemented of the majority of the projects. Basic researches are missing to measure impact and progress by using indicators (fig. 14 in the Annex). The **Pa-O project** will "*be monitored [...] by Parami on the one hand. They created indicators [...] at the same time we do the same thing. But Parami has [...] also creates a baseline in the three villages. This means they collected relevant information and it will/should be repeated in a year. And then it will be analysed exactly: were sources of income created, where is the added value, were new jobs created or not*" (D7). In addition there will be a conference where exchanging information on lessons learned is to be held (cf. D8). The nature reserves, in which the CBT pilot projects **Indawgyi Lake** and **Irrawaddy Dolphins** evolve, are performed a regularly monitoring of impacts on the nature and the environment. Furthermore, booking statistics (**Indawgyi Lake, Pa-O**) and feedback forms (**Myaing**) are used as a monitoring mechanism (cf. A1, D7, C6).

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6. Common Challenges of the current CIT/CBT Pilot Projects

The explanation in the previous chapter already recognised some challenges like monitoring mechanisms, managing impacts, product development and B&B licenses. However, with which kind of challenges are each of the local initiatives and development organisations confronted? These analysis results are presented in the following chapter.

6.1 For Local Initiative

The biggest challenge of the local initiatives is education. The different levels of knowledge related to tourism makes it difficult for them to involve the local population (who can provide services for tourist and manage them) (cf. D8, F15). In addition, PDN have to implement the project in a short project duration of 6 months. They give trainings to the local communities in the three Pa-O villages. But they have to deal with different conditions: "Different villages, different communities, different education level" (D8); which actually require individual preparations (cf. D8).

There is a challenge of the accessibility due to lack of infrastructure in Thandaung Gyi. Public transportations is hardly existing, so that tourists scarcely can reach their destination without their own car unless a parishioner picks them up from the next bigger city - Taungoo. In addition, the telephone/ internet network is very poorly developed, so that the B&Bs are difficult to reach. Furthermore, the compatibility of their own work and the tasks in the local working group on tourism is another challenge. Meetings, training courses, tourist services sometimes overlap with its own work, so that it often leads to postponements on both sides (cf. F14). Moreover TTDWG need to deal with different predetermined policies - the military and the KNU – when it comes to the tourism planning on site (cf. F15).

6.2 For Development Organisations

The mobilisation or the involvement of local people in tourism and in the CIT/CBT pilot projects is one of the biggest challenges for development organisations. The participation in the village Pan Pet (Kayah State) is not very high, because the population does not see any benefit in relation to the project. According to expert E10 the local population gains slowly a better understanding of the CIT project by the Tourism Club. The poorer sections of the population in Thandaung Gyi should be involved in tourism too. However, the access to them needs still be created. In addition, consideration is being given to how product development
can be integrated additional residents into tourism (cf. F11). Old mind sets or behaviour patterns are issues of the Pa-O project. They were always very clear on what they had to do. It is new to them to become actively involved in the development processes. Therefore, old mind sets or behaviour patterns must be broken up at first (cf. D7). This also is an issue in the Irrawaddy Dolphin project. Here, the challenge is that the villages and the various working groups have to cooperate and work together in order that "the whole river and dolphin tour is one product" (B2). The idea is that each village offers their services for the same price. Contrary to that is perhaps the desire to compete with each other and simply offer a dolphin tour (cf. B2). And expert B2 further explained: "It is just not natural did you try to do tourism for a greater good [...] it is not the way people normally do business".

FFI wants to extend the CBT approach spatially to other villages on the Indagwyi Lake. The challenge lies in the political legal situation, which prohibits homestays and requires a license for B&Bs and guest houses, where foreign tourists can stay overnight (cf. A1). It would be important to legalise homestays, so that "many people as possible with low income, low investment capital and low human resources and training etc. are able to be involved as well" (A1). Homestays would be an easier solution also for the Irrawaddy Dolphin project. The B&B-model assumes that residents/locals have capital and/or a large house. The local fishermen "are usually the poor people in the village" (B2) and therefore attempted to obtain an authorization for a guest house. So the tourists can stay in the villages rather than on the boats, which will generate additional income for the villages (cf. B2). In addition to the political legal situation relating to the accommodations for foreign tourists, the political situation in the country or in post-conflict areas (like Kayah State, Kayin State) is an issue. The possibility may be that the situation changed again despite ceasefire agreements. States like the Kayah State can then be closed for tourists again (E9). It depends on the political dialogues and by the newly elected government (upcoming election November 2016), how the peace process will be continued (cf. F12).

