BHUTAN TOURISM PRODUCT DEVELOPMENT GUIDELINE

ROYAL GOVERNMENT OF BHUTAN















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Bhutan Tourism Product Development Guideline

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Foreword

Tourism product development is a necessary step towards enhancement of overall tourism development in the country. Towards this end, erstwhile Tourism Council of Bhutan (TCB) developed Bhutan Tourism Product Development Guidelines with objectives, among others, to assist planning and design, development and operations of tourism products. The guidelines were developed involving the relevant agencies with the funding support received from ICIMOD, Nepal through Nature Conservation Division, Department of Forest and Agriculture, MOAF.

Since then, the guidelines have greatly helped in strengthening synergies for tourism product development within the sectors of both government and non-governmental organizations. It has immensely contributed in the improvement of collaborations among stakeholders whilst also helping to channelize limited resources to bring huge impact in the overall tourism development in the country.

The guidelines provide useful information for the Proponents to navigate through the information and processes which otherwise can be overwhelming especially for the new entrants into the tourism industry. However the guidelines do not create a step-wise guide to starting and operating a tourism business.

The tourism product development process is understood to be complex and spread across different layers and levels of government posing challenges for efficient and effective coordination. Therefore, the guidelines have outlined broad areas for consideration including principles to be adhered to while embarking into tourism product development. In this way, a strong support in terms of both facilitation and regulation of its operations will definitely support to realise the success of becoming "a green, inclusive and high value tourism destination".

Using the experiences of implementation of the previous guidelines, the updated document has incorporated the key principles for tourism product development and safeguard factors for consideration in tourism product development. It is hoped that the Proponents are guided properly while at the same time promoting transparency for the evaluation of the project proposal, if relevant. Additionally, the guidelines also present the existing laws/rules and regulations that the Proponents will need to adhere to for any proposed tourism business. Legal compliance will be required from start-phase and the requirement will continue throughout the business life cycle.

As far as possible, the guidelines are therefore expected to serve as guide and reference book for all the stakeholders intending to venture into tourism product development and enter into the tourism sector. Furthermore, the guidelines hope to encourage, promote and guide private sector participation in tourism product development to make the tourism sector resilient and sustainable in the future.

Chief Tourism Officer Innovation and Strategy Division

Acknowledgments

The revision and updating of the guidelines was made possible with the funding support of the Royal Government of Bhutan (RGoB) through GEF Ecotourism Project.

The Department of Tourism (Department of Tourism), Ministry of Industry, Commerce and Employment (MoICE) appreciates the support and cooperation received from different ministries and departments, tourism sector associations and CSOs to revise and update the guidelines.

The guidelines revision was carried out by a team of officials from the above-mentioned agencies with technical support and guidance from Mr. Jigme Dorji, Project Technical Specialist (PTS) of the Project Management Unit (PMU). The list of team members involved in the revision of the guidelines are as follows:

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- 3. Tshewang Rinchen, ABTO
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- 5. Yeshi Dorji, Economic Development Officer, Punakha
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The Department of Tourism, MoICE would like to convey deep appreciation for their contribution and inputs.

Chapter – I

Context and Background

1. Introduction

Tourism is a major economic activity and one of the largest and fastest growing economic sectors in the world. It is embraced as a developmental tool and plays a higher role in achieving sustainable development goals in both the developing and developed countries. However, it needs to be managed well in order that it benefits communities, the nature and the cultural environment upon which it depends.

Tourism is cross-sectorial in nature and stimulates productive capacities from trade and creates jobs linked to the tourism value chain. In recognition of enormous opportunities and issues surrounding tourism product development, in 2018 the then Tourism Council of Bhutan (TCB) in collaboration with the relevant stakeholders developed the "Bhutan Tourism Product Development Guidelines" with funding support from ICIMOD. Thereon, it has helped improve synergies in tourism product development endeavours and reduced haphazard tourism development through improved collaboration, coordination and consolidation of plans as envisaged in the 12th FYP.

Nonetheless, there is a need and an opportunity to improve much more if the vision of a transformed nation is to be realised. The guidelines have been therefore revised to adjust to the changing needs and to suit the development taking place through overall transformation initiative including the change of tourism policy and systems. Furthermore, the guidelines have been reviewed and updated to encourage, promote and guide private sector participation in tourism product development to make it more resilient and sustainable in the future. Numerous stakeholders' representatives were engaged in an inclusive manner from both the governmental as well as non-governmental organisations while reviewing and updating the guidelines.

