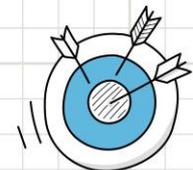


COMMUNITY-BASED TOURISM SOCIAL INNOVATION PLAYBOOK





UNDP Accelerator Lab Thailand

The United Nations Development Programme (UNDP) Accelerator Labs is the world's largest and fastest learning network on sustainable development challenges. As a joint venture with the Federal Ministry for Economic Cooperation and Development of Germany and the Qatar Fund for Development as founding investors, and support from UNDP core donors, the Network covers 115 countries, and tap into local innovations to create actionable insights, test solutions and reimagine sustainable development for the 21st century.

Learn more about us at acceleratorlabs.undp.org or follow us on Twitter at [@UNDPacCLabs](https://twitter.com/UNDPacCLabs)

August 2022

Copyright © UNDP 2022

All Rights Reserved.

United Nations Development Programme
12th floor, United Nations Building
Rajdamnern Nok Avenue,
Bangkok 10200 Thailand
Tel. (66) 2 304 9191
www.undp.org/thailand

Table of Content



Introduction

i

1. Making Sense of the Past and the Present 1



- 1.1 The Becoming of Our CBT 2
- 1.2 Tourism Capacity Mapping 4
- 1.3 Stakeholder Mapping 6
- 1.4 Tourist Data Collection and Persona 8
- 1.5 Hopes and Fears 10

2. Looking Forward to the Future 12



- 2.1 Future Triangle 13
- 2.2 Headline of the Future 15
- 2.3 Future Visioning 17
- 2.4 Roadmapping 19

3. Taking Actions 21



- 3.1 Issues Identification and Prioritization 22
- 3.2 Ideation 24
- 3.3 Idea Canvas 26
- 3.4 Experimentation and Reflection 28

4. Case Studies: Understanding CBT Toolkit from the Lens of Local Communities 30

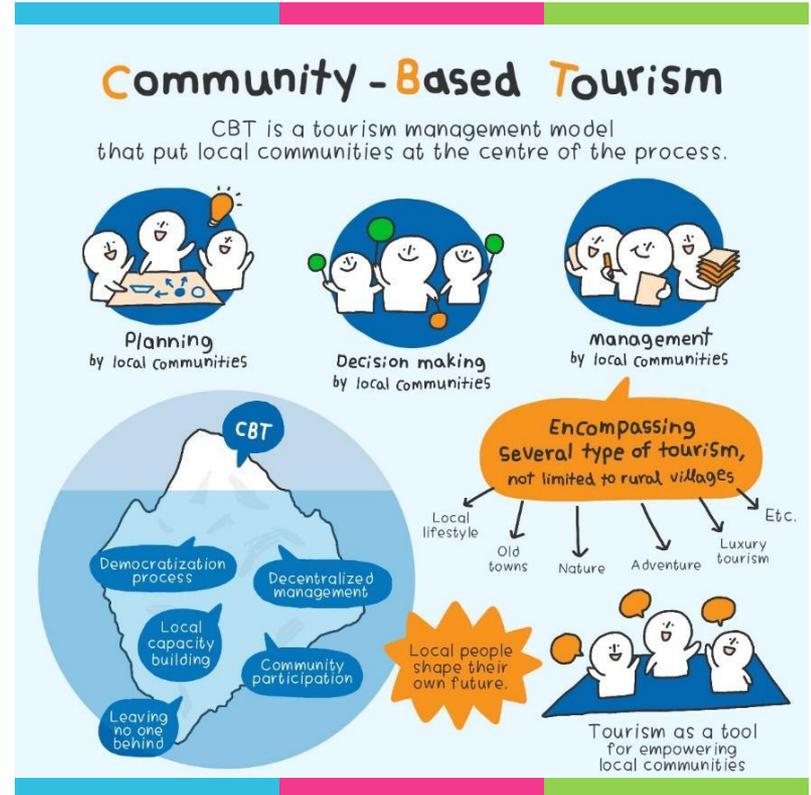


- 4.1 Chulabhorn Pattana 9 Community, Yala 31
- 4.2 Nongsan Community, Sakon Nakhon 33

Introduction

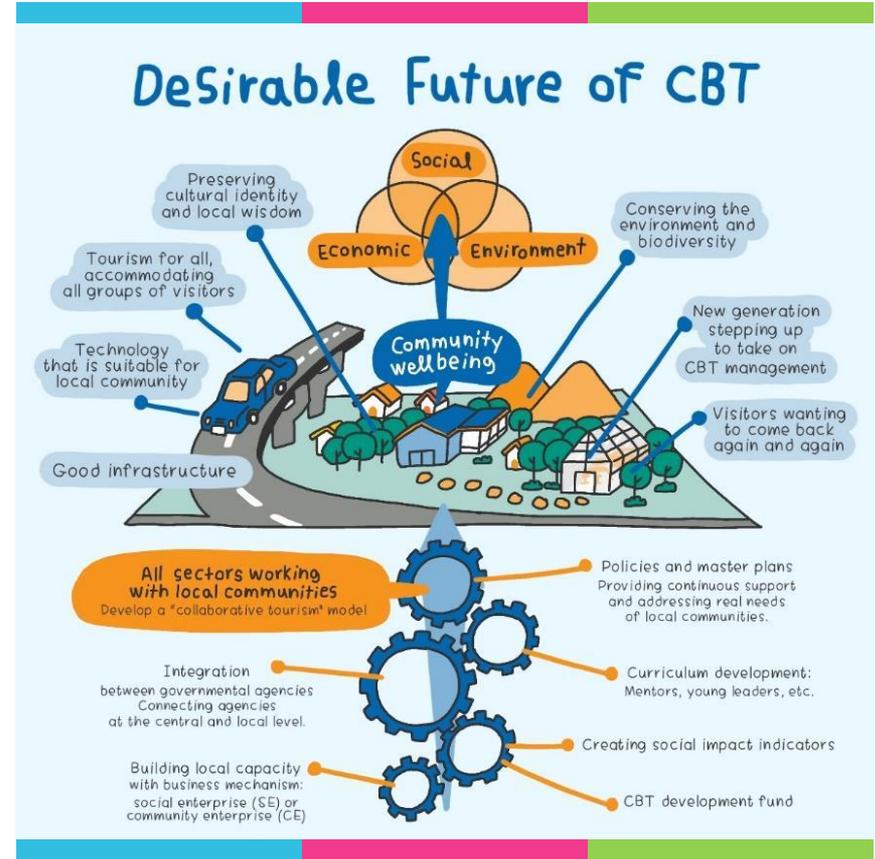
Before the COVID-19 pandemic, the tourism sector had been one of the key drivers of the Thai economy. In 2019, Thailand received nearly 40 million foreign tourists. The sector generated a revenue of approximately two trillion Baht, accounting for 11% of the country's GDP (Bank of Thailand, 2021). However, Thailand's tourism development was not without negative side effects: local communities not benefiting from tourism, exploitative relationships between people and nature, and environmental degradation, to name a few. While the pandemic has caused major setbacks to the tourism industry, the disruption also provides an opportunity for Thailand to reimagine and reposition its tourism industry to move forward on a more sustainable and resilient path.

Alongside large-scale tourism businesses, Thailand has been fortunate to have community-based tourism (CBT) developing since the 1990s and playing a role in driving the sustainable tourism agenda. CBT allows local people to benefit fully from the economic benefits of tourism and places key decisions in their hands. Being long-term residents of the areas, local communities are more incentivised to balance economic growth and socio-cultural and environmental impacts caused by tourism activities; at the end of the day, it is their home. However, it is crucial to clear the misconception that CBT refers to 'village tourism,' limited only to certain styles of tourism that take place in rural areas. CBT is a tourism management model that puts local communities at the center of the process: tourism by the local communities themselves. Thus, it can encompass diverse tourism styles from rural tourism to urban tourism, nature tourism, or even luxury tourism. Essentially, CBT is about community empowerment as it is a process in which local people are empowered to uplift their own livelihood.



Like the overall tourism industry, CBT has been affected by travel restrictions and changing customer behaviours due to the pandemic. The speed of change seems to have been accelerated ever since. It is evident to local communities now that we are living in a world of volatility, uncertainty, complexity, and ambiguity (VUCA). Like COVID-19 which continues to develop diverse subvariants and keeps on challenging us for more than 2 years now, uncertainties that we have to face are endless – from newly emerging diseases to climate change, political instability, and possible economic crisis, among others. **In addition to the focus on sustainability, being anticipatory and adaptive is now critical to the survival of CBT**, especially given that local communities might not have the same level of resources as large-scale players in the tourism industry.

In 2022, the UNDP Accelerator Lab Thailand in collaboration with the Designated Areas for Sustainable Tourism Administration (DASTA), Local Alike, and Thailand Policy Lab invited stakeholders from local communities, the government, the private sector, civil society, and academia to exchange views on the way forward for CBT in Thailand. While the discussion reveals multiple areas for development and the need for multisectoral collaborations, capacity building for local communities stands out as one of the prerequisites for success. Since local communities are the main drivers of CBT, they must be equipped with frameworks and tools that will enable them to flourish in the VUCA world and continue to be a driving force toward sustainable tourism and the attainment of the SDGs.



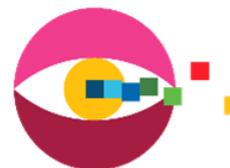
This toolkit aims at empowering local communities that are involved in community-based tourism (CBT) to have the capacity to develop their CBT in a sustainable manner and become more anticipatory of uncertainties.