Another challenge is to maintain the commitment of the local population. It is a very long process to build up a CIT/CBT project. However, if no progress respectively success arises, the involvement of the local community can be interrupted again (cf. C4, F11). Since the idea of a CBT project aroused much enthusiasm, a “momentum” (C4), was developed in the municipalities of the Magwe Region. A big challenge for AA was to keep this enthusiasm in

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the community for a certain period of time - until initial progress appeared (cf. C4). Many efforts have been undertaken to get the permission for foreign tourists so that they can visit and stay overnight in Thandaung Gyi. However, the local commitment can decrease again when tourists have no interest in the destination. Therefore expert F11 mentioned that „they need to see a few tourist this year. They need to see more tourists in the next year, otherwise it will crumble again” 19. But there is also a risk that local residents who are involved in the project moving to other areas for studying or working. "The question just become, will remain this commitment? Are the same people staying there who now have gained the knowledge?” 20

(D7) A binding commitment is important to further build a sustainable and continuous project (cf. D7).

When various stakeholders are involved in a project it has to be dealt with different opinions. Therefore, it is another challenge to find the balance between the different needs, expectations and objectives of the parties which require an open, trustful and understanding communication (cf. C6, E9, F12, F13). Moreover, it is important to find the right business partner (investors, tour operators, tour leaders – private sector) who would like to cooperate with a local community and in doing so respect the community and their needs (cf. A1, B2, E9, F12). In addition, expert E9 mentions it is important as well that future business partner should be “prepared to try new things and are prepared to take a few risks” by accepting the possibility of mistakes.

Another challenge represents the service and assistance as well as marketing activity on site: Who manages the tourists locally? And where tourists get information about the destination on site? "Opening a visitors centre and manage it is very difficult, because it requires basically running a business and we have talked to different stakeholders and the boat association and the guide association and they don’t want do it." (B2) Many of the NGOs give assistance and are contact persons or intermediaries and help with the organisation locally. But this is not feasible on a middle- or long term basis. There is consideration to develop tourist centres’ in Thandaung Gyi and Mandalay (Irrawaddy Dolphin project), which should serve as a coordination/ information point, but it remains unclear who can manage this (cf. B2, B3, F11, F12, F13). Also ITC consider how they can set up central contact points and

19 My translation: Original german passage: „Paar Touristen müssten die jetzt dieses Jahr sehen. Und im nächsten Jahr müssten sie eigentlich noch mehr Touristen sehen, sonst zerbröselt das wieder.”

20 My translation: Original german passage: „Da ist halt die Frage, bleibt dieses Commitment bestehen? Bleiben die gleichen Leute da, die jetzt das Wissen haben?”
information platforms, so that tourists can get information about the cultural tours of the respective villages in the Kayah State (cf. E9).

An additional challenge is to create tourism products which have success in the market (cf. C6, E9, F12). PEAK DMC is under pressure to succeed and carries the risk that the customer Intrepid does not like the developed CBT-product and the quality in Myaing (cf. C6). Expert E9 is looking for tour operators that are interested in the Kayah State and „have got the capacity to market these products“.

**The expansion or improvement of the infrastructure locally** is a further challenge. This includes the accessibility of public transport (cf. F11), the adaptation of the B&Bs facilities to the needs of guests (cf. F13), the construction of additional accommodation (cf. A1, B2) and the extension of the existing outdoor sports equipment (cf. A1). In addition, the lack of qualified trainers (cf. A1), the lack of standardized training manuals (cf. B2) as well as the time limitation caused by i.a. harvest seasons (cf. F12), local jobs (cf. E9, F12) or the peak tourist season (cf. D7), make it difficult for the development organisation to **provide appropriate training** for the local population. Furthermore, most development organisations have only certain time (project duration time at all, but also the time limitation when they are on the ground, with the communities) (cf. A1, B2, D7) and certain amount of money or earmarked money (A1, D7, F11) available to help to develop community projects.

Moreover, to **manage the impacts** of tourism is challenging for developing tourism “in a sensitive way” (E9) and “for a greater good” (B2).
7. Food for thought / Recommendations

Food for thought and recommendations have been developed by means of the survey, which are described briefly in the following chapter.

**Government**

☞ I noticed during the interview that the terms CBT and CIT were used very arbitrary. Reasons for this may be that the term or the concept CIT was not understood or the implementation is proving difficult in practice. However this needs to be researched further. Consideration should be given to revise the CIT policy under the application of the knowledge gained from practice.