The guidelines are envisaged to be robust and supportive to the interested Proponent/s including NGOs and others wishing to embark on to tourism product development. The guidelines consist of five sections. Section - I contains the general information including but not limited to, objectives and scope of the guidelines. Section - II covers information on different types of tourism products, key principles of product development and basic consideration for product development. Section - III deals with the application and approval process and Section - IV contains miscellaneous provision.

The guidelines are expected to be helpful to those interested Proponents who wish to come up with different tourism products. It will be also helpful for the office of the Department of Tourism, MoICE to guide the proponents in a proper manner as well as to accord approval and or recommendations in a transparent manner.

2. Objectives

The guideline seeks to facilitate and streamline procedures and guide interested Proponents for developing tourism products and attractions for the growth and development of tourism. Further, this guideline will support to:

- a) Guide the stakeholders and proponents about the identification, planning, development and management of tourism products.
- b) Determine that the proposed tourism products meet the minimum requirements set herein by Department of Tourism in consultation with relevant stakeholders.
- c) Contribute and support enhancing the experience of the visitors by providing indigenous, authentic, high value and safe tourism products.

3. Applicability

This guideline shall apply to individuals, CSOs, public and private organisations interested in the development of tourism products.

4. Extent and commencement

This guideline shall:

- a) Extend to the whole of Bhutan for the development of tourism products; and
- b) Commence with effect from
- 5. Definitions

For the purpose of this guideline, unless otherwise stated:

- a) "Tourism Product Development" means the process by which the resources of a destination are shaped to meet the requirements of international and domestic customers' needs.
- b) "Tourism Product" refer to either an activity, attraction, services or combination of it that has potential to contribute to product diversification and improves tourist satisfaction.
- c) "Proponent" includes individuals/entrepreneurs or group of individuals or entrepreneurs, public and private organisations interested in the development of tourism products.

6. Policy and legislations

This guideline should be governed by all the relevant policies and regulations of different sectors and accordingly adhere to requirement of any additional standards, permits or clearances. The list of relevant legislative documents *including but not limited to*, are provided below for easy reference:

- a) Constitution of the Kingdom of Bhutan 2008
- b) Waste Prevention and Management Regulation 2012
- c) The National Environmental Protection Act of Bhutan 2001
- d) Regulation for Environmental Clearance of Projects from NEC 2001
- e) Environmental Assessment Act 2000
- f) Forest and Nature Conservation Act 1995
- g) Forest and Nature Conservation Rules and Regulation of Bhutan 2017
- h) Biodiversity Act of Bhutan 2022
- i) Regulation on Working Conditions 2022
- j) Cultural Heritage Bill of Bhutan 2016
- k) The Water Act of Bhutan 2011
- l) Land Act of Bhutan 2007
- m) Bhutan Building Rules 2018
- n) Tourism Policy of The Kingdom of Bhutan 2022
- o) Tourism Levy Act of Bhutan 2022
- p) The Tourism Rules and Regulation of Bhutan 2022
- q) Disaster Management Rules and Regulation 2014

7. Legal basis for the tourism product development guideline

In particular, the guidelines has been drawn in accordance to chapter 4 section 58 to 60 of the Tourism Rules and Regulations 2022.

CHAPTER – II

Tourism Product Development

1. Classification of Tourism Products

The tourism products have been classified into different categories for a better understanding of their unique characteristics and features in order to promote them appropriately and market them to the right clients (details provided in **annexure A**). The products are classified under different category as follows:

a) Culture

Cultural tourism products encompass the unique features of a place and reflect its culture and history, promote the rich tapestry of cultural traditions, ethnic backgrounds and landscapes.

b) Nature and Eco-tourism

These are more closely associated with the natural environment and use of environmental services. These may include natural resources such as the area's climate and its setting, landscape and natural environment.

c) Adventure

A type of product that involves tourists traveling to remote or exotic locations in order to take part in physically challenging outdoor activities.

d) Spiritual and Wellness

A product developed for the purpose of promoting the health and well-being of tourists through physical, psychological, or spiritual activities.

e) MICE

A product developed for the purpose of Meetings, Incentives, Conventions and Exhibitions.

f) Sports

Sports tourism products are developed for tourists to experience or view sports-related activities.

g) Events

A planned product developed for the public or social occasion comprising one or more activities for tourism purposes.

h) Others

Any other new form of product which may be classified as and when required.