There are three categories of tools for your choosing. Each category focuses on different stages of your CBT journey. To take your CBT to the next level, it can be helpful to understand your past and present before imagining your future and designing your actions. Nonetheless, it is not necessary to strictly follow a linear path. You can always jump back and forth between each category to fill the gaps as you find them.

Under each category, there are several tools – some of which may seem similar but each one serves different purposes. Feel free to look into each tool and pick the ones that are most suitable for you!



**Making Sense
of the Past and
the Present**



**Looking
Forward to
the Future**



Taking Actions

Don't miss the case studies at the end!
See the toolkit from the lens of local
communities.

COMMUNITY-BASED TOURISM SOCIAL INNOVATION PLAYBOOK



Making Sense of
the Past and
the Present



Taking Actions



Looking Forward
to the Future



02



The Becoming of Our CBT

04



Tourism Capacity Mapping

06



Stakeholder Mapping

08



Tourism Data Collection
and Persona

10



Hopes and Fears



13



Future Triangle

15



Headline of the Future

17



Future Visioning

19



Roadmapping



22



Issues Identification
and Prioritization

24



Ideation

26



Idea Canvas

28



Experimentation
and Reflection

Making Sense of the Past and the Present

Before you can move forward, it is essential that you understand yourself first: where you come from, what you are like today, who are in your world, etc. "Making Sense of the Past and the Present" includes various tools to help you do that. Learn where your community is on the CBT journey!



The Becoming of Our CBT



Know the past, the twists and turns on our CBT journey

Tourism Capacity Mapping



Know the present, what our capacities are today

Stakeholder Mapping



Know the others in the ecosystem, who else is involved

Tourist Data Collection and Persona



Know the customers, who they are and what they are like

Hopes and Fears



Know ourselves, what we hope to achieve and seek to prevent



The Becoming of Our CBT

The Becoming of Our CBT is a great tool to start with as it helps engage participants by inviting them to share about their own CBT journey. It also provides an insightful introduction and ensures that everyone is on the same page regarding the development of CBT in the community.

How:

Identify and invite stakeholders who are key players in your CBT. Conduct the group discussion in a relaxing atmosphere so that people feel comfortable sharing different views about their CBT journey. Some guiding questions include →

Feel free to ask other questions as you find something interesting in their journey.

→ *when and how did our CBT started?*

→ *what are the major turning points?
what are the changes?*

→ *who are the key players that induced changes?*





The Becoming of Our CBT

→ When and how did our CBT started?

After decades of struggles and living in the Halabala forest, the Malaya Communist Party signed a peace treaty with the Thai government in 1989 and established the village. Distant relatives from Malaysia and Singapore came to visit from time to time. We built a community guesthouse and our tourism started.

→ What are the major turning points? What are the changes?

About eight years ago, Dr. Prachyakorn Chaiyakot, a CBT expert, visited the village and helped us with everything about CBT. Afterward, the Tourism Authority of Thailand organized a competition for bloggers to film tourism villages. That made our village's fame rose exponentially.

→ Who are the key players that induced changes?

- | | |
|-----------------------------|---------------------------------------|
| > Foreign Relatives | > Tourism Authority of Thailand (TAT) |
| > Nature lover tourists | > The media / Bloggers |
| > Dr. Prachyakorn Chaiyakot | > Local Alike |



Tips & Tricks:

Some participants may be apprehensive to share at first, especially since this is usually the first activity of the workshop. The facilitator should help set a safe and comfortable environment for sharing e.g. circular seating, casual speaking style, etc. Also, avoid having one dominant speaker by encouraging as many different participants as possible to share their inputs.

Note:

It is crucial to identify the key players in the CBT ecosystem, including those of different generations. You may find that the old generation who started the journey has a very different view from the new generation who are currently managing CBT. This activity can help you understand group dynamics too.



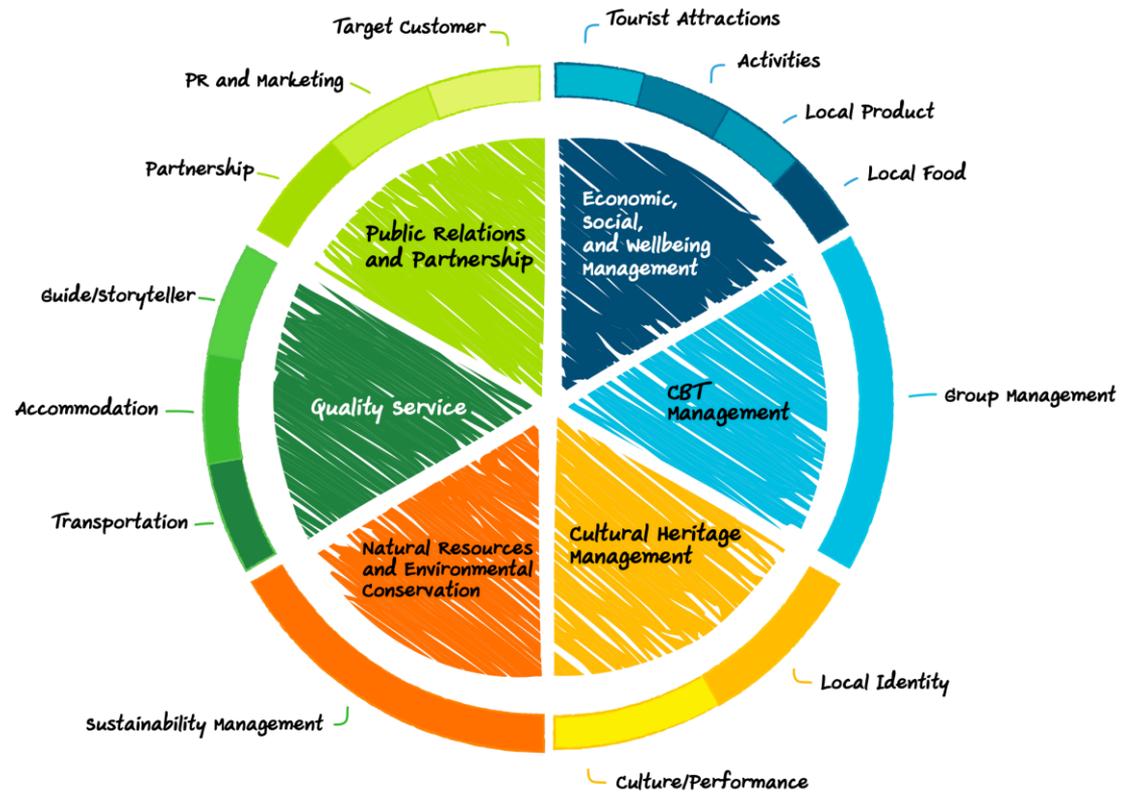
Tourism Capacity Mapping

Knowing the present

It is crucial to understand your current capacities concerning CBT, where you are doing well and where the gaps are. The Tourism Capacity Mapping, inspired by Designated Area for Sustainable Tourism Administration's and Local Alike's framework, is a perfect tool to help you understand more about the current situation of your CBT.

How:

Gather around and reflect on various topics relating to CBT development. Each participant takes turns giving their input on the areas that they are working on. Map the inputs into the diagram, where you can see an overview of all the components and identify what you are doing well, and which needs improvement.