☞ Furthermore, a great confusion was created about the status of the B&B licenses and the permission of homestays. There were projects that have received a permit for the construction of B&Bs, but have not received a license. In addition, homestays are not allowed but exist. I got the impression that a good relationship with the Ministry of Tourism is necessary to get a B&B licenses. The path to get B&B licenses is not transparent. Therefore, it is necessary to issue appropriate guidelines (regulations & legislation) on how to apply for a B&B license. In addition, the institutional environment should be strengthening so that it will be easier to apply for a B&B license. A liberalisation of homestays should be included in the future consideration, so that people/communities with low incomes can be included in the tourism value chains. Here, decisions can be taken first region-specific before there is a nation-wide liberalisation.

**Government / Development Organisation / Local Initiative/ Local Community**

☞ The individual CIT/CBT pilot projects have formed village committees, tourist clubs or local working groups in order to participate in the tourism planning. But how involved are the communities in decision-making processes? My feeling is that there is still work to be done to involve them in a stakeholder process even more and to strengthen the institutional environment at this level as well.

☞ The Do’s and Don’ts Myanmar are used by the majority of the CIT/CBT pilot projects. However, the majorities of the projects are located in ethnic minority areas, in conflict areas or near restricted areas or belong to another religion etc. These facts
were not taken into account in the general Do's and Don'ts Myanmar. Therefore, regional Do's & Don'ts and / or codes of conduct should be created.

The projects have many challenges in common, but the feeling arose that everyone is working for themselves. The “CIT Multi-Stakeholder Workshop” was a good start to exchange knowledge. This should be further promoted by forming a network which also includes experts from other fields (natural and resource management, sustainable agriculture) to build synergies. This potential can be used to find solutions in the field monitoring mechanism or management of impacts and implement.

**Development Organisation / Local Initiative / Local Communities**

- **Monitoring mechanisms/ Evaluation strategies** must be implemented in the CIT/ CBT projects, so that the impact and progress can be measured. In the management of impact issues such as risk and conflict management, water management, as well as health and safety should be included. Monitoring programs must be conducted regular to avoid undesirable impacts.

- When analyzing the product development I have noticed that many of the projects share the same ideas. If each project offers the same, then there is no diversity. Furthermore, they should remember that in spite of everything they are in a competitive environment. Therefore, attention should be paid to diversity as well as innovative and market-orientated product development.

- During the survey period I have often heard that "The community does not feel ready." or "We need more training.". That may be true, and education/training is certainly very important, but how much training is needed to feel ready? Practical experience should be part of the training process e.g. pilot tours, study trips, lessons learned, role-play. By doing this, people will gradually become more confident by learning from previous experiences. None of us would be where we are today without our experience.

"We cannot learn and develop unless we have some space to make mistakes." (E9)
8. Summary, Limitation and future Research

In this chapter, the results of the survey are summarized. Furthermore, a limitation of the survey as well as an outlook on future questions will be presented.

8.1 Summary

The six CIT/CBT pilot projects are all still in the development/implementation phase. The main objective is to generate income with the CIT/CBT projects. In addition, further objectives are i.a. the expansion on tourism products or nature and animal protection. Local communities are involved at different levels. On the one hand, they are integrated into the tourism value chain. On the other hand, they are integrated – in terms of an institutional setting – in village committees or local working groups/tourism clubs to be part of the development of CIT/CBT projects in cooperation with development partners and sometimes with CSO, government, etc. But how much are they involved in decision-making?

Another level where communities get involved is by building local capacity. Through i.a. training courses or workshops the communities’ skills and knowledge should be strengthened or developed. At the same time, however, the tourism should be promoted as well in order to achieve their objectives. The development organisations give and plan future training courses in different areas such as tourism, tourism impacts, hospitality, tour guiding, product development, storytelling, nature interpretation, cooking, etc. However, what kind of training they give depends on tourism knowledge and the type of product they want to offer.

The individual projects focus mainly on the topics nature and culture in the product development such as bird and dolphin watching, trekking tours, outdoor activities/sport, cooking classes, religious sites, religious/ethnic festivals, (traditional) arts/handicraft production, cultural exchange, village/ethnic tours etc. Many of the CIT/CBT pilot projects are still in the development phase. This is because that first (legal) standards and requirements had to be created, which were accompanied by the establishment of CIT/CBT projects such as identify partners from the private sector, who are willing to support the development, to create or strengthen the awareness of the topic tourism or to create structures on site to ensure the involvement of the community; this also includes to obtain B&B licenses so that international tourists are allowed to stay on site. Therefore, tourist products still have to be identified or have to be developed for tourist. Because of that some projects have no active marketing in place yet. Others however are in consultation with tour companies/tour operators to get
market linkages. A few projects found tour companies/tour operators that will also distribute their products in the near future. In addition, domestic tourists and FIT visit already some places of the projects (Thandaung Gyi, Indawgyi Lake). Besides the tour companies/tour operators, they are using other marketing channels like websites, social media, fam-/press trips, brochures, business cards and word of mouth. The main focus lies on group tours but individual travellers, expats, second time visitors and domestic tourists were also identified as target groups.