2. Key Principles of Tourism Product Development

- a) Tourism Product Development (TPD) should contribute to realizing the goal of Gross National Happiness (GNH).
- b) TPD should follow the key principles of sustainable tourism development by:
 - Being mindful and supporting "High Value, Low Volume" tourism policy;
 - Promoting and supporting authentic and indigenous attributes reflecting the unique characteristics of the destination;
 - Having strong support of the Community;
 - Being responsible and respecting the natural and socio-cultural environments;

- Being Innovative and/ adding value (differentiating from competitors and avoiding "me too/copycat" developments); and
- Being of sufficient scale to make significant economic contributions.
- c) TPD should be based on market trends and tastes through a sound analysis using "market to product matching" process targeting a market segment.
- d) TPD should demonstrate consideration of wholesome Customer Experience both in terms of quality service, experience and safety.
- e) Promote tourism circuits, zones or clusters of attractions by:
 - Contributing to highlight the strengths of each region; and
 - Support spreading socio-economic benefits of tourism across the region.
- f) The Government's role in TPD is to identify and disseminate information about the opportunities, plan and designate tourism development areas and facilitating and supporting entrepreneurs and proponents. In addition, the Government's role will include provision of direct investment/funding support and incentives, particularly when the development is proposed to undeveloped regions and has high growth of tourism potential.

3. Basic consideration for tourism product development

To create an enabling environment for the entrepreneur or proponent and to ensure sustainability in the long run, the following considerations are recommended while selecting tourism destinations or tourism product/s for development.

- a) **Importance:** It is essentially a comparison between destinations with similar potential resources and readiness of facilities and services that can be offered to tourists.
- b) Accessibility/Physical access: How the facilities and services are physically accessible to the tourists such as having road or air connectivity and trek routes.
- c) Seasonality: Find the preferable months that the tourist can opt to visit selected destinations and how many months in a year those destinations can be promoted.
- d) **Popularity:** The areas that are preferred or have potential for preference by tourists and or have gained the attention of tour operators through their past visit and through social media.
- e) **Fragility:** How many tourists a destination can accommodate over a fixed period of time without posing negative impacts.
- f) **Admission:** The need for permission to visit destinations and special restrictions complied.

CHAPTER – III

Approval and Registration

1. Application and Approval Process

The Proponent/s interested to venture into tourism product development or supporting to enhance a destination will need to follow the process as given below:

- a) The Proponent shall submit an application to the Department of Tourism with complete information as provided in *Annexure B*. The proponent should prepare and submit a detailed project proposal including but not limited to, as given below:
 - Project summary
 - Project implementation modality & timeline
 - Financial investment & revenue projections of the project (FDI)
 - Contribution to the tourism industry (contribute to diversification of tourism products and services; seasonal and regional spread)
 - Environmental considerations (Waste management/ ecological impacts)
 - Economic considerations (Employment, local procurement)
 - Social considerations (land use & community support)
 - CSR (supporting community events and developments (*lhakhang* renovation, *tshechu*)

(The DPP will form a basis to assess the feasibility of the project and verification at site, where necessary).

- b) The division will review DPP using a screening tool Annexure-D and Annexure-F and accordingly recommend for approval by the Committee within the Department of Tourism or ask the Proponent to obtain sectoral clearance and/or submit the environmental and social management plan, if applicable.
- c) In the event an additional supporting document and information is sought, the Proponent will need to submit it within the stipulated time specified in the communication document.
- d) The review result will be communicated to the Proponent within **21** days from the receipt of the proposal.

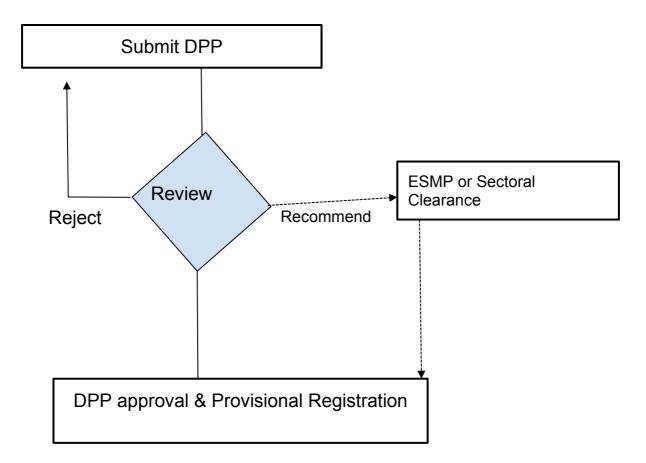


Figure 1: Flow chart of the Application process

2. Self-assessment form

This is a mandatory form that an applicant needs to submit along with the application. The safeguards provided in *annexure C* are a checklist that is expected to fill up by the Proponent along with the DPP.

