



Disaster Management and Contingency Plan for the Tourism Sector

Tourism Council of Bhutan

2021

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ACRONYM

ABTO	Association of Bhutanese Tour Operators
AIC	Alternate Incident Commander
BGR	Bhutan Global Research
RBHSL	Royal Bhutan Helicopter Services Ltd.
DMCP	Disaster Management and Contingent Plan
DM	Disaster Management
DDMC	Dzongkhag Disaster Management Committee
DMA	Disaster Management Act
DMU	Disaster Management Unit
DDM	Department of Disaster Management
DMFP	Disaster Management Focal Person
EWS	Early Warning System
GAB	Guide Association of Bhutan
HRAB	Hotel and Restaurant Association of Bhutan
HVCA	Hazard, Vulnerability and Capacity Assessment
GLOF	Glacier Lake Outburst Flood
IC	Incident Commander
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoU	Memorandum of Understanding
NCHM	National Centre for Hydrology and Meteorology
RITH	Royal Institute for Tourism and Hospitality
RBP	Royal Bhutan Police
RBA	Royal Bhutan Army
TCB	Tourism Council of Bhutan
ToR	Terms of Reference
TSA	Tourism Sector Association
SOP	Standard Operating Procedures
SD	Services Division
QAD	Quality Assurance Division

PART 1: OVERVIEW OF TOURISM SECTOR

1. Background

Tourism in Bhutan is guided by the high value, low volume tourism policy based on the overall development philosophy of Gross National Happiness. With support and guidance from the Royal Government of Bhutan, the tourism sector has made significant progress over the years. Today, tourism is one of the key economic sectors contributing significantly to the socio-economic development process, but also remains vulnerable due to natural and man-made hazards given the geological conditions of the country. With its growing importance to the national economy, any disruption to the tourism sector could significantly undermine business competitiveness and sustainable development. It is, therefore, critical to put in place measures to enhance preparedness and safety in the tourism sector.

Developing the Disaster Management and Contingency Plan (DMCP) for the Tourism Sector 2021 is an important initiative towards this end. This initiative fits in well with the Tourism Policy of the Kingdom of Bhutan 2021 and the provision of the Disaster Management Act 2013, which requires agencies to prepare contingency plans for disaster management.

This document is organized into four main parts. **Part 1** presents an Overview, and **Part 2** details the Tourism Disaster Management System. In **Part 3** Hazard, Vulnerability and Capacity Assessment (HVCA) is discussed, while **Part 4** provides the Action Plan, Findings, Analysis and Recommendations. The Contingency Plan and Standard Operating Procedures are covered in **Part 5**.

2. Tourism Profile

Tourism is Bhutan's largest foreign exchange earner and second largest source of revenue after hydropower. In 2019, tourism revenue was USD 88.63% million, up from USD 85.41 million in 2018. Over the years, an increasing number of tourists has visited Bhutan. In 2019, tourist arrivals grew by over 15.14% reaching 315,599, up from 274,097 in 2018. There were 72,199 international visitors and 243,400 regional tourists (India, Maldives and Bangladesh), increasing of 20.32% vis-à-vis 2018. Tourism also employs many youths. It is estimated that close to 50,000 Bhutanese, i.e. 15.63% of the total labour force, are engaged in the tourism sector. Table 1 illustrates the summary of key statistics.

Table 1: Key Tourism Statistics 2019

Sl. No.	Indicators	
1	Total Registered Tour Operators	3,020
2	Total Licensed Tour Guides	4,500
3	TCB certified accommodation providers including village homestays	309
3.1	Total Rooms	4,844
3.2	Total Beds	8,795
4	International visitors-Male	30,007 (42.72%)
	Female	40,273 (52.28%)
5	Regional visitors- Male	144,053 (58.73%)
	Female	101,236 (41.27%)

6	Visitors by mode of transport- Land	172,671 (54.71%)
	Air	142,928 (45.29%)
7	Main purpose of visit to Bhutan - Holiday, leisure and recreation	281,546 (89.21%)
	- Business	10,022 (4.30%)
8	National average Length of stay in Bhutan (days)	7
9	Tourist travelled through packaged tour	78.85%
10	Visitor for the first time in Bhutan	94.34%
11	Visitors by activity-Cultural sight seeing	99.39%
	- Hiking	4.58%
12	Visitors by Occupation- Full time employee (s)	53.38%
	Self-employee/employer/business owner (s)	22.40%
	Pensioners/Retired	9.98%

Source: Tourism Monitor 2019, TCB

There are more than 3,000 travel agencies, over 4,000 certified tour guides, and 309 certified tourist accommodations including star rated hotels (3-5 stars) and village homestays in the country. In addition, numerous handicraft shops, porter services, rafting, trekking and small businesses depend on tourism for livelihoods.

By geographical spread, the Western Dzongkhags receive more visitors than other Dzongkhags mainly due to the limited infrastructure and support facilities, lack of awareness and information on the tourism products available in other areas. Tourism is also characterized by seasonality with the highest visitations in spring and autumn, although visitation during other months is improving mainly with arrivals of regional tourists. With the growing popularity of Bhutan as a travel destination, efforts are being made to promote Bhutan as a year-round destination and encourage the spread of tourism activities in less visited regions in the country.

3. Methodology

The DMCP for the Tourism Sector 2021 was developed based on qualitative research. A comprehensive review of literature, guidelines and relevant documents was complemented by a face-to-face discussion with the stakeholders to understand their perspectives on the disaster risk management process. This required a series of in-depth interviews and consultations in which more than 39 officials from 17 key agencies were involved (List Annex 4). A field visit to Paro was undertaken to meet with the local people and key stakeholders. The draft reports were presented to the Tourism Sector Associations (TSA), TCB management and Department of Disaster Management (DDM) for validation.

The document provides a framework for the tourism sector to implement measures to ensure business continuity and reduce the risks to tourists and staffs from natural and man-made hazards while ensuring preparedness and safety of their premises to potential clients, employees and properties. However, planning and implementation will differ according to the context and scope of the situation – whether national or local, including tourism products. The Bhutan Global Research (BGR) facilitated the formulation of this Plan with guidance and inputs from the TCB, DDM, TSA and other key stakeholders.

While the development of a well-designed plan for all the tourism sector agencies is a long-term objective, this Plan in the current form can be tested for implementation following a thorough review and evaluation.

4. Multi-Hazard Experience

Bhutan is prone and vulnerable to a range of natural disasters such as earthquakes, Glacial Lake Outburst Floods (GLOF), floods, windstorms, fires, landslides, pandemics and epidemics. Bhutan's geophysical location, its proximity to northeast India falling under Seismic Zone IV, and impacts of the past earthquakes indicate that Bhutan is at a high risk of seismic related hazards. As evident in 2014 and 2015, windstorms, landslides, flood and fire have the potential to cause severe damage to the properties and livelihoods. Tourism is especially vulnerable to disaster and, being diverse, often its response is difficult to initiate and coordinate. It is, therefore, critical to identify the hazards faced by tourism and incorporate measures into the disaster risk management processes.

PART 2: TOURISM DISASTER MANAGEMENT SYSTEM

1. Introduction

This Plan provides for the establishment of institutional arrangements for tourism to address Disaster Risk Management (DRM). It includes both disaster management arrangements for preparedness, management and recovery from disaster and institutional mechanisms for addressing Disaster Risk Reduction (DRR).

2. Purpose

The purpose of this Plan is to serve as a reference document for the tourism sector and relevant stakeholders for the implementation of prioritized DRM and preparedness activities and guide the sector for prompt and effective response.