Besides marketing the product and attracting the target group, it is important to manage the tourism impacts and to set up monitoring mechanisms to measure benefits, progress and failures. In order to manage the social and cultural impacts, all projects are using the Do's and Don’ts, most of them mainly the national Do's and Don’ts. With the creation of local working groups/tourist club or village committees, the community should get a voice and responsibility in the development of tourism, but also to build up and promote transparency, understanding and trust between the stakeholders. In this way, conflicts in the local society shall be pre-emptively prevented. The management of environmental impacts generally focuses on waste management for some projects. In addition, the Irrawaddy Dolphin Project has created guidelines for tourists on Dolphin watching to protect them better. The establishment of community funds in some projects is a strategy to manage the economic impact. In addition, monitoring mechanisms have not yet been implemented of the majority of the projects. Basic researches are missing to measure impact and progress by using indicators. This shows that there is an absolute need for action on that topic and that they are belonging to the challenges of local initiatives and the development organisations. Other challenges that emerge from the main part of the paper are product development, the management of impacts as well as the standards and regulations of B&B licenses or the legalisation of homestays.

The challenges of local initiatives are mainly in education. The different levels of knowledge related to tourism make it difficult for them to involve the local population. For PDN, the short project duration of six months is added, which does not allow or complicate individual training due to the different conditions in the villages. Accessibility due to a lack of infrastructure (public transport/telecommunications), compatibility with one's own work and tasks in the local tourism working group as well as dealing with various local policies (military/KNU) are challenges for Thandaung Gyi.

The mobilisation or involvement of the local population in tourism and in the projects is also a challenge for the development organisations. The organisation faces problems i.a. to break
habitual thinking and behaviours – to be involved in planning tourism is something totally new for communities – or to get access to the poorer population. Furthermore, the political legal situation with the prohibition of homestays and the introduction of B&B licenses, make it difficult to involve people/communities with lower incomes in the tourism value chain. The development of CIT/CBT is a longer process, where success does not happen overnight. The commitment and the enthusiasm of the local population can fall by the wayside. Therefore the development organisations are also under pressure to create a binding commitment as well as process-related noticeable advances to maintain the commitment of the local population. Along with this the pressure exists to create tourism products that are successful on the market. Further challenges lie in the expansion or improvement of the infrastructure locally, to provide appropriate training activities, managing of impacts or the political situation after combined with the upcoming elections in November 2015, which is not possible to assess yet. There are also various stakeholders involved in a project therefore the difficulty lies in finding the balance between the different needs, perceptions and goals of the stakeholders. In addition, there is also the importance of finding the appropriate (business) partners who respect the community and its needs. It takes time and money to build or implement a CIT/CBT project. The problem is that the development organisations have a limited duration of time for the projects or can only partially work for a limited time on the ground. This becomes often a tension with the time the communities have for their own commitments or need to acquire knowledge. Thus the development, implementation and achievement of project progress take time. However, sufficient investment is needed for a long-term commitment on the part of development organisations. These, however, have only a certain amount of money or earmarked money available to support the CIT/CBT pilot projects.

On the basis to the CIT policy - whether happen consciously or unconsciously – the six CIT/CBT pilot projects are pursuing the overall aim of involving the communities in the tourism industry. The challenges which are briefly described in Chapter 2 were also identified in this study. A statement to what extent the CIT policy will be considered to meet the challenges cannot be made here.

### 8.2 Limitations and future Research

During the survey period there was a temporary bottleneck due to illness, which had no longer allowed me to interview all eligible persons. In addition, some interviewees have not responded to my requests. Both had led to a significant loss of information.
It would also have been an advantage to visit the projects on site to get a feel or impression of the current situation, but above all to meet with the local initiatives and to interview them. As the map on page 8 shows, the projects are located far apart from each other and from Yangon, where I stayed. Therefore a lack of time and/or money has not allowed visiting the individual projects and their initiatives. A survey by phone was not considered. The reasons were the language barriers (partly dependent on translators) and the bad telephone connection.