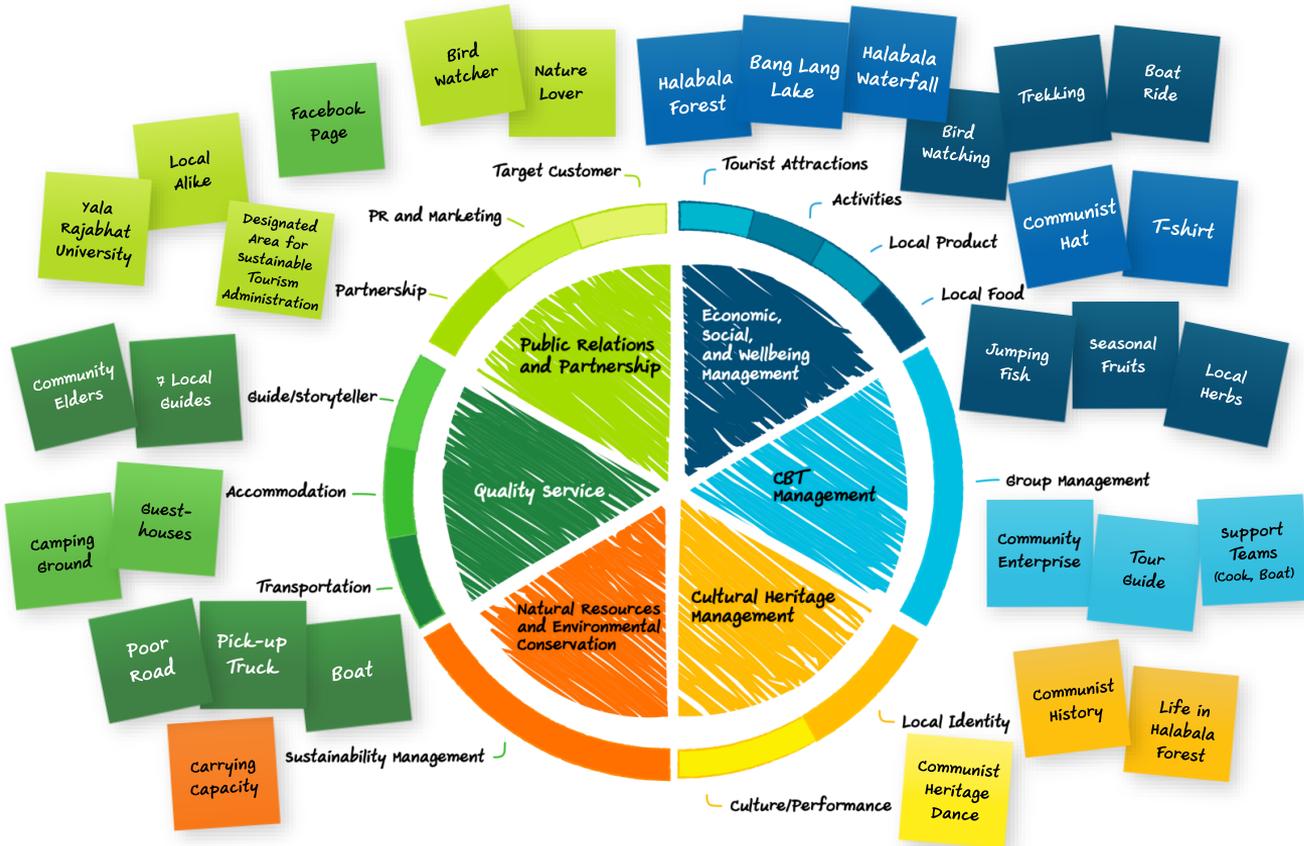




Example

Tourism Capacity Mapping

Knowing the present



Tips & Tricks:

Make sure to gain insights from those who are most involved in your CBT for each component on the map, in order to draw up a complete, well-rounded picture of your CBT. You could also include stakeholders from outside the community to provide their perspectives.

Note:

This is a great tool to start making sense of your CBT progress and where you may need to work on more. Since it is all about making sense of your present, do not be limited by the template. If the discussion reveals any interesting information that may not fit in any topics listed, free feel to add them. The goal is to get a comprehensive picture of your CBT!



Stakeholder Mapping

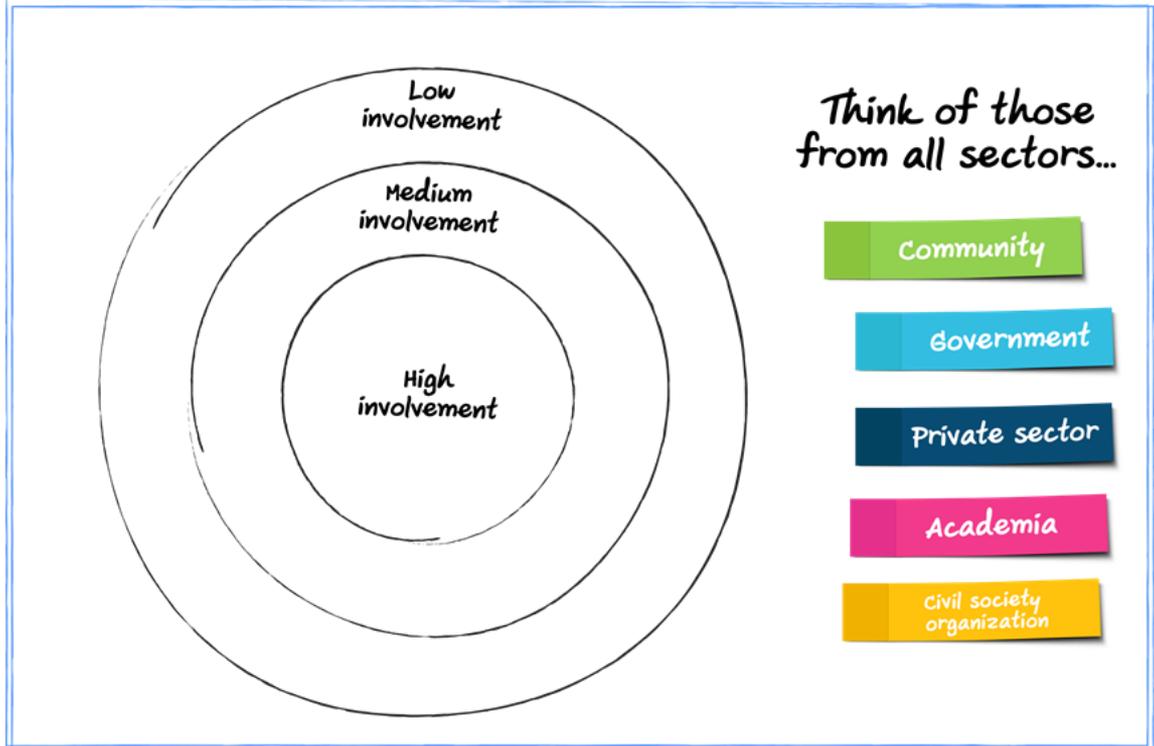
Knowing others involved

Different stakeholders, whether they are individuals, groups, or institutions, can play an important role in your CBT. Stakeholder mapping invites you to think about who is involved in your CBT because they may help you turn your dreams into reality.

How:

List key stakeholders in your CBT ecosystem considering all sectors, from those within the local community to government, private sector, etc. Also, discuss their roles and impacts on CBT

Once stakeholders have been identified and discussed, plot them based on their level of involvement. Note that you may start off focusing more on stakeholders with high involvement, but also try to think more of those with low involvement. They may suggest opportunities for new engagements.

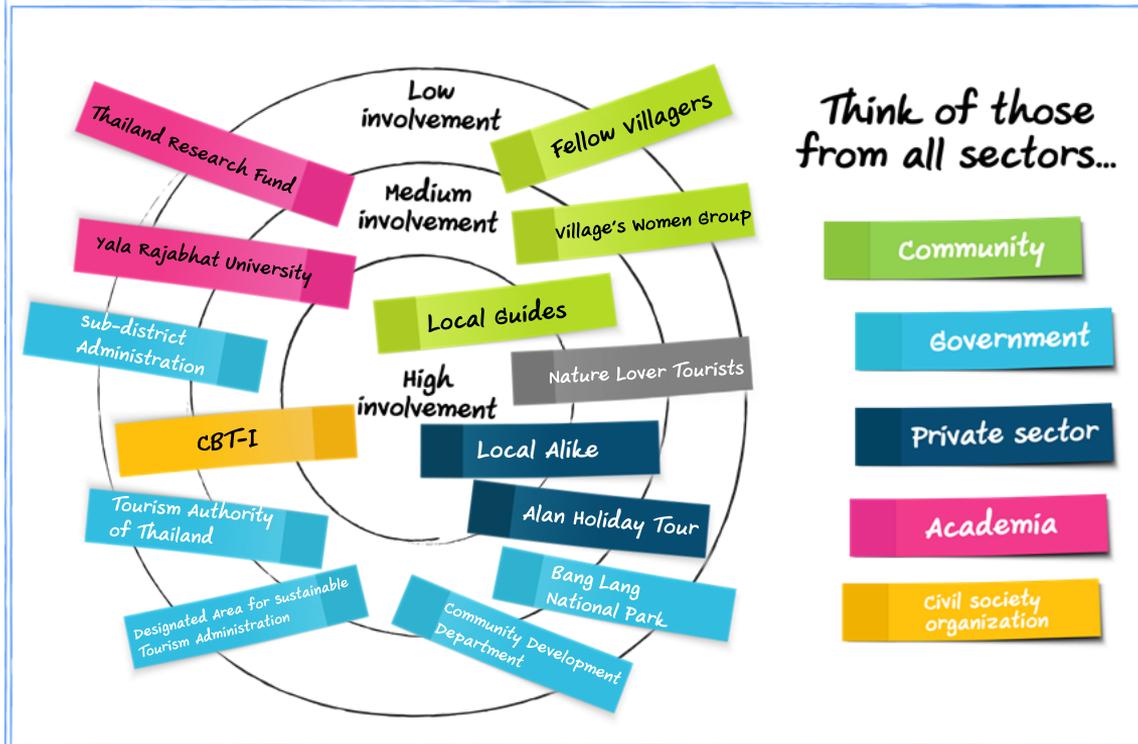




Example

Stakeholder Mapping

Knowing others involved



Tips & Tricks:

Try to be specific. It is more useful if you can pinpoint specific influential individuals/groups. For example, identifying 'Auntie Hong' and 'women's group' gives a clearer picture than saying 'local community'.

Note:

This tool also comes in handy when you begin developing new initiatives and must determine which stakeholders to work with.



Tourist Data Collection and Persona

Businesses aim to satisfy customer's needs; but do we really understand those who we are trying to serve? Data collection and persona help you gain insights on your customers from both quantitative & qualitative perspectives.

- ➔ **Quantitative Data:** Who your target markets are, their demographics, and opinions on your CBT.
- ➔ **Qualitative Data:** Understand your customer's behaviour, their likes and dislikes.

How (Quantitative):

Let's start collecting your tourist data! Create a simple set of questions for your customers to fill out before they leave. It can be on paper or an online form e.g. Google Forms is free and easy. See example questions here but feel free to add your own ➔

Tourist satisfaction survey

1. Age
2. Gender
3. Occupation
4. Hometown
5. How many nights are you staying?
6. Who did you travel with?
7. How did you know our community?
8. What do you like most about our community?
9. Any suggestions for improvement?