3. Objectives

This Plan aims to achieve the following:

- a) To guide the tourism sector in assessing disaster risks and undertaking mitigation measures and emergency response;
- b) To develop skills and capabilities for emergency and disaster preparedness, response and rapid recovery;
- c) To raise awareness among the key stakeholder on disaster risks, risk reduction and preparedness measures; and
- d) To improve communication and coordination for effective response in crisis situations.

4. Legislation and Policies

The following documents were referred for the development of this Plan:

- a) Constitution of the Kingdom of Bhutan 2008;
- b) Tourism Policy of the Kingdom of Bhutan 2021;
- c) Tourism Rules and Regulations 2017;
- d) Disaster Management Act of Bhutan 2013;
- e) Disaster Management Planning Guideline (I-Edition); and
- f) Disaster Management Rules and Regulations 2014.

5. Key Stakeholders

Key stakeholders include but not limited to:

- Ministry of Foreign Affairs
- Ministry of Health
- Ministry of Finance
- Department of Disaster Management
- National Centre for Hydrology and Meteorology
- Royal Bhutan Police and Army
- Tourism Sector Associations- ABTO, GAB and HRAB
- Tour Operators, Tourist Guides and Hoteliers

- Dzongkhag/Dungkhag/Gewog Disaster Management
- Airlines-Drukair and Royal Bhutan Airline
- Royal Bhutan Helicopter Services Ltd.

6. Gender Equality

This Plan reinforces the importance of ensuring the protection of vulnerable people by following the principles of gender-sensitivity approaches across the tourism sector.

7. Institutional Framework for Tourism Disaster Management

7.1. Key elements

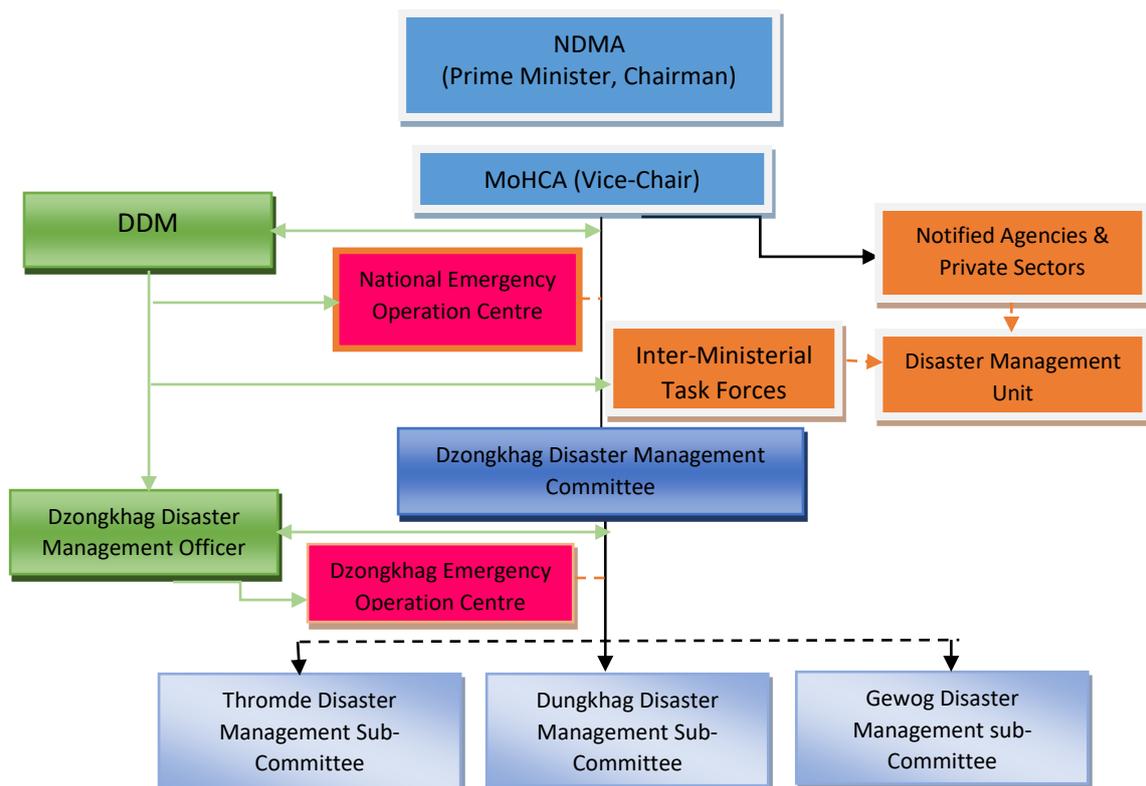
The essential elements provided for by this Plan include:

- Strengthen the institutional framework with clearly defined disaster management functions and roles and responsibilities;
- Strengthen partnerships and collaboration with the tourism sector associations and relevant stakeholders;
- Identify and designate a focal person for emergency management and response;
- Develop realistic and actionable plans with agreed deadlines; and
- Improve coordination and communication.

7.2. Disaster Risk Management Structure

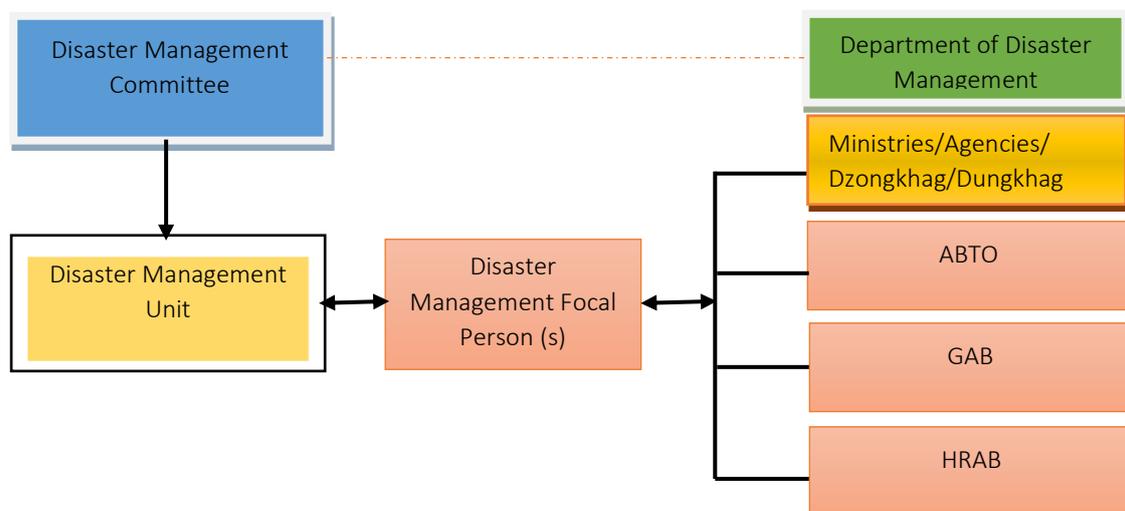
The National Disaster Management Authority (NDMA) is the highest authority in terms of decision-making and coordination of all disaster-related activities in the country. Its operations are supported by governmental agencies and stakeholders at the national and local levels.

Figure 1: National Disaster Risk Management Institution



As per the Disaster Management Act 2013, the tourism sector is identified as one of the agencies to prepare the Disaster Risk Management Plan. The structural framework shall comprise of the Disaster Management Committee (DMC) and Disaster Management Unit (DMU) within TCB. The DMU shall function in close coordination with the Disaster Management Focal Person (s) of the Tourism Sector Associations and relevant agencies and Dzongkhags/Dungkhags.