However, it is also important to research the perspective of local initiatives and/or local communities, that’s why further surveys should be carried out in the future. Furthermore, as already mentioned in Chapter 7, it should be analysed whether and how the communities are involved in stakeholder processes/in the institutional environment in order to take part in the decision-making process? This could not be seen in most projects. Other question for discussion is the challenges of implementation the CIT approach or CIT policy as noted in Chapter 7.

9. Personal reflection and Lessons learned

The following reflection does not only relate to the project thesis, but also to my internship and the time I spent in Myanmar.

Project internship

Working in Myanmar can be very challenging: power cuts, slow internet connections, workplace design and working culture. Nevertheless, it was an experience I would not have missed for the world. I am eternally grateful to my colleagues for their goodness, patience and helpfulness they have given me. It was a great time. I am grateful to Mrs. Häusler and MTF for this exciting and instructive time, as well as the many opportunities that have emerged and have made me mature. I learned for myself that I should ask for more time so that important conversations do not take place in passing. In addition, I should set even more priorities and improve my time management as well as my English skills.

My project internship gave me first insights into development cooperation. For me, there is neither black nor white, neither a yes nor a no. It is a huge grey area. It depends on many factors whether it can work or not. But certainly not, if you support a project only for a short time period. For me, development cooperation means that you develop with the project. But it takes time, especially for reflection, communication, mutual understanding and sustainable
development. Perhaps the time is one of our highest good in the world? But in many places time means money.

In terms of development work, more development organisations will arrive in Myanmar in the coming months and years. Many will pursue the same intention. I wish - with the background that development works is also just a business - that these organisations are working together and pooling their resources. Instead of talking about one another, talk to each other and profit from each other's mutual knowledge. Because in the end, your common objectives should connect you. Perhaps it is idealism or naivety - no idea, but I believe that together you can achieve much more than alone.

Looking at the individual experiences and views, it was very inspiring and instructive for me to meet all the people during my stay in Myanmar especially all my interview partners. To put it in a nutshell ... it was really revealing to get to know about all the first hand impressions and the relation to the practical tasks. In the course of study many things may be simple and logical, such as the involvement of a community in the tourism planning. On the ground, however, there are many challenges in the implementation to achieve the "ideal state" - however that should look like.

**Thandaung Gyi**

Due to the project thesis I got to Thandaung Gyi. I went up to the town three times. Two times over the weekend to conduct interviews, to get to know the town and to participate in a pilot tour. The third time I worked in a consultative capacity together with the Thandaunggyi Tourism Development Working Group and I stayed there for two weeks. Thandaung Gyi was a special experience for me. I got my first experience to work with a local community on a tourism project. Furthermore there was a link to my research project about the CIT pilot projects.

It was interesting and at the same time challenging to work with a lacking telecommunication. It was a new experience to work with the available tools/information and not being able to use the internet at all times. This is partly luxury not to be exposed to it (Digital Detox), but in some situation like consultation or research it is quite useful. It was also a special challenge to work in a post conflict area, where the military is still present, and you have to be even more sensitive, more patient and more reserved in its approach, so that you don’t make a regardless mistake, which may create friction between the different stakeholders. But I was not afraid or
was in danger at any time. Quite the contrary, the local population has welcomed me the whole time. So Thandaung Gyi has become my second home in Myanmar.

**Myanmar**

Furthermore to my great surprise and contrary to the picture, that Asian people are rather reserved, the people in Myanmar were very vivid, passionate and open to discussions. It was a pleasure to see them at all the workshops and conferences.

Of course I travelled in this country. You can read a lot about the various ethnicities in Myanmar. But you will be really aware of it when you travel through the country. The different identities in the country which are expressed in the language, religion, food, traditional fabrics and so on … it is amazing to experience it. I hope and wish Myanmar that it can preserve their cultural/ethnic diversity. Sustainable development requires a lot of time and patience. Tourism is not a universal remedy for preserving nature or culture, for poverty alleviation or for peace processes. Have the courage to take unconventional ways, even if it means renunciation.