Name :

Demographics >

>

>

Likes >

>

>

Dislikes >

>

>

Favorite Quote:

How (Qualitative):

Apart from quantitative data from the survey, you can observe and have a more in-depth talk with a few selected customers. Get to know them like you get to know a friend: their background, likes and dislikes, little strange behaviours and all.

Then try develop a few key personas that represent who your customers are and what they are like as a person. Draw a simple sketch of the persona and list out their characteristics and favorite saying!

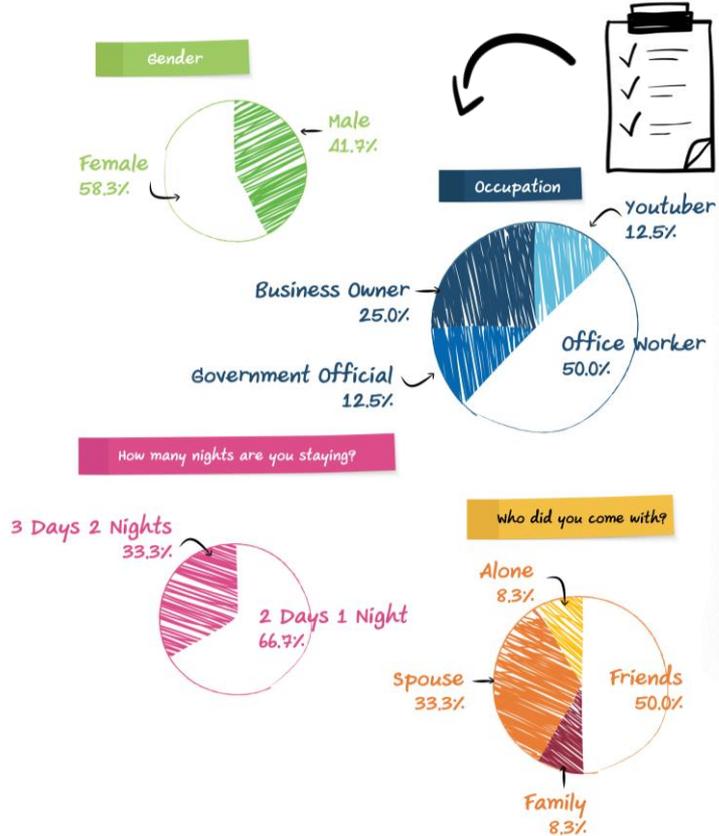


knowing the customers



Example

Tourist Data Collection and Persona



Name: *Toey*



Demographics

- > 32 female from Bangkok
- > Graphic Designer
- > Long stay
- > Come with 2 other friends

Likes

- > Prefer only 1 activity per day
- > Like to stroll around
- > Take inspiration from the surroundings for her work
- > Easy to take care of

Dislikes

- > Doesn't like rain
- > Hate when there are too many people around

Favorite Quote:

"I wish I could stay here one more night"

Tips & Tricks:

Customer survey seems easy but is often forgotten. Try include it as part of the step that cannot be missed. For example, place the QR code of the survey at the last stop of the visit, etc.

After collecting the data, visualization of the results is very helpful for making sense of the data. You can also compare the different visualization over time to see changes in your customers.

Note:

Customer surveys and personas can give you a clearer picture of who your CBT is serving, areas of improvement, and new opportunities in order to better satisfy your target customers.

knowing the customers



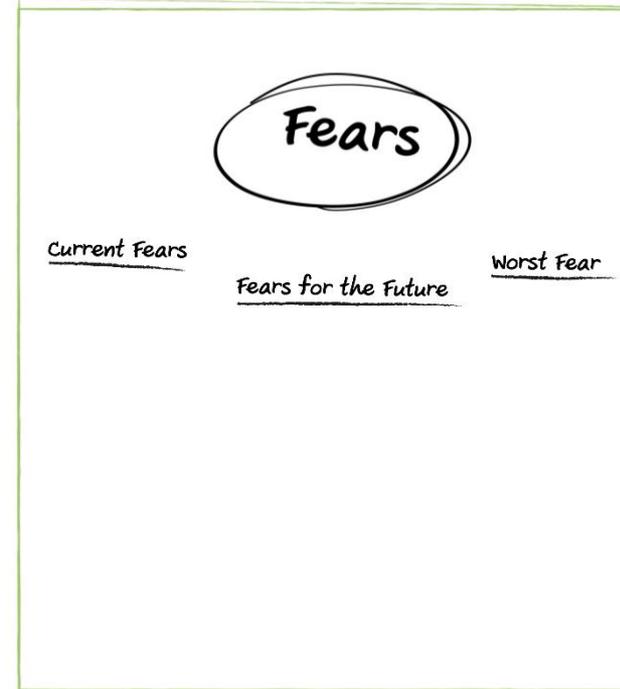
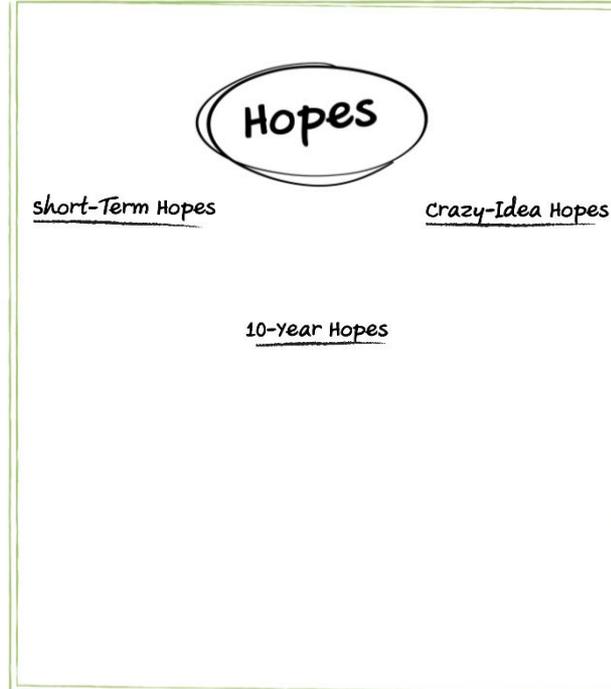
Hopes and Fears

Self-reflection is an important part of any process. What do we hope to achieve? What do we fear might happen? The answers to these will provide the 'why' to our next steps. The Hopes and Fears tool invites you to reflect inward on the many hopes and fears for your CBT.

How:

The facilitator explains the main types of hopes and fears e.g. short-term, long-term, etc. The crazy idea category is also included to induce everyone to dig deeper or explore their hopes and fears beyond the immediate practical thoughts.

Then, let each person take some time to reflect and write down one's own hopes and fears concerning CBT. Once everyone writes their ideas, place them all on the board and review them together to see key themes across the responses.



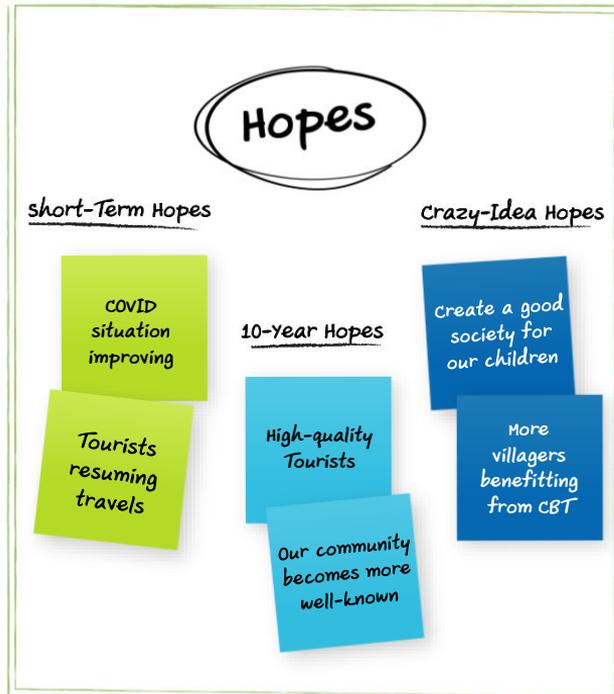


Example

Hopes and Fears

Knowing ourselves

11



Tips & Tricks:

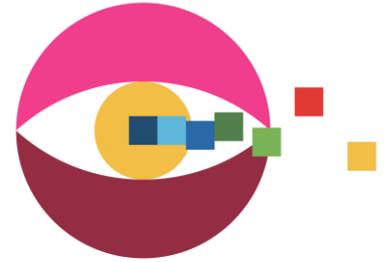
Examples are useful when explaining the various types of hopes and fears. Moreover, since these are very personal opinions, the facilitator should encourage participants to reflect honestly and not be worried about right or wrong.

Note:

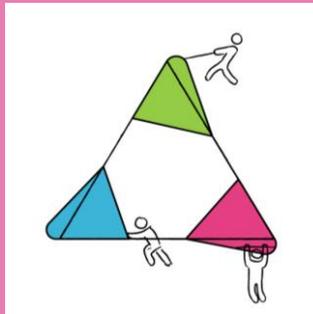
This activity can provide the direction for the rest of the process. In later exercises, when thinking about the future of their CBT, everyone can refer back to this, and ensure that their ideas are in alignment with their hopes and fears.