Figure 2: Tourism Disaster Risk Management Structure



7.3. Tourism Disaster Management Committee

The Disaster Management Committee (DMC) shall comprise of the following officials:

Name	Designation	Mobile Number
1. Director General, TCB	Chairman	
2. Chief, QAD, TCB	Vice Chairman	
3. Chief, SD, TCB	Member	
4. Executive Director, ABTO	Member	
5. Executive Director, GAB	Member	
6. Executive Director, HRAB	Member	
7. Officer In-charge, DMU, TCB	Member Secretary	

On expiry of the term/ resignation of the Chairman, the Vice-Chair will take over the functions of the Chairman until the vacancy is duly filled.

7.4. Functions of DMC

The DMC shall be responsible for the overall coordination and management of disaster preparedness and response activities for the tourism sector.

Specifically, the DMC shall:

- a) Oversee and review the implementation of DMCP;

- b) Provide overall guidance, strategic direction and decision making;
- c) Monitor and evaluate measures for prevention, mitigation, preparedness, response, recovery and capacity building by each tourism sector;
- d) Ensure mainstreaming of disaster risk reduction into the development plan and program;
- e) Facilitate and coordinate the disaster response and relief operations;
- f) Submit information/report to the National Disaster Management Authority (NDMA), DDM and concerned authorities; and
- g) Perform any other function as may be prescribed in line with the Disaster Management Act 2013 or any law in force or as directed by the DDM.

In case of a disaster, the Chairman may exercise all or any of the functions of the committee, subject to ex-post-facto ratification of the DMC.

7.5. Functions of Chairman

The Chairman shall:

- a) Regularly review and assess the effectiveness of the DMCP;
- b) Ensure decision and policy formulated by the DMC is implemented;
- c) Provide prompt information on a disaster or an impending disaster situation to the DDM;
- d) Provide regular updates and detailed reports on a disaster event to the DDM upon completion of the filed assessment of the situation;
- e) Manage response and relief operation in accordance with the directives issued by the NDMA; and
- f) Coordinate delivery of services and resources to disaster affected area(s)/destination.

7.6. Functions of Disaster Management Unit (DMU)

The DMU shall be established under the Quality Assurance Division (QAD) in TCB.

The functions of the DMU are to:

- a) Facilitate mainstreaming of disaster risk reduction measures into the plans and programmes;
- b) Coordinate capacity building of the tourism sector in collaboration with the relevant agencies;
- c) Support development and implementation of safety guidelines and Standard Operating Procedures;
- d) Ensure that the disaster management focal persons are identified in the Tourism Sector Associations;
- e) Support planning, co-ordination of simulations, training and public awareness of DRM;

- f) Maintain database for DRM including hazard and vulnerability maps, planning documents and disaster information monitor and report to DMC on DRM development and activity;
- g) Monitor and evaluate the implementation of the DRM programs; and
- h) Perform any other function as may be prescribed by the TCB or DMC.

7.7. Functions of Disaster Management Focal Person (s)

The functions of the Disaster Management Focal Person (s) are to:

- Act as the first focal point of contact during times of disaster emergencies;
- Provide timely and accurate information to TCB and concerned/relevant agencies;
- Maintain and submit the report to TCB and the relevant agencies/committee;
- Provide coordination of the overall operational responses to a disaster; and
- Perform any other function as may be prescribed by the TCB or DMC.

8. Sectoral Approach

The Plan is designed to meet the multi-sectoral requirements in tourism, aimed at creating coherent and inclusive disaster management practices in coordination with government agencies, private sectors and communities with common interests to manage a disaster situation.

8.1. Functions of the Tourism Sector Associations, Sector Agencies and Tour Guides

The functions of the TSC, Sector Agencies and Tour Guide (s) are given in Table 2.

Table 2: Functions

Stakeholder	Functions
Tourism Sector Associations (ABTO, GAB, HRAB)	<ul style="list-style-type: none"> • Facilitate development and implementation of disaster management plans and program in partnerships and collaboration with the TCB • Engaging in strategic planning and development and facilitate in providing services related to tourism including monitoring of sectors • Create adequate awareness of the likely disasters that will impact the tourism sectors amongst tourism sectors and communities • Perform any other function as may be prescribed by the TCB or DMC
Tour Operators	<ul style="list-style-type: none"> • Support implementation of the disaster management plans and programs • Ensure compliance to appropriate business standards and code of ethics • Ensure safety, security and health of all visitors • Support the TCB in case of any disaster as may be directed by the TCB • Perform any other function as may be prescribed by the TCB or DMC

Tour Guide	<ul style="list-style-type: none"> • Ensure safety, security and health of all tourists and support staffs • Identification of possible risk and assessment (when, where and what can happen, planning (prepare for any potential risk) and implementation (problem situation, necessary equipment) of the tour program • Facilitate coordination and foster partnership with the community for all levels of disaster management • Ensure timely and prompt reporting of the incident • Perform any other function as may be prescribed by the TCB or DMC
Hoteliers (s)	<ul style="list-style-type: none"> • Support implementation of disaster management plans and programs • Ensure compliance to appropriate business standards and code of ethics • Ensure safety, security and health of all visitors • Identification of possible risk and assessment (when, and what can happen, planning (prepare for any potential risk) and implementation (problem situation, necessary equipment) • Ensure timely and prompt reporting of the incident • Support the TCB in case of any disaster as may be directed by the TCB • Perform any other function as may be prescribed by the TCB or DMC

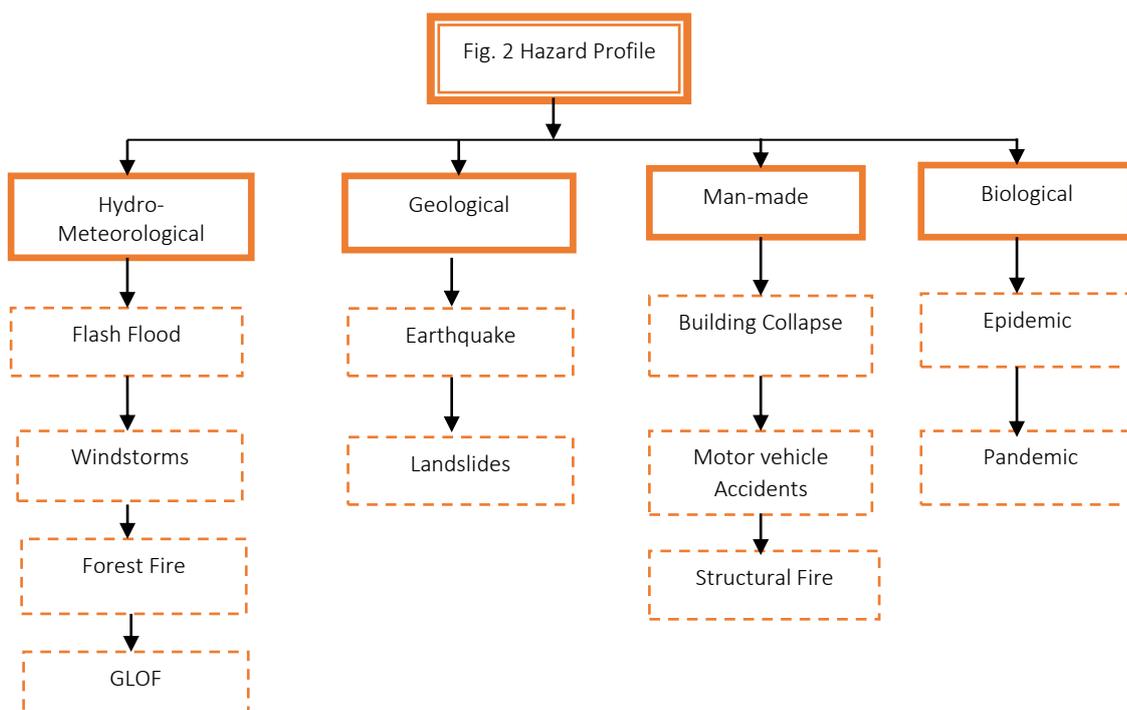
PART 3: HAZARD, VULNERABILITY AND CAPACITY ASSESSMENT (HVCA)