3. Environmental and social management plan

When the assessment result indicates impacts ranging from moderate to high, the Proponent will be advised to submit ESMP as per *Annexure -E*. However, ESMP submission will not be applicable for projects having low environmental and social impacts assessment results.

4. Review of proposal

On receipt of the application along with the *complete attachments*, the Department of Tourism will review the proposal. Where necessary, the review will involve assessment on market potential, physical screening of the Environmental and social safeguards as per the annexure E. Upon completion of the review, the following actions will be taken:

- Approve the proposal and issue clearance
- Ask for sectoral clearance or ESMP
- Reject the proposal

5. Registration and Certification

On the successful completion of the product development, the Proponent after obtaining the business license should register with the Department of Tourism (Department of Tourism). The Proponent will need go through certification processes wherever it is applicable.

CHAPTER - IV

Miscellaneous

1. Amendments

The guideline may be amended by the Commission as and when necessary. The interpretation of provision of guidelines by the Department of Tourism will be final and binding.

2. Prohibited/Exemption

Any product proposed in the prohibited areas or product that is prohibited by law will be considered as the prohibited products and this guideline will not be applicable to them.

Annexure A: Classification of tourism products

 Architecture and Heritage Arts & Crafts Museums Bhutanese way of Living Cultural Performance Gastronomy Revival of unique traditions Endangered practices such as 	Spiritual & Wellness• Retreat&Meditation• ReligiousDiscourse• Pilgrimage• Traditionalmedicine• Hot Springs• Hot Stone&Herbal bath• Herb Picking	 Trekking River rafting and Kayaking Mountain Biking Enduro motorbiking Rock Climbing Self-driving tour Bungee jumping Paragliding Hot Air 	 Sports Marathon Cycling Rallies Artificial rock climbing (indoor) Parkour Motor cycling Esports Scuba diving
Shamanic rituals MICE	Nature and Eco- tourism	 ballooning SkyDiving Zipline Cable cars Events	Others
 Meetings & Conferences Exhibitions Trade Fair 	 Bird Watching Fly-Fishing Nature Walks Agro Tourism Forest bathing Wildlife Safari Recreational Parks water theme park Camping Butterfly tours 	 Culture and Nature festival and events Sporting Events Religious Events 	 Water recreational activities in Hydropower Dams Ceremonial tours Any other activities

Existing and potential tourism products in the country are classified and listed as below

Annexure B: Application form

Proponent Details			
Name of the promoter:	Citizenship ID #:	Contact #	Email address:
Location of the activity			
Chiwog/Village:			
Gewog:			
Dzongkhag/Thromde:			
Product Details			
Type (Cultural/ Spiritual & Wellness/ Adventure/ Sports/ MICE/ Nature/ Events/ Others)			
Product Description Summary			

For Office Use Only

Registration No	Date of receipt of proposal
Approved	Reason for non-approval

Annexure C:

Checklist: Assessment criteria for environmental and social safeguards

Environment safeguards		Moderate	Low
Capacity to manage solid waste in the entire process of product development			
Strategy and plan to manage fossil energy consumption for product development and operation of the product			
Measures to reduce the physical impact on the surrounding landscape for the development of the product			
Measures/plans to reduce water and air pollution during the entire process of the product development.			

Social safeguards	High	Moderate	Low
Measures or plan to improve the community livelihoods (access to grazing land, water and other natural resources).			
Measures/plans to reduce impact on community health and safety (air and noise pollution).			
Employment opportunities for the local people (both skilled and unskilled labor).			