Looking Forward to the Future

Knowing where we want to head to will help you design your path and take meaningful steps. However, thinking about the future is not always easy because it can be very different from the world we know today. We can and should unbind ourselves, step out of the constraints of today, and be imaginative! At the same time, we need to recognize the signals that may affect us and shape our future. Thinking about the future is a balancing act...dreaming the future we want into being as well as preparing for the uncertainties which we cannot control.



Future Triangle



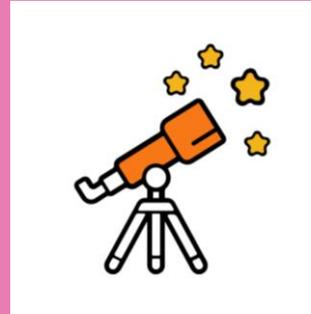
See weight of the past, push of the present, pull of the future.

Headline of the Future



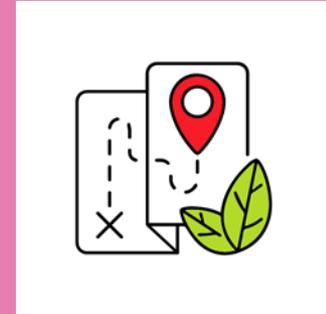
Imagine our successes that make the news of the future.

Future Visioning



Bring to life what our CBT will look like in 10 years!

Roadmapping



Design the pathways to our goal!



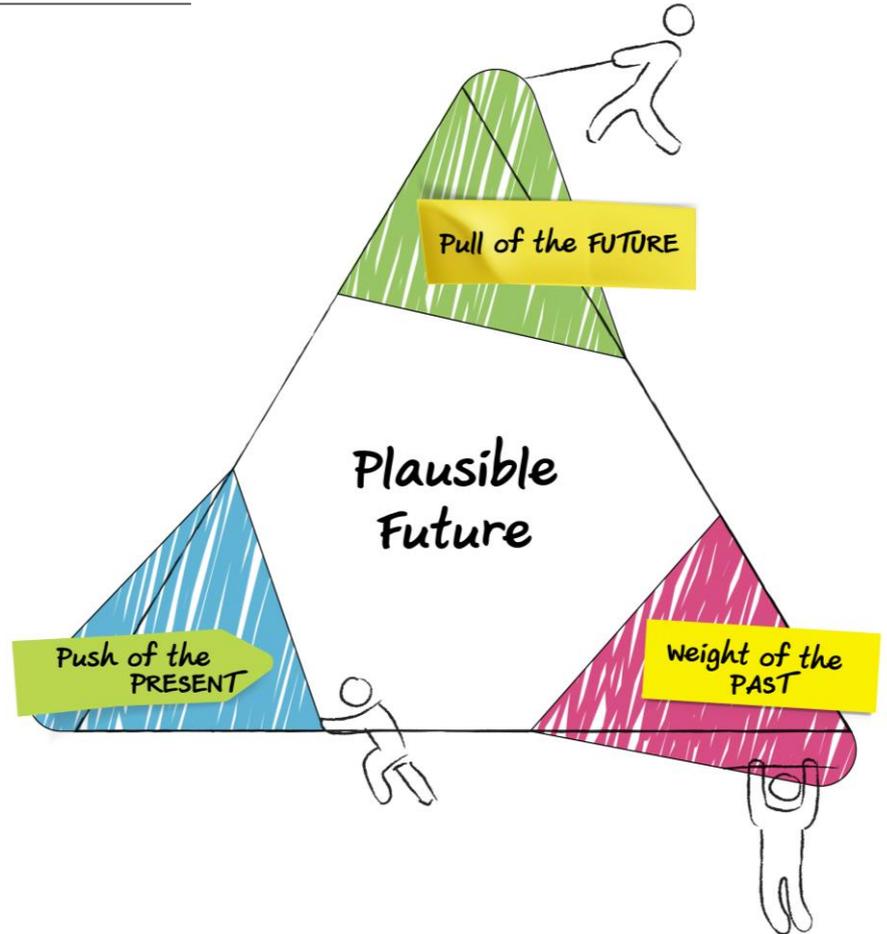
Future Triangle

Plausible futures do not exist in a vacuum; they are a result of conflicting forces from the past, present, and future. The Future Triangle is the tool for you to reflect on the weight of the past, the push of the present, and the pull of the future. The interplay and changing dynamics between these forces affect your plausible future.

How:

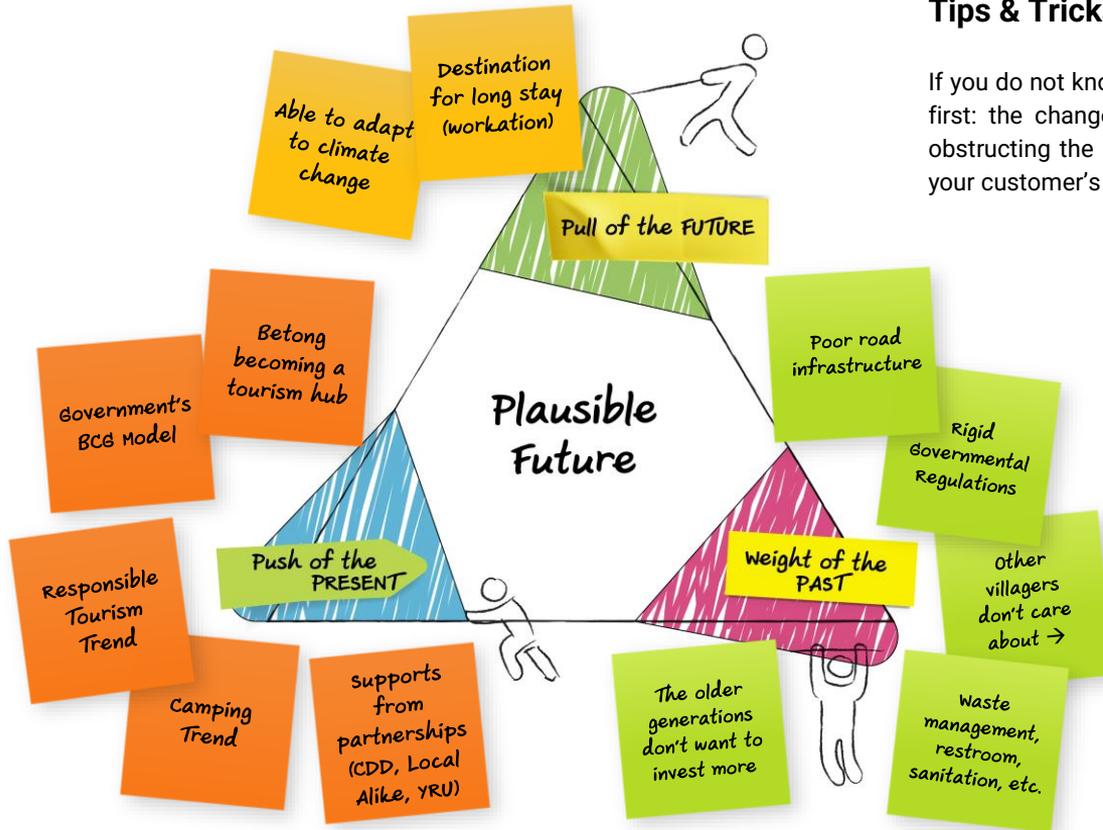
Invite key members of your CBT to brainstorm on each of these topics:

- **Weight of the past:** What are the things that weigh your CBT down or hold it back from progressing? What are the barriers to change? What are the historical patterns or structures that resist changes?
- **Push of the present:** What are the current trends and drivers that are pushing your CBT forward? What trends are hot coming and will shape the future?
- **Pull of the future:** What are the ideas or visions that represent a preferred or desired future? What do you hope to see? What do you hope to avoid?



Example

Future Triangle



Tips & Tricks:

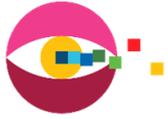
If you do not know where to begin, start by looking at your immediate surrounding first: the changes in your community, what are driving them, what have been obstructing the changes, etc. These factors can be revealed at a micro level like your customer's behaviour, or at a macro level like governmental policies.

Note:

While push of the present is something that you see happening already and with implications that you are certain of, pull of the future asks you to consider the ideal image of the future which you may not be certain about but hope to attain.

Example

- **Push of the present:** Environmental-friendly trend is already gaining momentum and public support today, so it is shaping the tourism industry in many ways.
- **Pull of the future:** Metaverse is still early in its development stage but has the potential to change the entire landscape of human interaction, opening new opportunities in tourism.



Headline of the Future

Let's shake ourselves out of the present and hop on a time machine to see the successes that we want to make the news in the future. Headline of the Future is a fun activity that challenges you to think about what your community can accomplish in the next 10 years concerning CBT.

How:

Let's get creative! Grab a newspaper, get into smaller groups, and ask everyone to imagine future accomplishments of their CBT. Write catchy headlines to capture these successes. What will appear on the news on this day 10 years from now?

To get a more comprehensive picture, you are encouraged to include news on major partnerships, uncertainties and how your community will be dealing with them.





Headline of the Future

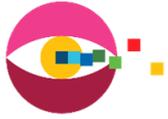


Tips & Tricks:

Have fun with it! When presenting the headlines, it can be fun to play a news jingle and ask a representative from each group to present their headlines as if they are news presenters. It is also helpful to prepare an example newspaper with headlines beforehand, to provide some inspiration to the participants.

Note:

This activity requires the use of imagination, which might be difficult for some participants. Be patient and encourage all participants to take part and share their input.