1. Disaster Risk Profile

Bhutan is ranked 152nd out of 181 countries in the World Risk Index 2020 showing the country in the low-risk group. However, Bhutan has high vulnerability combined with susceptibility of people, properties and livelihoods to the damaging effect of disaster due to lack of coping and adaptive capacity in the event of a disaster.¹

Disaster occurs when vulnerable people are affected by its impact. The combination of hazards, vulnerability and inability to reduce potential negative consequences of risk results in disaster i.e. Disaster = (hazards+ vulnerability)/capacity. Landslide, windstorm, flood and fire are the most common natural hazards in Bhutan and require an understanding of the natural systems of our environment including the frequency of events. Historical damage and loss data provide insights into the vulnerability of people and assets. In 2015, fire, windstorm, flood and landslide affected 1,241 households and the remaining 315 households due to earthquakes and other disasters. Similarly, 780 households were affected due to fire, windstorm, flood, and landslides in 2014 whereas 86 households by earthquakes and other disasters. Earthquake is a unique challenge since earthquake occurs with no warning and is unpredictable. Compounding exposure to natural hazards is the underlying vulnerabilities of Bhutan, including poor construction techniques, rapid urbanization and a low level of understanding of disaster management practices.² Vehicular accident is also common which can cause significant loss of lives³. No tourist destination is immune to any disaster crisis, therefore the tourism can be impacted negatively when a disaster occurs.

Figure 2 is the list of the various types of disasters that can impact the community and tourism.



¹ WorldRisk Report 2020, Focus: Forced Displacement and Migration (page 62).

² Disaster Risk Management in Bhutan 2019-2023, October 2019, WFP

³ Statistical Year Book 2019, Royal Bhutan Police

2. Hazard Assessment

Bhutan has suffered from a variety of disasters causing injuries, structural damages and loss of lives and properties of varying severity and magnitude. Due to paucity of hazard data for the tourism sector, the hazard assessment based on the historical data of Bhutan⁴ is provided in Table 3.

Table 3: Hazard Assessment

Hazard	Secondary hazard	Who is affected	Period of occurrence	History of past disasters	Severity and magnitude
Windstorm	Fire outbreak, flood, collapse of trees, electrical posts, rolling boulder	Community Loss of lives	Mostly in April-March	April-March, Sept and Dec. 2011-2019	Moderate
Landslide	Artificial lakes	Community Loss of lives	May-Sept.	2003	Moderate
Flash flood	Landslides Disease outbreak	Community Loss of lives	Sept. 2003 Aug. 2004	2003 & 2004 (Trashigang, Mongar and Lhuentse)	High
Forest fire (20.21%)	Structure fire	Animal and human Natural vegetation Loss of lives Community	Winter and spring	Jan, Mar, May and Dec (Statistical Year Book 2019, RBP)	Moderate
Structure fire (73.4%)	Forest fire Electric short circuit	Loss of lives Loss of property	Any time (mostly in winter)	Jan., Mar, May, and Dec. (Statistical Year Book 2019, RBP)	Moderate
Vehicle accident	Forest fire	Loss of lives (tourist, driver and guides)	Any time	Majority in March, Dec. Sept. Feb in 2015-2019	Moderate
GLOF (667 Glaciers 2674 Glacial Lakes in Bhutan) ⁵	Landslides Disease outbreak	Building Bridges Loss of lives	March	Luggye Glacial Lake-Lunana 1950, 1960 1968, 1994	Catastrophic
Earthquake	Fire, landslides	Structures Loss of lives & properties	Unpredictable	2003, 2006, 2009, 2011	Catastrophic
Health Epidemic pandemic ⁶		Loss of lives	Unpredictable	Dengue 2004, 2013 & 2019 COVID-19	Catastrophic

⁴ Bhutan Disaster Risk Management Status Review, DDM, Thimphu

⁵ P-75, SAARC Workshop on Landslide: Risk Management in South Asia 11-12 May 2010, SAARC Disaster Management Centre, New Delhi and MoHCA, Bhutan

⁶ Epidemiological Analysis of the 2019 Dengue Epidemic in Bhutan, Tsheten Tsheten, Angus Mclure, Archie C. A. Clements, Darren J. Gray, Tenzin Wangdi, Sonam Wangchuk, and Kinley Wangdi, International Journal of Environment Research and Public Health

3. Vulnerability Assessment

The tourism is extremely vulnerable and susceptible to different forms of disasters given the country's geographical location. The vulnerability assessment for the tourism sector is given in Table 4.

Table 4: Potential vulnerability assessment for the tourism sector

Hazard	Element of risk	Why they are at risk	
		Physical/Material	Social/Organizational
Windstorm	Lives Property	Poor method of roofing, weak structures, no retrofitting of house	Limited awareness, lack enforcement in terms of building disaster resilience, limited insurance coverage
Landslide	Lives, property	Unstable and step Terrance, poor land management, Infrastructure located in high land slide prone areas, weak and poorly constructed structures.	Poor land management knowledge, land degradation, lack of proper monitoring of tourism activities in landslide areas
Flash Flood	Lives, property	Lack of mapping, Topography	Lack of awareness and information
Forest Fire	Lives property	Natural regeneration 25% of forests are coniferous forests, urban settlement, burning of bushes and waste at wrong time	Lack of awareness, common belief of the people in some community
Structure Fire	Lives, property	Poor electrification, use of highly inflammable materials & poor construction materials (use of bamboo & wood)	Lack of fire safety measure, homestays not equipped with fire safety (extinguishers)
Motor Vehicle Accident	Lives	Lack of hazard mapping in tourism destination, no weather system, landslides, rolling boulders	Negligence, lack enforcement of road safety norms and monitoring of service providers
GLOF	Lives, property	Construction along the river basin(red zone area) and valleys	Lack of Early Warning System (EWS) and frequent alertness and awareness
Earthquake	Lives, property	Geologically fragile, Lack of awareness, -poor construction ethics including poor construction materials and scattered settlement	Absence of Search and Rescue Team in tourism and some tourism destination in prone areas and no prepositioning of response and relief materials, poor coordination
Health Epidemic/ Pandemic	Life	Globalization, trans-boundary movement of people and goods	Lack of awareness

4. Capacity Assessment

The capacity in terms of resources (man, material, communication, coordination and money) is assessed using SWOT analysis (Annex 1) for each sector association in Table 5.

Table 5: Capacity Assessment

Capacity assessment component ⁷	Indicators	Level		
		ABTO	HRAB	GAB
Human resource	<ul style="list-style-type: none"> Levels of knowledge and awareness of disaster management Levels of individual participation and leadership to support disaster management 	Limited	Limited	Weak
		Strong	Strong	Strong
Coordination	<ul style="list-style-type: none"> Coordination among stakeholders 	Weak	Weak	Weak
Physical capital	Tourist infrastructure to supply services and experience	Limited	Limited	Limited
Economic/ financial recourse	<ul style="list-style-type: none"> Adequate level of financial resources to support disaster management Adequate level of support to community Adequate level of resources for risk transfer 	Weak	Weak	Weak
		Weak	Weak	Limited
		Weak	Limited	Weak
Disaster contingency plan	<ul style="list-style-type: none"> Adequate level of contingency plan for their business 	Limited	Limited	Nil
Communication facility	<ul style="list-style-type: none"> Adequate level of communication facility 	Limited	Limited	Limited
Political support	<ul style="list-style-type: none"> Level of political support for tourism development in community 	Strong	Strong	Strong

5. Probability and Impact Matrix

The general probability of disaster risk for tourism assessed by looking at the hazard, vulnerability and capacities in the overall sector is shown in Table 6.