Cultural safeguards	High	Moderate	Low
Safety to local culture and practices in adherence to local norms and regulations.			
Compatibility and blending of content and design of the product			
Benefit and promotion of local culture through product development			

Safety considerations	High	Moderate	Low
Provision for disable friendly infrastructure and safety information			

Availability of competent and skilled employee		
Availability of safety equipment		

Investment capability	High	Moderate	Low
Investment plan and product design			
Expected return on Investment			
Financial arrangement and support			
Knowledge and skill readiness			

Note: those with high negative impact will be flagged and would need either mitigation responses or perhaps feasibility studies

Annexure D: Social and Environmental Risk Screening Checklist

Part 1: Basic Information

1	Name of the activity		
	Description of Activity ("sub-activities")		
2	Type of Activity:	New activity	Maintenance/repairing 🗆
	Location of the activity:		
	Chiwog/Village:		
3	Gewog:		
	Dzongkhag:		
	PAs or outside the PAs		
4	Total size of activity or development area		
5	Activity implementation		
-	dates		
6	Total projected cost		

(Move to Part 2 after filling in all information in the table above)

Part 2: Eligibility Screening

No.	Screening Questions: Would the project activity	Yes	No	Comments/ Explanation
1	Be located within the protected areas or any other ecologically sensitive area prohibited by the Laws			
2	Affect areas of critical natural habitats, breeding, feeding and roosting ground of known rare/endangered species?			
3	Affect areas having landscape or historical values such as community grazing land, natural pasture, view point and Nye?			
4	Be located within the river buffer, road buffer, transmission RoW or any other restricted areas?			
5	Involve felling of trees or removal of natural resources such as boulder, sand and gravels in core zones of PAs and in critical watershed areas?			

No.	Screening C	Screening Questions: Would the project activity			Comments/ Explanation
6	Require relo such as	uire relocation of any known physical cultural resources			
	А	Lhakhangs, Chortens, Mani Dungkors			
	В	B Duthrues (Cremation grounds)			
	С	Statues, monuments, historical sites,			
	D	D Community cultural center			
	E Buildings, sacred trees or objects having spiritual values to local communities				

Part 3: Impacts screening

Answer the questions below and follow the guidance to provide basic information regarding the suggested activity and describe its potential impacts.

(i)	Surrounding area
(1)	Surrounding area

1	Are the following present within the proposed activity area (within and outside the PAs)?	River / Spring, stream, water crossing / Floodplain / Forest, then status of forest/ Wildlife Habitat / Habitat of endangered/threatened/endemic species / Others
2	Is any of the following present within the activity area	Historical site/ Defense installation/ Presence of religious site or archaeological site
3	What is the existing infrastructure in the activity area?	(Roads, educational facilities, health centre, other industries, commercial areas etc.)
Plea	ise provide any further information that ca	an be relevant:

	(ii) Environmental Safeguards screening		
No	Will the suggested activity have potential to:	Yes/No	Provide explanation and supporting documents if needed
1	Result in permanent or temporary change in land use, land cover or topography.		
2	Involve clearance of existing land vegetation		If yes, number of trees to be cut down: No. of poles to be cut down:
3	Involve changes in existing structures?		
4	Trigger land disturbance, erosion, subsidence and instability?		
5	Involve construction of new roads during construction and operation?		
6	Involve closure or diversion or realignment of existing natural drain?		
7	Generate solid wastes, if yes, then specify types and quantity of wastes		
8	Generate sewage sludge		
9	Generate any other wastes (specify)		
10	Would the activity potentially cause adverse impacts to		
	habitats and/or ecosystems and ecosystem services? For example, through habitat loss, conversion or		
	degradation, fragmentation, hydrological changes		
11	Does the activity involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods?		
12	Would Project activities pose risks to endangered species?		
13	Would the activity pose a risk of introducing invasive alien species?		
14	Does the activity involve harvesting of natural forests, plantation development, or reforestation?		
15	Would the potential outcomes of the activity be sensitive or vulnerable to potential impacts of climate change?		
16	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?		