Future Visioning

Through the Future Visioning activity, key stakeholders are invited to bring the ideal future state of their CBT to life! Participants can discuss what want to see in the future, be it infrastructures, tourism activities, or management systems, etc.

How:

It's time to get crafty! The facilitator should prepare a map of the community, markers, crayons, and play dough. Then ask the participants to discuss what they would like their CBT to look like in the future, and add those elements using all the art supplies provided. Things to think about include but are not limited to...

- What will be your key attractions?
- How will your community look like? What facilities will be there?
- Who will be the tourists and what will they be doing?
- Who will manage and be involved in your CBT?
- How will sustainability be managed in that scenario?



Example

Future Visioning

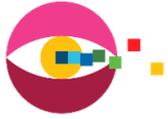


Tips & Tricks:

Provide a map that is specific to their community so that they can develop community-specific ideas. Hand-drawn maps also seem to encourage more creativity compared to satellite image maps

Note:

This is a fun activity that allows participants to get creative and use their imagination. It allows participants to truly reach for the stars as they try to envision their community's future. You can display it somewhere everyone can see, as a motivation for growth!



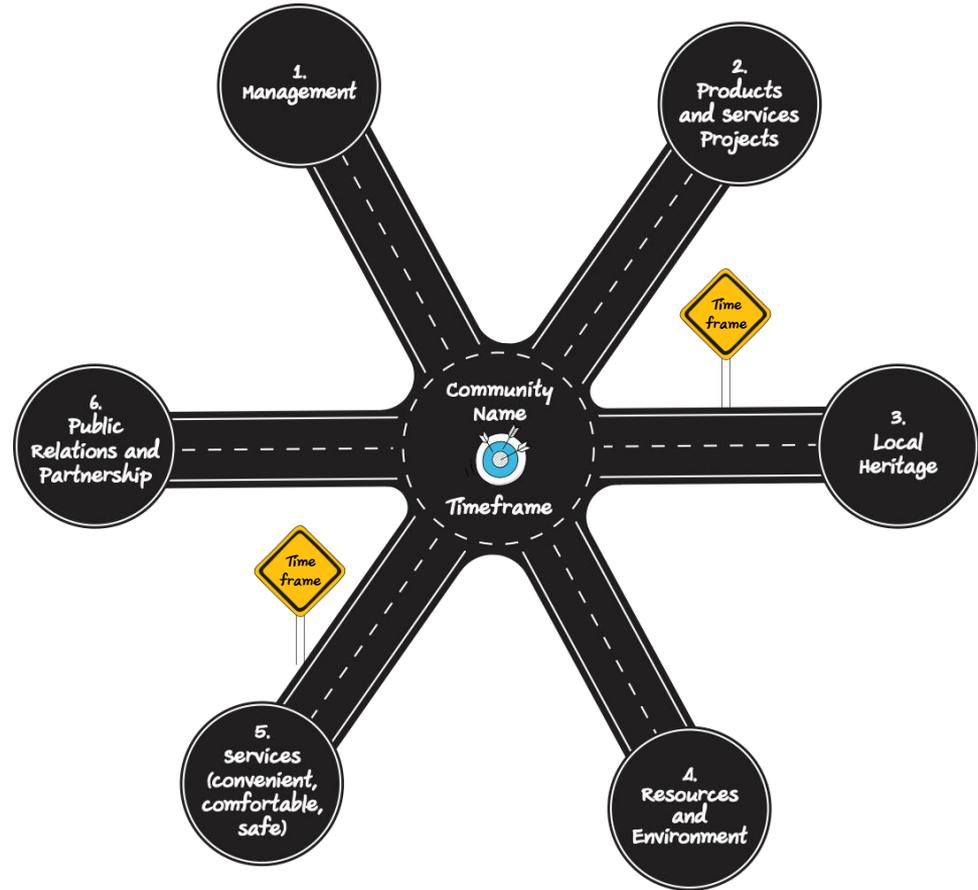
Roadmapping

To achieve a sustainable future for your CBT, several pathways have to be developed. This road-mapping tool can guide you to comprehensively design your pathways and actions to achieve your desired future.

How:

Set the timeframe for the roadmap, then consider each of the six topics one by one, set up the goals for them, and discuss courses of action you can do to achieve the goals. It would be ideal if you can determine the timeline for the actions as well.

After writing down all the points, review them and see if you miss anything. If you have done the “Hopes and Fears” or other tools in the “Looking Forward to the Future” category, it is useful to refer back to the result from those exercises and cross-check if the roadmap align well.





Example

Roadmapping



Tips & Tricks:

After completing, to keep everyone on the same page, visualize the roadmap and put it somewhere that the whole team can revisit easily. Remember that the roadmap is a live document! It can be edited as you go along your journey.

Note:

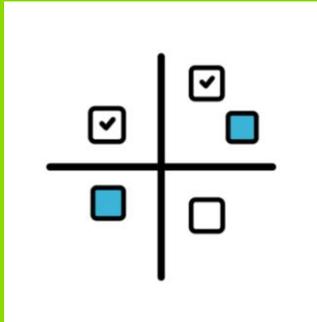
The topics in this roadmap are based on Designated Area for Sustainable Tourism Administration's Pillars of CBT, which cover every aspect of community-based tourism. If you do not know where to start with new initiatives for sustainable CBT, this tool will be helpful for you to identify areas to work on.

Taking Actions

Now that you dream it, next is to do it! After understanding your CBT from past to present and having clear goals in mind, it is time for you to take the first step towards your dream. "Taking Actions" tools can help you prioritize your issues, generate ideas, and test them before rolling out in full scale.

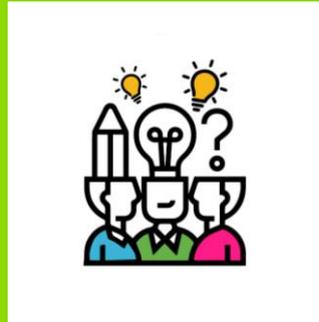


Issues Identification and Prioritization



Identify gaps to close, considering the impacts and feasibility.

Ideation



Come up a pool of ideas! Give yourself options for choosing.

Idea Canvas



Develop full details of your selected idea for implementation.

Experimentation and Reflection



Test your ideas with a small budget and learn from them.



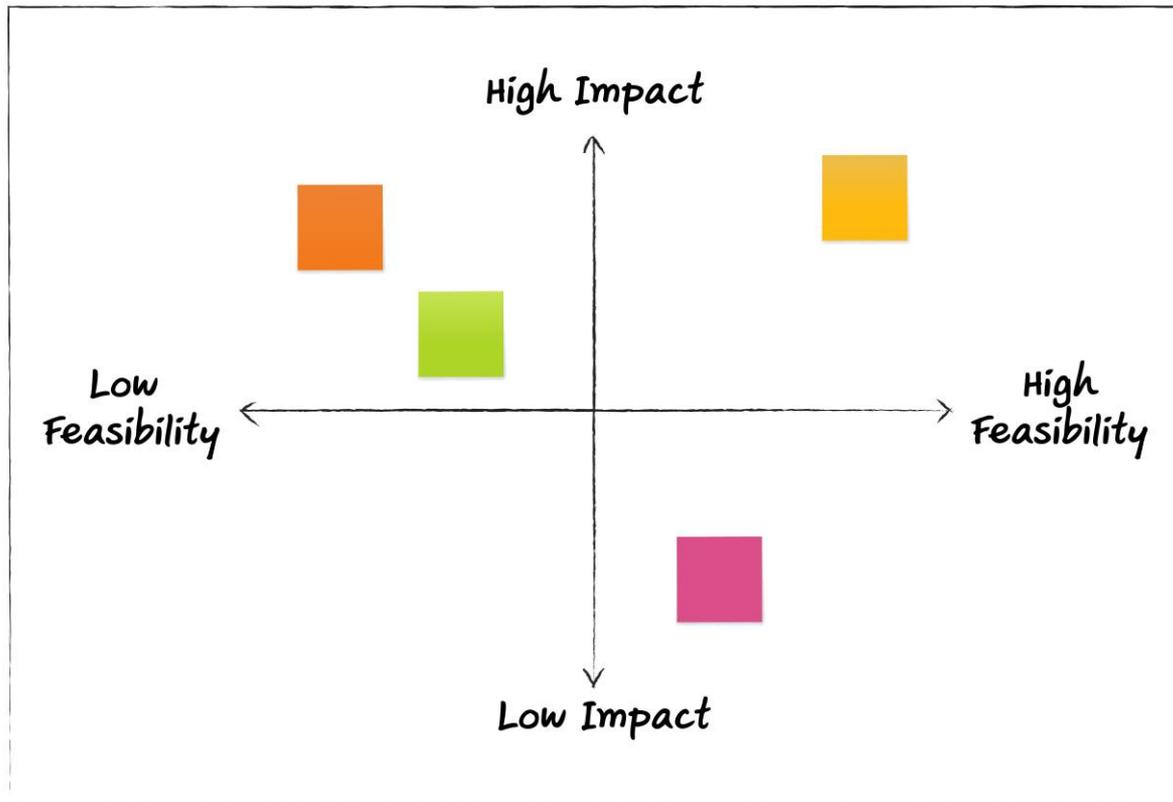
Issues Identification and Prioritization

Sometimes you need to understand your shortcomings in order to improve. During the issue identification exercise, you must take an honest look at your CBT and the shortcomings to be addressed. Moreover, since resources are limited, prioritization will help you select issue to focus first.