**Intercultural Understanding**

The country has taught me my cultural values in a certain way, as weird as it may sound. In the daily life back home, certain habits do not notice at all, because of automated acting. It is precisely the cultural tensions that can arise, for example, through the different behaviours, which were interesting and instructive. Due to the differences, I have not only learned to understand Myanmar better, but also consciously sensed my own culture and values again. Also I have felt limits of adaptation; however that is perfectly normal. It is important to be aware that we all have a cultural background that allows us to act in a variety of ways. Moreover, every person also has his own personality. Therefore, we should pay attention to how hard we judge someone who does not behave according to expectations or individual habits. I think we all have to be much more patient with each other - with ourselves, with people from our own and other culture. This also means to step back and think about the particular cultural background and ask why as well. This refers not only to the working culture, but also to the daily things in life. It needs more awareness and understanding through communication, self-reflection and more courses on that topic. And of course it takes time and the willingness to understand the other. It is not just about adaptation, but also to have the right on its own cultural or ethnic origin and to have/to get the freedom to be yourself!
Myanmar was exciting, adventurous, intense and sometimes not easy to understand. Looking back, I am glad that I spend not 17 weeks, but 24 weeks on site. The time has made it possible to gain a better understanding, even if it was only a “scratch” on the surface. And so I take my lessons learned with me, hoping to implement and develop them, even though I know that I am just a human being like everyone else.

Kyeizu tin ba de, Thank you!
List of References


**ITC** (2015): *Multi-Stakeholder Workshop on “Approaches to Responsible Tourism and Human Rights in Myanmar”*. *Tourism Development in Kayah State: Cultures and


## Annex

Fig. 12: Comparative overview - community preparation of the CIT/CBT pilot projects

<table>
<thead>
<tr>
<th>Pilot Project</th>
<th>Trainings / Preparation</th>
</tr>
</thead>
</table>
*Service: Health & Safety, English Lessons  
*Inn Chit Thu – institutional development support  
*Tour Guiding: Training nature guides in nature & cultural values, Birdwatching, Nature Interpretation, Storytelling  
→Future plans: Hospitality Training, Conservation Awareness, continue with Birdwatching & Nature interpretation, development handicrafts |
| Irrawaddy Dolphins, Mandalay (WCS) | *Consultation with villagers → explaining the concept  
*Haven’t had training yet, it is the next step |
| Myaing, Magwe Region (AA / PEAK) | *Consultation/Workshop: Explaining Expectations & Understanding of Tourism  
*Product Development: identify actives  
*Hospitality: 5 women trained in Hospitality for 26 days, Hygiene Training |
| Pa-O Project, Shan State (GIZ, PNDGIC) | *CIT-Training, Organisational / Management Training  
*Workshop on tourism impacts, Assessment Community Fund  
→Future plans: Storytelling, Cooking, B&B Management (Housekeeping, Safety & Security, Cleaning & Hygiene, Waste Management), Studytrip to Thailand, Village tour guiding |
| Kayah State (ITC)              | *Explaining the project & Understanding of Tourism,  
*Product Development which based on what community members feel proud and comfortable to share with their guests  
*Tour Guiding: Local guide training in safety, story, service:  
*Pilot Tours – product testing |
| Thandaung Gyi (HSF, PNF, MTF)  | *Understanding of Tourism  
*Tour Guiding: Tour Conductor  
*Assessment: Product Development  
→continue in the future + english lessons  
*Workshop on Tourism Impacts  
*Hospitality Training  
*Pilot Tours – product testing |

Source 12: Own presentation 2016
Fig. 13: Comparative overview - product development of the CIT/CBT pilot projects

<table>
<thead>
<tr>
<th>Pilot Project</th>
<th>Type of Tourism</th>
<th>Product Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indawgyi Lake (FFI)</td>
<td>Ecotourism, Cultural tourism, Active Tourism, Recreational tourism</td>
<td>*Homestay, Guesthouse, Bird Watching, Kayaking, Cycling, Trekking, Cultural Festivals, Village tours, Religious sites *Further development of Souvenirs (textiles with Logo &amp; Design); future plans for development of Handicrafts &amp; local Honey</td>
</tr>
<tr>
<td>Irrawaddy Dolphins, Mandalay (WCS)</td>
<td>Ecotourism, Cultural tourism</td>
<td>*Concept of the product: Ecofriendly Dolphins watching &amp; History of cooperative fishing, stop at different villages with different activities → possibilities: cooking class, handicrafts/souvenir: pottery, bambus head; harvest peanuts, community tour, cows card, throwing net *Consultation with villages to figure out the activities *Future: overnight stay in villages instead of the boat (2 guesthouses)</td>
</tr>
<tr>
<td>Myaing, Magwe Region (AA / PEAK)</td>
<td>Cultural tourism, Active tourism</td>
<td>*building 1 Lodge in the centre of the 4 villages *product is not finalised but 4 village will be visit: customers experience community activities: explaining Village Book, teaching Thanaka production, handicraft production, breakfast, lunch, village buffalo card ride, farming, vegetables gardening—harvesting, monastery—meditation, exploring by bicycle, evening dinner in the lodge with traditional dance show</td>
</tr>
<tr>
<td>Pa-O Project, Shan State (GIZ, PND, GIC)</td>
<td>Cultural tourism, Active tourism</td>
<td>*building B&amp;B, Trekking Tours *Future: traditional weaving, handicrafts, agriculture, cooking classes, community forestry projects, supply chain → Product development in consultation together with the communities</td>
</tr>
<tr>
<td>Kayah State (ITC)</td>
<td>Cultural tourism, Active tourism</td>
<td>Full &amp; Half Day Tours: *Htaa Ne La Le: Kayah Cultural Insights (Totem, Shamens, Hunting), Arts &amp; Music experience, traditional local homes, ride in a oxcart &amp; exploring the area, Kayah BBQ (cook, eat, cultural exchange) *Pan Pet: Attractive shops &amp; unique products, Hands-on, creative, cultural exchange experiences, learn to play traditional Kayan instruments, gentle trekking close to villages, Full day trek – Trail of Ancestors, jungle picnic</td>
</tr>
</tbody>
</table>