17	Would failure of structural elements of the activity pose	
	risks to communities? (e.g. collapse of buildings or	
	infrastructure)	
18	Would the proposed activity be susceptible to or lead to	
	increased vulnerability to earthquakes, subsidence,	
	landslides, erosion, flooding or extreme climatic	
	conditions?	
19	Would the activity result in potential increased health	
15	risks (e.g. from water-borne or other vector-borne	
	diseases or communicable infections such as HIV/AIDS)?	
20	· · · · · · · · · · · · · · · · · · ·	
20	Does the activity pose potential risks and vulnerabilities	
	related to occupational health and safety due to physical,	
	chemical, biological, and radiological hazards during	
	Project construction, operation, or decommissioning?	
21	Will the proposed activity result in interventions that	
	would potentially adversely impact sites, structures, or	
	objects with historical, cultural, artistic, traditional or	
	religious values or intangible forms of culture (e.g.	
	knowledge, innovations, practices)?	
22	Does the activity propose utilizing tangible and/or	
	intangible forms of cultural heritage for commercial or	
	other purposes?	
23	Are indigenous/local peoples present in the activity area	
	(including Project area of influence)?	
24	Would the proposed activity potentially affect the rights,	
	lands and territories of indigenous peoples (regardless of	
	whether Indigenous Peoples possess the legal titles to	
	such areas)?	
25	Is there a potential for forced eviction or the whole or	
25	·	
	partial physical or economic displacement of local	
	peoples, including through access restrictions to lands,	
26	territories and resources?	
26	Would the activity potentially affect the Cultural Heritage	
	of indigenous peoples, including through the	
	commercialization or use of their traditional knowledge	
	and practices?	
27	Would the activity potentially result in the release of	
	pollutants to the environment due to routine or non-	
	routine circumstances with the potential for adverse	
	local, regional, and/or trans-boundary impacts?	
28	Would the proposed activity potentially result in the	
	generation of waste (both hazardous and non-	
	hazardous)?	
29	Will the proposed activity involve the application of	
	pesticides that may have a negative effect on the	
	environment or human health?	
L		1 1

30	Would the activity potentially reproduce discriminations	
	against women based on gender, especially regarding	
	participation in design and implementation or access to	
	opportunities and benefits?	
31	Alter the ambient noise due to the following listed	
	activities	
	Construction activities and/or increase in traffic	
32	Increase the risk of occupational noise hazard or cause	
	disturbance to adjoining human settlements	
33	Increase the sediment load in the local water bodies?	
34	Contaminate land and water due to handling, transport,	
	storage of raw material/chemical or hazardous	
	substances?	
35	Discharge of sewage or other effluents to water or land?	
(iii) Social safeguards screening	
1	Access to livelihoods	
	Restrict access to natural resources (e.g., watersheds or	
	rivers, grazing areas, forestry, NWFP) or restrict the way	
	natural resources are used, in ways that will impact	
	livelihoods?	
	This may be the result of new legal restrictions (e.g., on	
	hunting) or law enforcement activities; creation or	
	enforcement of new protected areas; demarcation of	
	land boundaries, etc.	
2	Access to religious or cultural sites	
	Restrict access to sacred sites of indigenous communities	
	or other local communities' and/or places relevant for	
	women's or men's religious or cultural practices?	
3	Occupational health and safety	
	Involve any risks related to the usage of construction	
	materials, working high above the ground or in canals	
	where slopes are unstable	
4	Community health and safety	
	Expose local community to risks related to construction	
	works	
	(e.g., loading and unloading of construction materials,	
	excavated areas, fuel storage and usage, electrical use,	
_	machinery operations)	
5	Participation and consultation	
	Respect the customary rights of local communities to	
	express free, prior, informed consent to interventions	
	directly affecting their lands, territories or resources?	
1		

6	Vulnerability Negatively affect vulnerable groups in terms of impact on their economic or social life conditions or contribute to their discrimination or marginalization (only issues not captured in any of the sections above)?	
7	Community conflicts Stir or exacerbate conflicts among communities, groups or individuals? Also considering dynamics of recent or expected migration including displaced people.	
8	Generate conflicts or pressure on local resources between temporary workers and local communities?	
9	Human-wildlife conflicts Disturb the normal daily cycles of wildlife in the vicinity of the activity site, or generate other human-wildlife conflicts as a result of the activity	

List of documents to be attached with this IESE form:

1	Layout plan of the project
2	Summary of the project proposal
3	No objection certificate from various departments and others relevant stakeholders

Screening Tool Completed by:

Signed:			
Name: _		 	
Title:			
Date:			

Annexure E. Environmental and Social Management Plan

Name of the proponent:

Location of the product development:

Category of the product:

Potential	Impact scale	Proposed mitigation measure	Cost in Nu.
impact			
Activity 1.			
Activity 2.			
Activity 3.			