How:

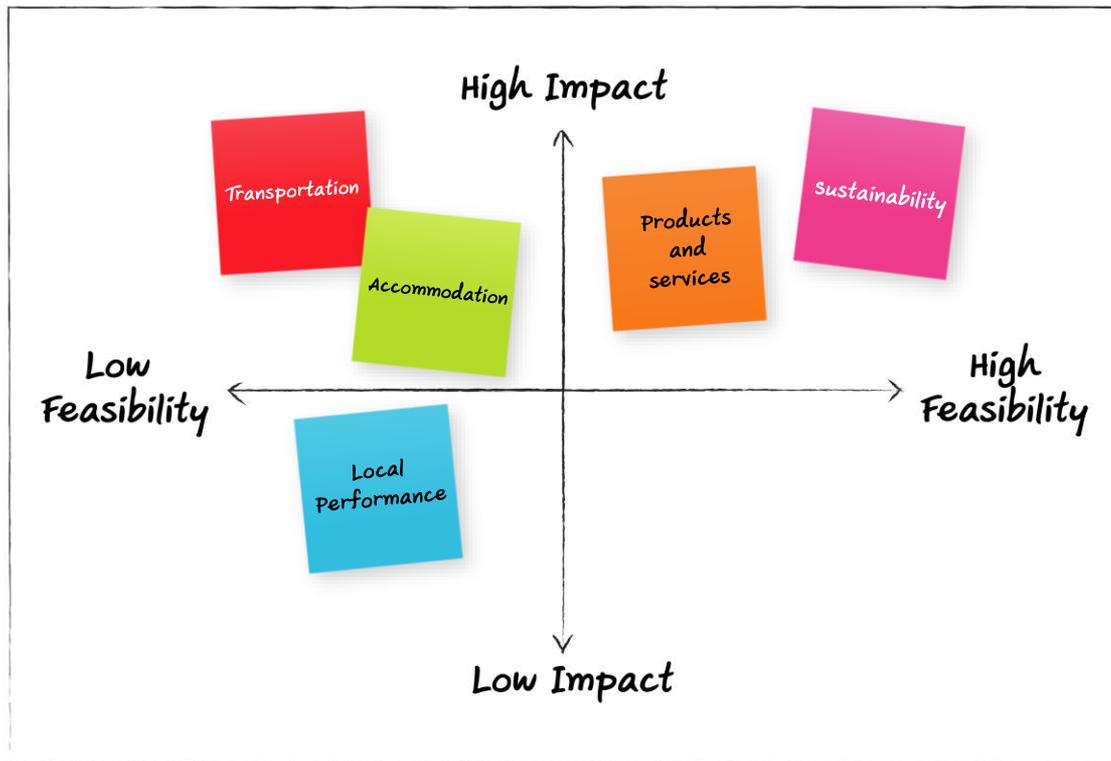
Ask participants to identify gaps and areas for improvement in their CBT. Then plot the issues according to their impact and feasibility. The 'high impact and high feasibility quadrant' suggests issues that can be done more easily and with a higher impact than others.

However, this only provides a preliminary assessment. Invite participants to review all the issues and cast their vote. Further discussion may reveal additional information which are not reflected in the simple impact-feasibility matrix.





Issues Identification and Prioritization



Tips & Tricks:

Reviewing inputs from previously completed tools such as tourism capacity mapping or other “Looking Forward to the Future” tools, can help participants brainstorm gaps or shortcomings.

How:

Although the ‘high impact, high feasibility quadrant’ represent the quick win, it is worth discussing the ‘high impact, low feasibility’ issues as well. You may not be able to solve the issues right away but perhaps there are some actions you can start taking and paving way for longer-term achievements.

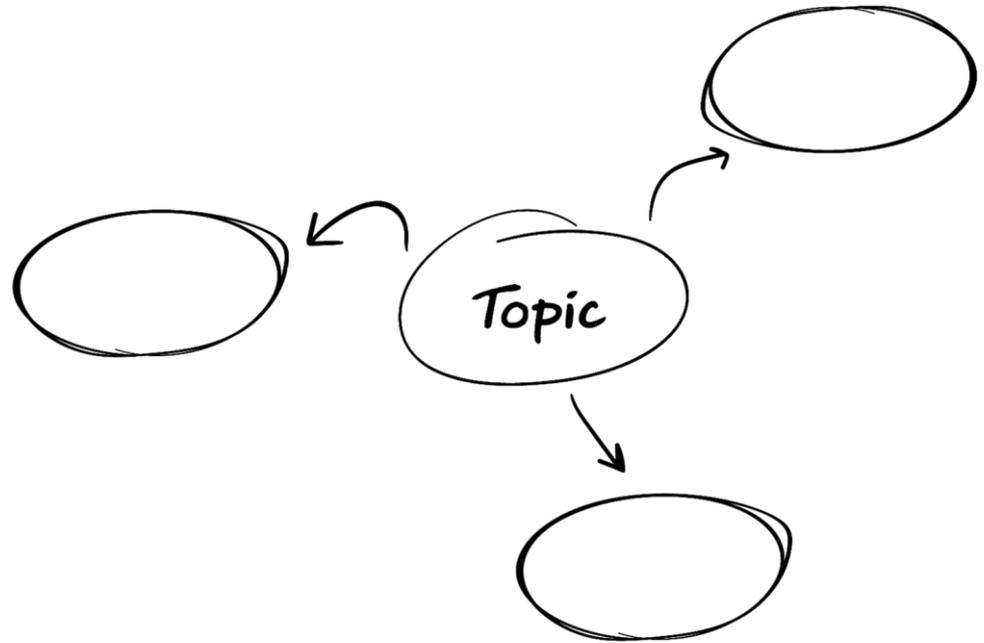


It's time to see our options! The more, the merrier! When it comes to finding good solution ideas, you need to first gather all your options. Imagine the chance of arriving at a good solution when you only have three options. How about when you have 50? Right, so let's think of as many as you can.

How:

Write the topic for ideation at the center and start brainstorming different ideas for solving that issue.

- Each participant writes their own ideas without discussing them yet.
- Do not judge your ideas if they are good or bad. Just write the ideas out as many as possible.
- At this state, only write the key idea of the solution, no need to develop full details yet.





Ideation



Tips & Tricks:

Prompt questions can help participants think outside the box. For examples,

- What if you have 10 million Baht?
- What if you have only 10,000 Baht?
- What if you have 100 volunteers?
- What if all media is supporting you?

Note:

Once you are done ideating, you can review the pool of ideas in front of you and pick the ones to work on in details.



Idea Canvas

Once you pick your ideas, it is necessary to develop full details to prepare for implementation. This all-in-one-page framework is a simple tool to guide you through your thinking process. What are you waiting for? Just grab a pen and follow along this canvas to kick off your project!

How:

Pick an idea and think through each aspect from the background of the problem to how the solution will work in terms of operation, funding, and partners. This gives you an opportunity to see if the whole design is coherent and feasible or not. In the end, you will have a simple but comprehensive plan for your next moves.

Target group <i>who has the problem?</i>	Problem <i>what is the problem that needs to be solved?</i>	
solution <i>what do we call this solution in short?</i>	How does it work? <i>what are the steps that we need to take?</i>	
source of Fund <i>where will the money come from?</i>	Partners <i>who do we need to work with?</i>	success indicators <i>what do we need to achieve?</i>



Idea Canvas

Target group Chulabhorn 9 Community tourism group	Problem Tourists complain about trash scattering around the community. The villagers get rid of all the waste by open burning because the subdistrict administrative organization currently has only one trash collection vehicle and does not reach the village yet.	
Solution Pilot waste management initiative by tourism group to inspire other villagers	How does it work? <ul style="list-style-type: none">- Research types of waste that are purchased by local waste buyers to understand all the requirements- Design the waste separation system in the village e.g. 10 types of waste bins, organic compost stations, etc.- Provide training on how to separate waste to interested villagers- Buy and put waste separation bins and organic compost bins at pilot sites e.g. guesthouse, central kitchen.- sell recyclable waste to a local waste buyer- collect data and share results with others to create inspiration	
Source of Fund UNDP and Local Alike	Partners UNDP and Local Alike	Success indicators <ul style="list-style-type: none">- sell the first batch of separated trash to generate income within 2 months- No organic waste mixed with other waste at pilot sites

Tips & Tricks:

It is totally ok to start small. Having too much pressure from big plans can weigh your motivations down. Be concise and get to the point. The clearer your plan is, the easier it is to be carried through. Think about the most realistic course of action to take.

Note:

This action-oriented framework is a powerful tool to kick-start your initiatives. It provides you with all the basic details to pitch the ideas to your supporters.



Experimentation and Reflection

Your ideas will not mean anything if you do not put them into practice. They are only 'hypotheses' which we think would work. Yet, you will never know for sure until you put them into testing. So, do not be surprised if you end up modifying your solution so much that it looks totally different from the original idea. That is exactly the point of experimentation! You need to test your idea, learn what works and what does not, then develop from there.

How:

Step 1: With details from the idea canvas, write out the hypothesis behind your solution idea and think of how you can test this hypothesis on a small scale with limited resources, so it is ok to fail and learn from the process without major damage. Also, set a timeframe for experimentation and start taking the actions!

Step 2: After the experimentation timeframe, revisit the template and reflect on the results, insights, areas that went well and areas for improvement. Based on these reflections, you can develop further plan of actions.