Table 6: Probability and Impact Matrix

Hazard	Likelihood occurrence (probability)*	Severity of Consequence	Level of Risk
Windstorm	High	Major	Extreme
Earthquake	High	Major	Extreme
Landslide	High	Major	Extreme
GLOF	Medium	Major	High
Structural Fire	Medium	Major	High
Flash Flood	Medium	Major	High
Health Pandemic	Medium	High	Medium
Forest Fire	Medium	High	Medium
Motor Vehicle Accident	Medium	High	Medium

*E: Extreme immediate action required, H: High; senior management attention needed, M: Medium; management responsibility must be specified, L: Low; manage by routine procedures.

The results of Hazard and Vulnerability Analysis (HVA) is provided in Table 7. The HVA is an important tool for assessing and preventing tourism disasters. Through analysis, top nine types of risk events in the tourism sector were identified. Due to paucity of data, the information are used from the Dzongkhag hazard profile. The probability of occurrence and

⁷ It is a level of requisite abilities to attain the DRM objectives

impact for each indicator is divided into four levels with 0, 1, 2 and 3 signed respectively. Analysis shows that the overall relative risk is as high as 61%.

Table 7: Results of Hazard and Vulnerability Analysis Tool

SEVERITY = (MAGNITUDE - MITIGATION)								Risk				
EVENT	Probability	Human Impact	Property Impact	Business Impact	Preparedness	Internal Response	External Response	Relative threat*	Probability	Severity	Risk	Rank
SCORE	0=N/A 1=L 2=M 3=H	0=N/A 1=L 2=M 3=H	0=N/A 1=L 2=M 3=H	0=N/A 1=L 2=M 3=H	0=N/A 1=H 2=M 3=L	0=N/A 1=H 2=M 3=L	0=N/A 1=H 2=M 3=L	0 - 100%			80+=E 55-79=H 31-54=M >30=L**	
Windstorm	3	3	3	3	2	3	2	88.89%	1.00	0.89	0.89	1
Earthquake	3	3	3	3	3	2	2	88.89%	1.00	0.89	0.89	1
Landslide	3	2	3	3	3	2	2	83.33%	1.00	0.83	0.83	2
GLOF	2	3	3	2	3	3	2	59.26%	0.67	0.89	0.59	3
Structure fire	2	3	3	3	2	2	2	55.56%	0.67	0.83	0.56	4
Flash flood	2	3	3	1	3	3	2	55.56%	0.67	0.83	0.56	4
Health Pandemic	2	3	0	3	3	3	2	51.85%	0.67	0.78	0.52	5
Forest fire	2	1	2	1	3	2	2	40.74%	0.67	0.61	0.41	6
Motor vehicle accident	2	3	1	0	1	2	3	37.04%	0.67	0.56	0.37	7

*Threat increases with percentage.

**Depend on the acceptability of risk or not (risk appetite)

0.78 0.79 0.61

The HVA determines the nature and impact of disasters, analyses and examines the ability to resist risks for each hazard, and takes corresponding measures for weak links to reduce and reduce losses and then prioritize planning, mitigation, response and recovery activities. This HVA Tool is based on the Kaiser Permanente Model (Kaiser Permanente Medical Group in the United States)⁸ and has been re-designed specifically for the DMCP. This tool is an adjunct component to rank overall hazard for tourism and is not a substitute for a comprehensive emergency preparedness program.

Through the results of HVA, the main emergencies that may have an impact and the weak links of the current emergency management are further clarified, and these guides continuous improvement of emergency plans in the tourism sector and provide objective evidence for tourism emergency management planning, and improve the risk management.

⁸ Wei Runling, Zhai Shuhui, Yang Yajing (2015) The application of Caesar model in hospital disaster vulnerability analysis. Journal of Traditional Chinese Medicine Management 23(10): 14-16.

The general period of disaster occurrence in Bhutan based on historical data is provided in Table 8.

Type of Hazard	Table 8: General period of Occurrence- Month of Occurrence											
	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec
Windstorm			X	X					X			X
Earthquake	<i>Unpredictable</i>											
Landslide					X	X	X	X	X			
GOLF			X									
Structure Fire	X		X		X							X
Flash Flood								X	X			
Health Epidemic/ Pandemic	X					X	X	X				X
Forest Fire	X	X	X		X							X
Motor Vehicle Accident			X						X			X

6. Hazard Mapping in the Tourism hotspot Dzongkhags

The visitation and visitor nights distribution of tourists are very high in the Western Region in Paro, Thimphu, Punakha, Wangdue and Haa compared to other Dzongkhags. From this record and the presence of infrastructure, both the timing and location of future disasters (except earthquake) are critical factors in determining the impact on livelihood and property damage. While the intensity of disaster is important, of equal or greater importance are the presence of more population and infrastructure which are exposed to greater risk of harm during a disaster.

The common hazards and risk level based on the respective Dzongkhag disaster profile in the Western regions are shown in Table 9.

Table 9: Level of risk in four Western Dzongkhags

Western Dzongkhag	No. of visitor nights		No. of accommodations	Common Hazards	Major hazard & risk level (H=High, E=Extreme, Moderate (M))
	2018	2019			
Haa	8,095	7,233	20	Earthquake Windstorm Fire, GLOF	Earthquake (E) Flood (H) Structure Fire (H)
Paro	142,663	138,900	54	Earthquake Windstorm Fire, Flood	Earthquake (E) Windstorm (H) Structure Fire (H)
Punakha	75,355	77,443	32	Earthquake GLOF, Fire Windstorm	GLOF (E) Earthquake (E) Structure Fire (H)
Thimphu	107,063	104,307	56	Earthquake Fire, Flood Windstorm	Structure Fire (H) Forest Fire (M) Structure fire (H) flood (H) Earthquake (E)
Wangdue	28,998	30,090	41	Windstorm, Fire, GLOF Earthquake	Earthquake (E) Structure Fire (H) Forest Fire (M) GLOF (H) Windstorm (H)

Source: Compiled from Tourism Monitor 2019 and the DMCP of the Dzongkhags.

PART 4: ACTION PLAN, FINDINGS, ANALYSIS AND RECOMMENDATIONS

1. Introduction

This chapter provides five-year action plan for the tourism sector starting from 2021 to 2026.

The construct of this Action Plan is based upon priorities emphasized in various available documents relevant to tourism and through the findings from focus group discussions and SWOT analysis. The initial long list of Action Plan, based on relevance, importance and priorities was truncated into six broad goals upon series of discussions with the TCB management and key stakeholders. Each goal has a specific objective, activities, outcome, nodal and support agency, deadline and indicators. The goals and action plans are set based on the general principle of “SMART” (Specific and synergistic, Measurable and motivational, Achievable and actionable, Realistic and Time-bound).