Annexure F- Tourism development potential assessment form

Component/ Areas	criteria/parameter description/statement	Yes /No
Accessibility	Visitors (international) admissible to the proposed site/destination	
recessionity	Motor road connection to the site	
	Takes less than an hour walk from the road point	
	Takes more than an hour walk but less than 3-hrs from the road point	
	Takes more than 3-hours walk from the road point	
Importance	Unique heritage attractions/flagship species identified	
	Variety of activities available or has potential to combine together to create tourism routes	
	High potential for seasonal and regional spread of tourism	

	Has potential to support clustering and enrich tourism zones	
	Proposed site for tourism product development is popular/has potential to gain popularity	
Marketing and promotion	Market segment for promotion identified	
	Demonstrates understanding of profile, characteristics and trends of tourists arrivals	
	Has identified products and services to be developed in line with market requirements	
	Has potential to contribute and/ the product positioning is aligned to the overall destination branding	

This kingdom is steeped in history, but our gaze is fixed on the future. This is our moment of evolution.

Guardians of some of the world's most pristine, wild and sacred places – and of a rich, deeply rooted culture – we are steadfast as the cypress in our commitment to conservation.

Our future requires us to protect our heritage and to forge fresh pathways for forthcoming generations.

Those who seek us out are called here. Arriving as guests, you become our partners in this transformative moment and make a meaningful contribution towards preserving what is priceless.

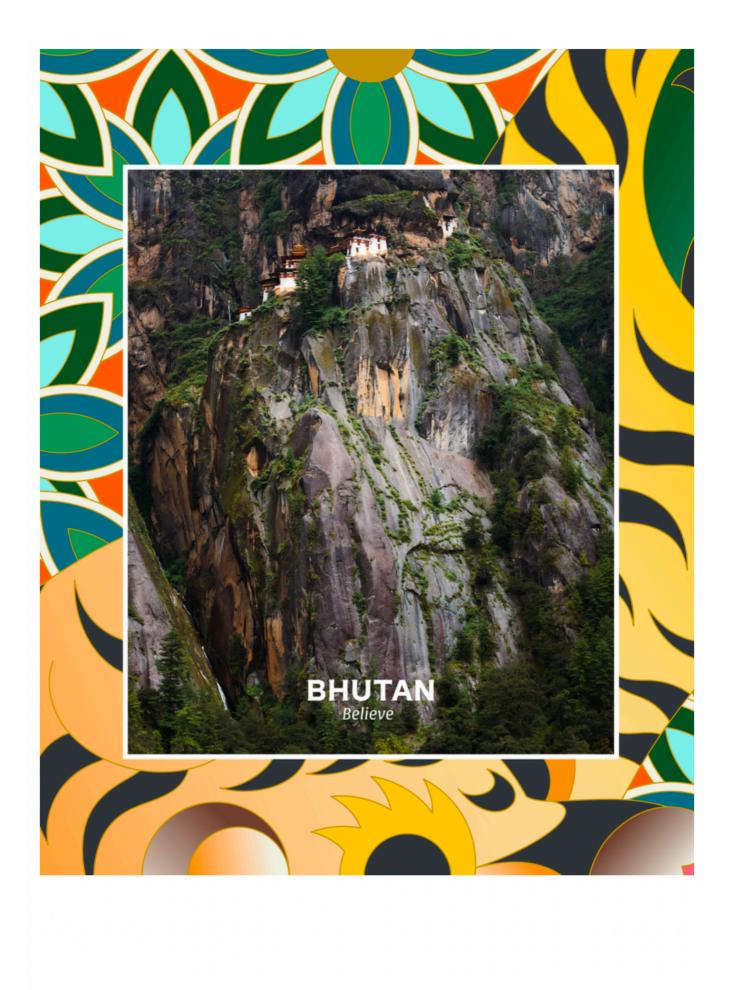
We see a bright future. And we believe in our ability and responsibility to realise it together, and shine as a beacon of possibility in the world.



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From our reopening on September 23rd, visitors to Bhutan will make an active contribution to Bhutan's economic, social and cultural development. The Sustainable Development Fee enables investment in transformative programmes that preserve our traditions, protect our heritage and environment, upgrade infrastructure, create opportunities for our young people, and build resilience.

For more on the SDF, visiting Bhutan and our plans for the future, visit www.bhutan.travel







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