<i>Solution</i>	<i>Hypothesis</i>	<i>How can we test our solutions with limited budget?</i>
Experimentation timeframe:		
<i>Results & Insights</i>	<i>what did we learn?</i>	<i>Areas for improvement</i>



Experimentation and Reflection

Tips & Tricks:

Edison once said, "I have not failed 10,000 times—I've successfully found 10,000 ways that will not work." Do not be discouraged when things do not always work as planned because every wrong attempt discarded is another step forward. Learning is the ultimate goal here! Try again. Fail again. And fail better every time.

Note:

Although this tool is the last step of the process, keep in mind that you can always go back to any of the previous tools as you see fit. As you do the experimentation, you may realize that you still lack insights on your customers and need to revisit the persona tool. That is perfectly normal. Feel free to explore and have fun with your journey!

STEP 1

Solution

Waste Management

Hypothesis

People in the community and tourists can separate the trash into correct recycle bins.

How can we test our solutions with limited budget?

- Provide waste separation training for pilot households
- Put bins for waste separations at two public spots

Experimentation timeframe:

2 months

Results & Insights

- Waste at pilot stations is mostly correctly separated, except for some mixing of transparent plastics in the coloured plastics bin.
- Over 230 kg. of waste is sold, generating an income of 500 THB.
- Local adults are more aware of the importance of waste management. some are interested to join the initiative. yet, littering is still happening, mostly done by children.

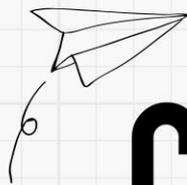
What did we learn?

- There are a lot of transparent plastics. After their bin is full, they overflow into coloured plastics bin.
- young children in the community still throw trash on the ground, not caring about any bin at all.

Areas for improvement

- Find extra storage for transparent plastics to ensure the bin is not full, so transparent plastics do not overflow into other bins.
- Design an activity to engage and incentivize young children to not litter and separate the trash into the garbage bins.

STEP 2



CASE STUDY

**Understanding CBT toolkit
through the lens of a local community**



Chulabhorn Pattana 9 Community, Yala province



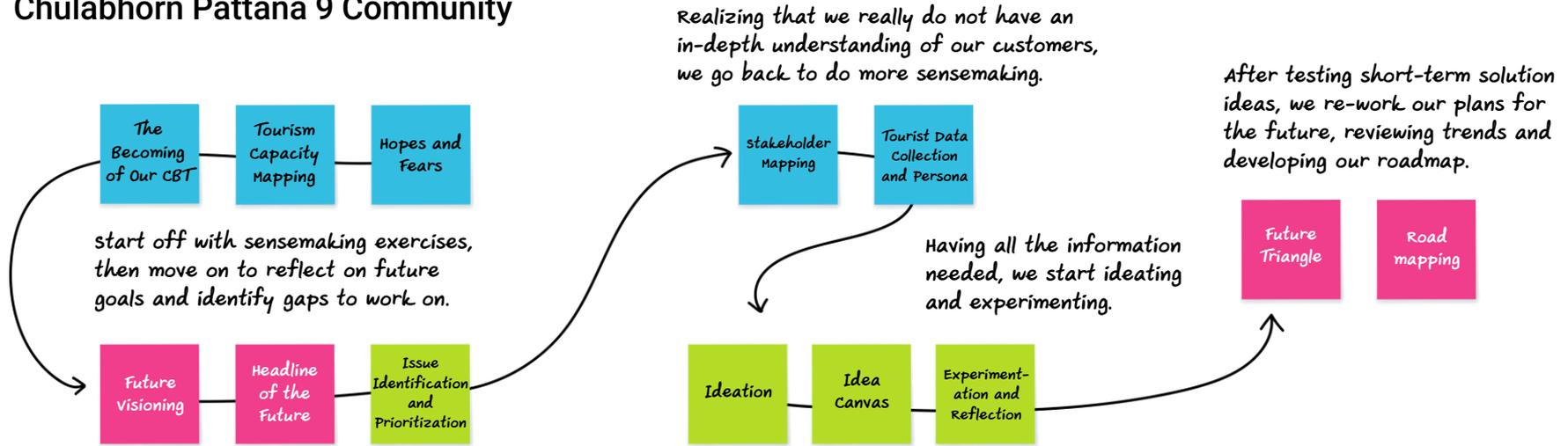
Surrounded by the world-famous Halabala forest, Chulabhorn Pattana 9 community has attracted nature lovers from within and outside the country. The visitors are also said to enjoy its rich historical heritage from the time of the Malaya Communist Party.

As part of the Malaya Communist Party, the community struggled with conflicts and lived in the forest for decades. A peace treaty with the Thai government was signed in 1989 and Chulabhorn Pattana 9 village was established. Their ties with relatives and friends from Malaysia and Singapore started the regular visits to this far-away village. The community built their guesthouse and became familiar with receiving visitors.

However, it was eight years ago that the concept of CBT was introduced to the community. Dr. Prachyakorn Chaiyakot, a CBT expert, worked closely with the new generation in the community to develop CBT. Given its rich natural and cultural capitals, the community soon started to gain recognition from several organizations and the media. With support from both public and private partners, the community has become one of the leading CBT communities in Thailand.

Their success is not without challenges. The intergenerational gap is reflected in different tourism management approaches of the pioneers and the new generation. Recognizing the value of their natural capital and the growing nature lover market, the new generation is seeking to promote ecotourism and inspire environmental conversation practices in the community while also creating economic opportunities for locals.

Chulabhorn Pattana 9 Community



Here is how Chulabhorn Pattana 9 utilized the toolkit. UNDP Accelerator Lab and Local Alike team conducted workshops with the community and local stakeholders with an original plan to do sensemaking exercises, then invite everyone to think about the desirable future, identify issues to work on, and start experimenting. Yet, you may notice that the process turned out far less linear. We jumped back and forth in order to fill gaps of knowledge as we found them along the way.



Nongsan Community, Sakon Nakhon province



Unlike Chulabhorn Pattana 9 which attracts visitors with its rich natural resources, Nongsan community's charm lies in its simple rural lifestyle, friendly locals, and indigo dye crafts.

Nongsan's tourism business was an initiation of Pornpimon Mingmitmee, a young artist who returned to her hometown in 2016 after years in Bangkok. She learned of CBT concept and saw its potential for developing her community. At first, she wanted to start big but her plan was questioned by many. Support from local authorities was also not available at the time.

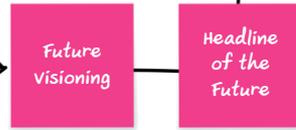
She had to start small, prioritizing the development of people within the community first. She invited a few interested locals to join her initiatives. Then, with the 'King's Wisdom for Sustainable Tourism' project supported by the Tourism Authority of Thailand, Local Alike, and UNDP in 2017, the community became one of the CBT rising stars in Thailand. The success helps gain local momentum and now neighboring villages such as Nang Toeng community are also engaging in CBT.

The COVID-19 pandemic has posed both challenges and opportunities to Nongsan community. Many locals who used to work in major cities lost their jobs and returned home. Nongsan CBT is now joined by locals who have built their skills from jobs in the cities. So, local micro-entrepreneurs now loosely join hands to deliver goods and services, and take Nongsan CBT to the next chapter.

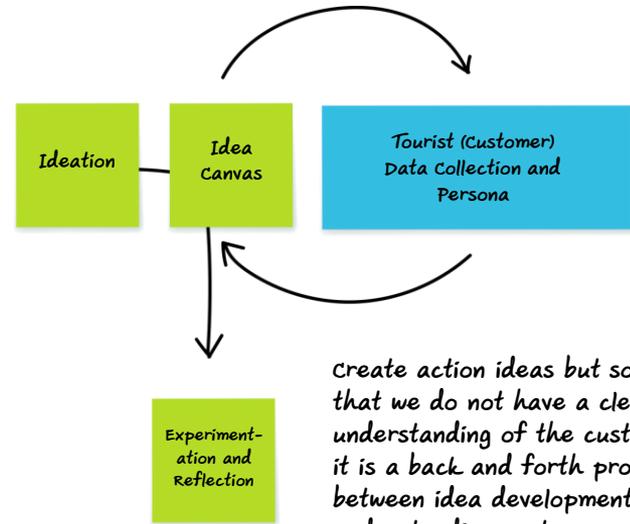
Nongsan Community



Look back into the past and review how the community came together and how it is doing right now



Find out the community members' vision of the future



Create action ideas but soon realize that we do not have a clear understanding of the customers, so it is a back and forth process between idea development and understanding customers.

Here is a quick look into the process with Nongsan community. It is a rather straightforward approach to the CBT toolkit, which is another way to demonstrate how flexible this playbook can be. There is no need to use every tool kit in this playbook to obtain solutions for your goals.

Each individual community is different, so it is completely up to you on how you are going to implement these tools based on your own context and goals!



PRODUCED BY



PROJECT UNDER



PRODUCTION TEAM:

Pattamon Rungchavalnont, Nutthapon Rathie (UNDP Accelerator Lab)
Nanop Muangklieng, Michelle Abou-Raad,
Smith Chayavorakul, Anuwan Aromsuk (Local Alike)

THANK YOU FOR THE CONTRIBUTION OF:

Designated Areas for Sustainable Tourism Administration
Tourism Authority of Thailand
Thailand Policy Lab



When use the materials in this toolkit, please reference us as:
Community-Based Tourism Social Innovation Playbook, 2022. UNDP Thailand.