2. Action Matrix

Goal 1: Establish Institutional Framework for Tourism Disaster Management

Objectives	Activities	Outputs	Responsible Agencies		Timeline (2021-26)	Indicators
			Lead	Support		
Strengthen governance and institutional framework for Disaster Management (DM)	<ul style="list-style-type: none"> Establish TDMC and DMU within TCB. Appoint Disaster Management Focal Persons in TCB and sector associations Develop clear ToR for all of the above committees and team 	Well-functioning Institution and Systems for DRM and DRR	TCB	Sector Associations	2021-22	TDMC and DMU created Disaster Management Focal persons appointed Complete drafting ToR for committee/office bearers
Adequately resource TCB for disaster management for tourism sectors	<ul style="list-style-type: none"> Assess the resource needs of TCB and stakeholders and develop a resource need implementation program 	TCB and stakeholders are resourced with priority needs to enhance organizational performance	TCB	Sector Association	2021-22	Complete assessment requirement and submit case for approval

Goal 2: Mainstream Disaster Management Planning, Decision Making and Budgetary Processes in TCB level

Objectives	Activities	Outputs	Responsible agencies		Timeline (2021-26)	Indicators
			Lead	Support		
Mainstream disaster management considerations into overall policy and plans of TCB	<ul style="list-style-type: none"> Review existing system of planning, decision making and budgetary processes and identify where and how disaster could be mainstreamed Incorporate disaster related activities into APA and annual work plans 	TCB and stakeholders are proactive in DM practices and implementation	TCB	Sector Association	2022-23	DM programs feature explicitly in the overall policy, planning and budgetary processes of the TCB
Establish Risk, Hazard and Vulnerability Profiles	<ul style="list-style-type: none"> Implement HVCA analysis in every tour program Conduct location and product specific and risk assessment of trek routes, cultural sites, river rafting, etc. and develop mitigation plans 	Easy availability of risk profiles data/information			2022-23	HVCA implemented and it became part of the tour program

Goal 3: Capacity Development for Disaster Management in the Tourism Sectors

Objectives	Activities	Outputs	Responsible Agencies		Timeline (2021-26)	Indicators
			Lead	Support		
Strengthen capacity development of TCB and stakeholders on disaster management	<ul style="list-style-type: none"> Assess the existing capacity of the human resources and develop minimum standards for human resource capacity Develop and implement a long-term training program Review and incorporate disaster prevention/mitigation 	Attract, develop and retain staff with the right talents, skill and experience	TCB	Sector Association	2023-26	Capacity assessment completed. Focal person appointed and trained to meet specific requirement. Long term training program with budget requirement drawn and submitted.

	in elements into guidelines, SOPs and tourism and hospitality courses					
Strengthen response capacity within TCB, stakeholders and local levels	<ul style="list-style-type: none"> • Develop Disaster Management and Contingency Plans in hospitality and tour operations • Strengthen response capacity amongst relevant stakeholders • Conduct mock drills and simulations for various types of hazards 	Relevant agencies well prepared to respond effectively to disasters			2024-26	<p>Communication protocol with relevant agencies established</p> <p>Capacity building programs (OHS and first aid) at community levels conducted</p>

Goal 4: Raise the Awareness of disaster management amongst the stakeholders

Objectives	Activities	Outputs	Responsible Agencies		Timeline (2021-2026)	Indicators
			Lead	Support		
Raise the understanding of disaster mainstreaming as a development objective within five year plan	<ul style="list-style-type: none"> • Discuss with key stakeholders to include disaster management as development objectives and goals in five year plans 	Increased understanding and support for disaster management policies and activities amongst relevant agencies and better consideration for funding	TCB	Sector Association	2021-22	Disaster management aspects included in annual plans of TCB and Sector associations
Develop a disaster knowledge sharing portal	<ul style="list-style-type: none"> • Establish and maintain a disaster website and public communication tools • Develop and implement disaster education and awareness program Integrate disaster as culture within associations 	Up-to-date and easily accessible disaster management related information	TCB	Association and other relevant agencies	2025-26 2022-23	<p>Web-based public communication facilities created</p> <p>Start knowledge sharing forum within the TCB and associations</p>

Goal 5: Commitment to Excellence in Delivery of Services in the Tourism Sector

Objectives	Activities	Outputs	Responsible Agencies		Timeline (2021-26)	Indicators
			Lead	Support		
Provide improved and standardized quality of tourism facilities and services	<ul style="list-style-type: none"> Review and integrate disaster management aspects in the curriculum of tourism related training. 	Professionalism in the service delivery	TCB	Sector Association	2024-26	DRM aspects integrated in the tourism related training curriculum
Ensure safety of tourist with development of appropriate mechanisms	<ul style="list-style-type: none"> Ensure guides and staffs cover either under GAP or travel insurance Enforce Employment & Labour Act for PF coverage of hotels employees Explore to have voluntary PF for freelance guides 				2023-26	Coordinate with relevant stakeholders Conduct compliance auditing Discuss with insurance companies for liability insurances

Goal 6: Review, Monitoring and Evaluation of DRMAP implementation and impact

Objectives	Activities	Outputs	Responsible Agencies		Timeline (2021-2026)	Indicators
			Lead	Support		
Ensure effective monitoring system	<ul style="list-style-type: none"> Develop Monitoring and Evaluation System for monitoring of DRM implementation Conduct compliance auditing 	Document impact of DMAP implementation as relevant to emerging and priority challenges	TCB	Sector Association	2022-26	Timely implementation of DMAP

3. Assumptions

A disaster or emergency occurs with little or no warning causing severe damages to the lives and properties and therefore deterring socio-economic development. The Action Plan provides some of the prioritised activities for the next five years. However, the successful implementation of the planned activities will depend on the availability of resources (man, materials and money) as well as the people and institutional capacity. It is also important for the TCB to institute proper and systematic communication and coordination mechanism with the relevant stakeholders and government agencies. As the priority keeps changing, the TCB management may like to prioritise and reprioritize the goals and targets on an annual basis.

During disaster response the following sources of funding may be made readily available:

- a. Contingent (emergency) budget solely for the purpose of meeting the emergency expenses; and
- b. Explore for external donor funds that may be available via bi-lateral and multi-lateral agreements;

4. Risk Transfer mechanism

Risk transfer management is an important aspect of disaster management to protect the tourism employees from unforeseen and unexpected circumstances such as pandemics and prolonged effects of disasters and social unrest. COVID-19 pandemic is a bitter reminder for the tourism sector to consider risk transfer seriously. Therefore, the following risk transfer mechanisms are proposed for the tourism sector:

- TCB to take up with Insurance firms to innovate travel and liability insurance for tourism sector.
- Mandate all the tourists to have adequate life insurance policy from their home country/ destination
- Ensure all registered hotels/homestays to have liability insurance covering both life and property
- Guides and employees must cover either under Group Accident Policy or travel insurance scheme
- Enforce Provident Fund (PF) provisions as per the Labour and Employment Act 2007
- Encourage freelance guides to cover under voluntary provident fund scheme (National Pension and Provident Fund recently started provident fund scheme for the private sector)
- Explore business interruption (loss of earnings) insurance coverage for hoteliers and tour operators with proper execution of the policy

PART 5: CONTINGENCY PLAN AND STANDARD OPERATIONAL PROCEDURES

1. Contingency Definition

The contingency plan is to help ensure that response to an event or disaster is prompt, effective and appropriate in order to ensure the safety of the tourist and employees, reduce loss of property, protect critical infrastructure, and ensure the continuity of essential services during and after a disaster. The key stakeholders in tourism are expected to put in place more than one plan to suit different specific needs. The Contingency Plan should guide how employees should respond in the event of accidents or disruption. The “Standard Operating Procedures” (SOP) is one of the primary components of the Contingency Plan.

2. Purpose

The purpose of this Contingency Plan is to enable the successful implementation of the DMCP. The Contingency Plan also provides general procedures to respond to any emergencies in a more coordinated and systematic manner to allow the tourism sector to return to its normalcy as quickly as possible after an unforeseen disaster.