Source 13: own presentation 2016
Fig. 14: Comparative overview - managing impacts and monitoring of the CIT/CBT pilot project

<table>
<thead>
<tr>
<th>Pilot Project</th>
<th>Managing Impacts</th>
<th>Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indawgyi Lake (FFI)</td>
<td>*Social &amp; Cultural: Do’s &amp; Don’ts Myanmar</td>
<td>*monthly tourist arrivals, Bookings &amp; rentals</td>
</tr>
<tr>
<td>Irrawaddy Dolphins, Mandalay (WCS)</td>
<td>*Social &amp; Cultural: Do’s &amp; Don’ts Myanmar, village committee</td>
<td>*No monitoring strategy regarding tourism</td>
</tr>
<tr>
<td></td>
<td>*Environmental: guideline on dolphin’s watching, waste management</td>
<td>*Monitoring: Ayeyawady Dolphin Protected Area</td>
</tr>
<tr>
<td></td>
<td>*by reorganising the current dolphin’s tourism = total strategy to manage</td>
<td></td>
</tr>
<tr>
<td></td>
<td>manage social, cultural, environmental and economic impacts</td>
<td></td>
</tr>
<tr>
<td>Myaing, Magwe Region (AA / PEAK)</td>
<td>*Social &amp; Cultural: tour guide manage behaviour, Do’s &amp; Don’ts</td>
<td>*Village Book = baseline study</td>
</tr>
<tr>
<td></td>
<td>*workshop on tourism impacts</td>
<td>*Feedback form: tourist, tour guide, villagers</td>
</tr>
<tr>
<td>Pa-O Project, Shan State (GIZ, PND, GIC)</td>
<td>*Social &amp; Cultural: Do’s &amp; Don’ts, quality tourism</td>
<td>*Baseline study by Parami → Monitor of Indicators</td>
</tr>
<tr>
<td></td>
<td>*Economic: community fund</td>
<td>*GIC: Monitoring bookings</td>
</tr>
<tr>
<td></td>
<td>*workshop on tourism impacts</td>
<td>*Regional Conference: lessons learned</td>
</tr>
<tr>
<td></td>
<td></td>
<td>*SWOT Analyses → Strategy/Futureplan</td>
</tr>
<tr>
<td>Kayah State (ITC)</td>
<td>*Social &amp; Cultural: code of conduct, Do’s &amp; Don’ts, Project is not a “closed club”</td>
<td>*No baseline study</td>
</tr>
<tr>
<td></td>
<td>*Economic: rotation system, community fund</td>
<td>*No monitoring strategy</td>
</tr>
<tr>
<td></td>
<td>*Environmental: waste management</td>
<td></td>
</tr>
<tr>
<td>Thandaung Gyi (HSF, PNF, MTF)</td>
<td>*Social &amp; Cultural: Do’s &amp; Don’ts Myanmar, Thandaunggyi Tourism Development</td>
<td>*No baseline study</td>
</tr>
<tr>
<td></td>
<td>Working Group</td>
<td>*No monitoring strategy</td>
</tr>
<tr>
<td></td>
<td>*Environmental: waste management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>*workshop on tourism impacts</td>
<td></td>
</tr>
</tbody>
</table>