3. Objectives

The overall objectives of this Contingency Plan are, but not limited to the following:

- a) Ensure any form of mishaps either natural or human-made is contained and responded to timely and efficiently to prevent more casualties and restore normalcy with minimum loss of time;
- b) Ensure constitution of a proper emergency response team with well-defined job responsibilities and accountabilities;
- c) Strengthen the emergency response team and reduce likely confusion and chaos in handling the disaster;
- d) Improve the state of preparedness to meet any contingency; and
- e) Provide general guidelines for developing business and hazard risk-specific SOPs.

4. Scope and Applicability

This Contingency Plan covers standard guidelines to guide the tourism sector during times of disaster events. This Contingency Plan also provides a general framework to help TCB and other allied business operators to guide the development of business/event specific SOP. The different agency will need to design their SOPs to suit the requirements of disaster emergency response plan at various levels.

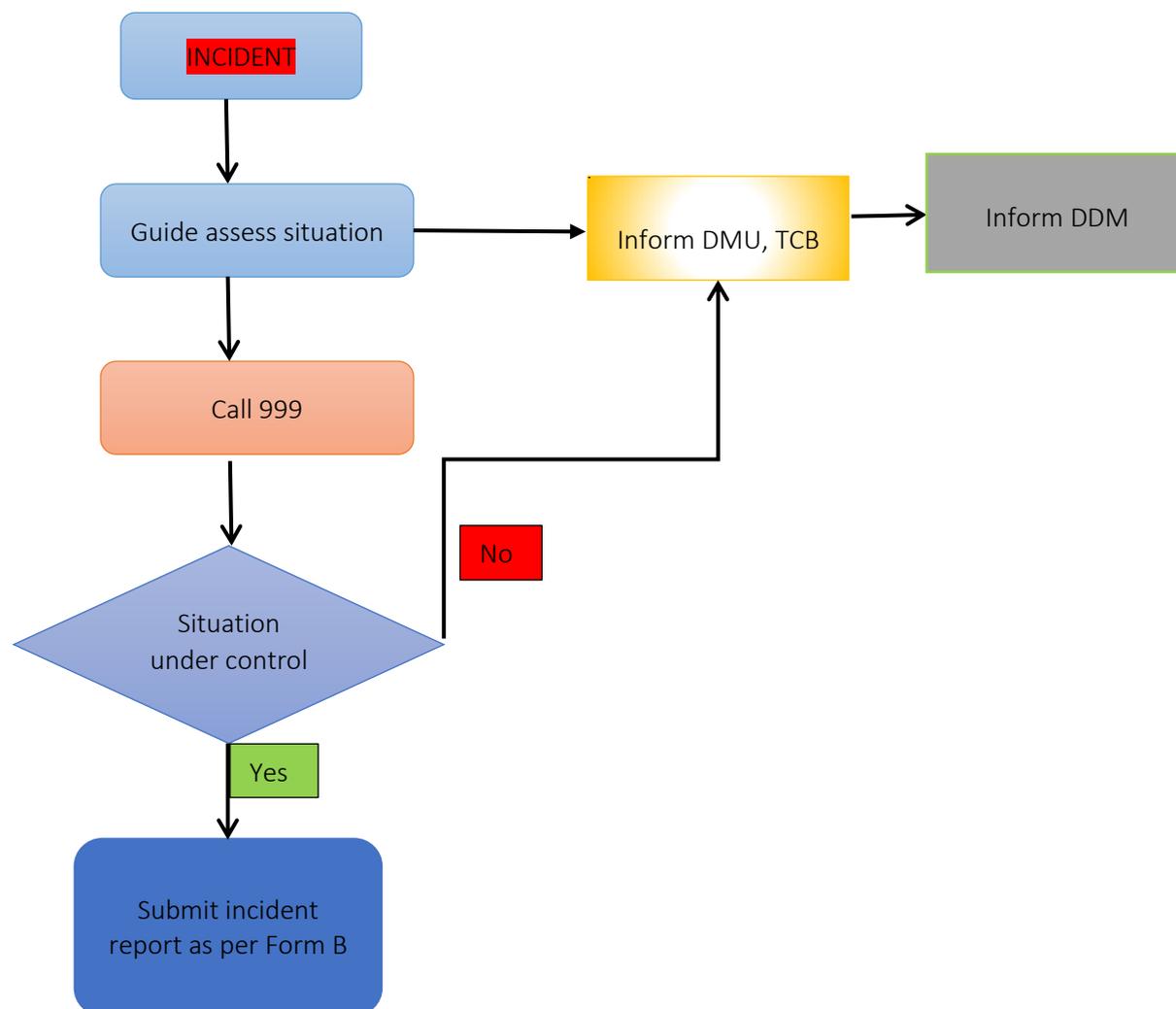
This Contingency Plan applies to all personnel associated with the tourism sector as identified under Section 7 and 8, Part 2 of this document.

5. Standard Operating Procedures

The SOP for response at the tourism sector level for different Disaster Types are as follows:

- a. Isolated Local Incident; and
- b. Major Incident

Figure 5: Decision making and reporting mechanism during Isolated Local Incident



The Isolated Local Incident usually a short duration, is resolved with routinely available response capacity and generally involves a single site such as people fall off from horse or cliff, motor vehicle accidents, altitude sickness, injuries resulting from falling rocks and trees, minor or major injury to any individual or group of tourists, metabolic imbalances (such as dehydration, hyperthermia), attacks by animals or bites, broken bones caused by falling, internal injuries- muscular or ligament damage (sprained ankle), etc. In the event of such an incident:

- a) The concerned Tourist Guide shall call at 999 to inform of the incident immediately. Concurrently, the guide shall also inform the DMU, TCB;
- b) 999 will dispatch the medical or SAR or evacuation services as required;
- c) Guide and DMU, TCB will assess if the situation is under control. If yes, the Guide shall submit detailed incident report to the DMU, TCB as per the report format –B;
- d) The DMU, TCB shall maintain the detailed incident report for record and/or for submission to concerned agencies/competent authority;
- e) In case the situation deteriorates, TCB shall inform DDM for further assistance/action; and
- f) In the case of death of the tourist (s), the SOP for dealing with the death of the tourist shall be applied. <https://www.tourism.gov.bt/resources/tourism-legislation>