Source 14: own presentation 2016
<table>
<thead>
<tr>
<th>Project</th>
<th>Interview</th>
<th>Organisation</th>
<th>Position</th>
<th>Interview appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>(A) Indawgy Lake, Kachin State</td>
<td>1</td>
<td>Flora &amp; Fauna International, Myanmar Programme</td>
<td>Myanmar Program Director</td>
<td>16.11.2015 – Noon – Restaurant, Yangon</td>
</tr>
<tr>
<td></td>
<td>(8)</td>
<td>Freelance Consultant and Associate Tourism Transparency</td>
<td>GIZ Facilitator for CIT Pa-Ph pilot project</td>
<td>11.11.2015 – 9 a.m. – Café, Yangon</td>
</tr>
<tr>
<td>(B) Irrawaddy Dolphins, Mandalay</td>
<td>2</td>
<td>Wildlife Conservation Society</td>
<td>Regional Conservation Enterprise Advisor</td>
<td>20.10.2015 – 10 a.m. – Phone Call</td>
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<td></td>
<td>3</td>
<td>Wildlife Conservation Society</td>
<td>Ecotourism Coordinator</td>
<td>24.10.2015 – 1.30 p.m. – Café, Mandalay</td>
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<tr>
<td>(C) Myaing, Magwe Region</td>
<td>4</td>
<td>ActionAid Myanmar</td>
<td>Advisor – Governance and Field Operations</td>
<td>23.10.2015 – 11 a.m. – AA Office, Yangon</td>
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<td>5</td>
<td>Action Aid Myanmar</td>
<td>Manager of Dryzone</td>
<td>19.11.2015 – 8 a.m. – Phone Call</td>
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<td></td>
<td>6</td>
<td>PEAK Destination Management</td>
<td>General Manager</td>
<td>24.11.2015 – 2 p.m. – PEAK Office, Yangon</td>
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<tr>
<td>(D) Pa-O, Shan State</td>
<td>7</td>
<td>Freelance Consultant and Associate Tourism Transparency</td>
<td>GIZ Facilitator for CIT Pa-Ph pilot project</td>
<td>11.11.2015 – 9 a.m. – Café, Yangon</td>
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<td></td>
<td>8</td>
<td>Parami Development Network</td>
<td>Community driven Project Coordinator and Manager</td>
<td>18.11.2015 – 2 p.m. – PDN Office, Taunggyi</td>
</tr>
<tr>
<td>(E) Demoso, Kayah State</td>
<td>9</td>
<td>International Trade Center</td>
<td>Expert on Cultural Tourism Tours Development and Market Access NTF III – Myanmar: Inclusive Tourism Project</td>
<td>28.10.2015 – 1.30 p.m. – Hotel Yangon</td>
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<td></td>
<td>10</td>
<td>International Trade Center</td>
<td>National Project Assistant</td>
<td>19.11.2015 – 3 p.m. – Phone Call</td>
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<td>No.</td>
<td>Organization/Group</td>
<td>Position/Role</td>
<td>Date/Time</td>
<td>Location/Place</td>
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<tr>
<td>11</td>
<td>Myanmar Tourism Federation</td>
<td>Senior Advisor</td>
<td>22.10.2015 – 1.30 p.m.</td>
<td>MTF Office, Yangon</td>
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<td>12</td>
<td>Peace Nexus Foundation</td>
<td>Program Coordinator</td>
<td>16.11.2015 – 10 a.m.</td>
<td>PNF Office, Yangon</td>
</tr>
<tr>
<td>13</td>
<td>Hanns Seidel Stiftung</td>
<td>Resident Representative Myanmar</td>
<td>17.11.2015 – 3 p.m.</td>
<td>HSF Office, Yangon</td>
</tr>
<tr>
<td>14</td>
<td>Thandaunggyi Tourism Developing Working Group</td>
<td>Secretary of the Implementing Action Body</td>
<td>14.10.2015 – 4 p.m.</td>
<td>his house, Thandaung Gyi</td>
</tr>
<tr>
<td>15</td>
<td>Thandaunggyi Tourism Developing Working Group</td>
<td>Chairman of the Implementing Action Body</td>
<td>15.10.2015 – 4 p.m.</td>
<td>his house, Thandaung Gyi</td>
</tr>
<tr>
<td>16</td>
<td>Was team leader of the project; specialized in adventure tourism &amp; marketing tourism</td>
<td></td>
<td>28.10.2015 – 10.30 a.m.</td>
<td>Skype</td>
</tr>
<tr>
<td>17</td>
<td>Myanmar Institute for Integrated Development</td>
<td>Senior Programme Manager</td>
<td>12.11.2015 – 9.30 a.m.</td>
<td>MIID Office, Yangon</td>
</tr>
</tbody>
</table>