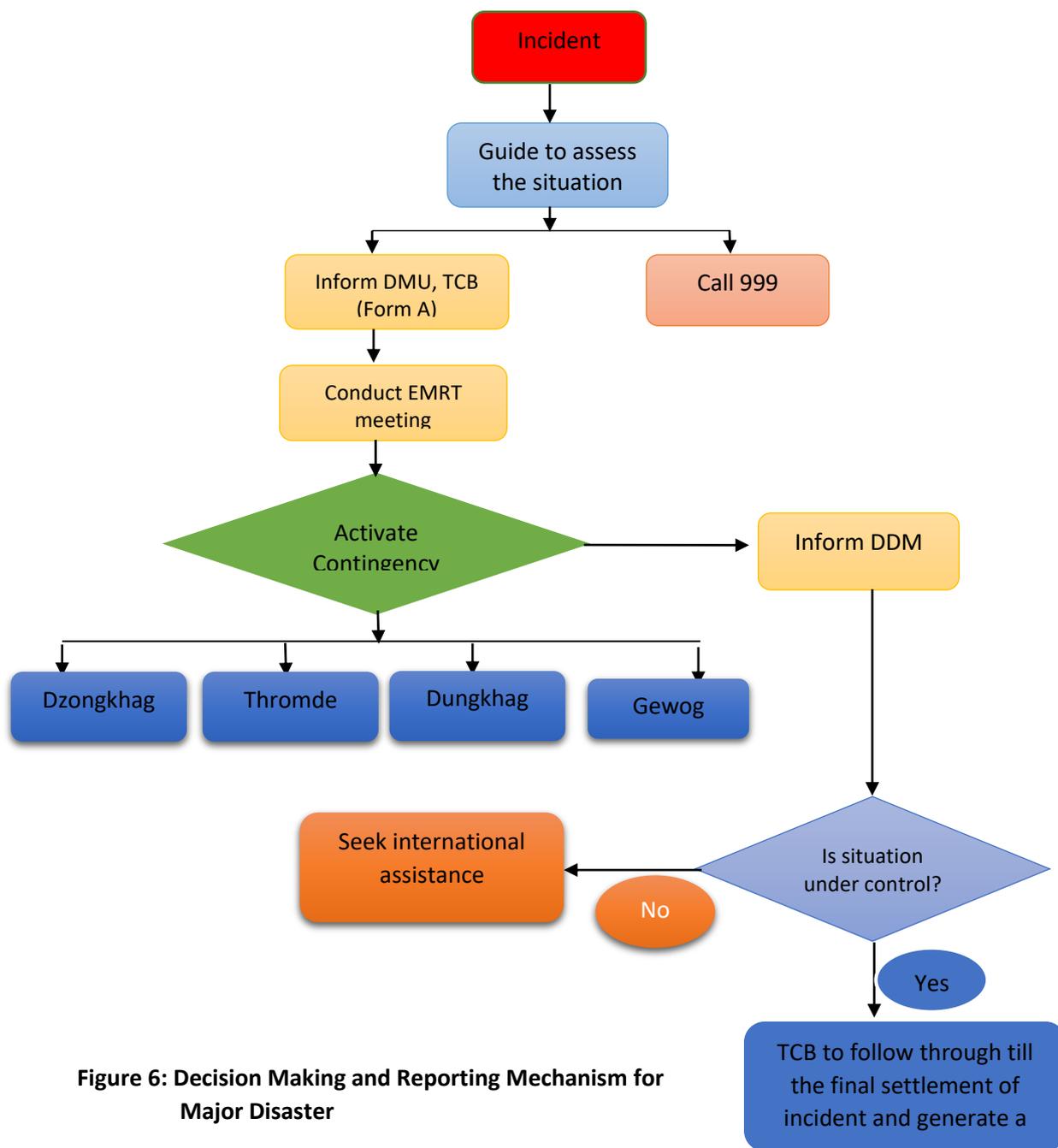


Figure 6: Decision Making and Reporting Mechanism for Major Disaster

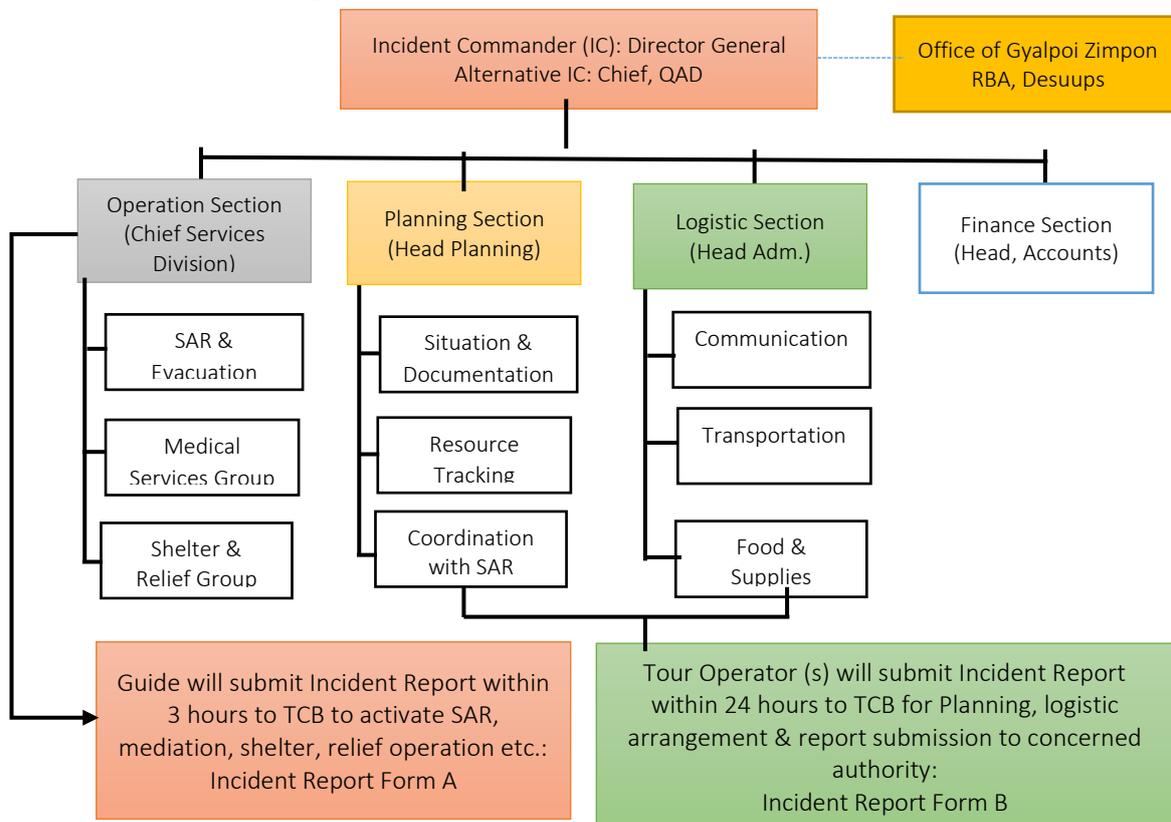
The Major disaster is "an event or situation such as earthquake and windstorm with a range of **serious** consequences which requires special arrangements to be implemented by one or more emergency responder agency" and cannot be resolved with routinely available response capacity and generally involves multiple agencies to act. In the event of a major disaster, the concerned Tourist Guide shall call at 999 for immediate response. The guide shall also concurrently inform the DMU, TCB immediately as per the incident report format - A. Subsequently, the Tour Operator (s) shall submit detailed incident report as per Form B to DMU, TCB.

- a) TCB shall convene an Emergency Management Response Team Meeting (EMRT) and chart out action plan to manage the disaster;
- b) Upon activation of the Contingency Plan, various teams/sections from TCB under the Incident Commander in TCB shall coordinate with teams from Dzongkhags/Thromde /Dungkhag/Gewog or medical/SAR for the required assistance; and
- c) Meanwhile, the DMU, TCB shall follow through till the settlement of the incident and generate a detailed incident report to be submitted to the concerned agencies/competent authority.

6. Emergency Incident Response Management System for Tourism

6.1. Organization Structure

The Incident Command System for tourism under the TCB shall be instituted and activated during major disaster incident leading to catastrophe. The Teams within the TCB under the Incident Commander are shown in Figure 7.



6.2. Functions of Emergency Incident Response Management System

The Emergency Incident Response Management System for the tourism sector during the major disaster incidents shall coordinate and work in conjunction with plans and response arrangements made by relevant agencies such as Dzongkhag/Dungkhag, etc.

The functions of each team are given below:

Incident Commander (IC): The Director General of the TCB shall function as the Incident Commander and shall be the overall Responsible Officer and provide overall directives.

Alternative Incident Commander (AIC): The Chief, Quality Assurance Division (QAD) shall be the alternative IC and shall oversee planning, operations and logistics.

Operations Section: The Chief, Services Division (SD) shall oversee and coordinate the entire operation for tourism with the Search and Rescue (SAR), Medical and Shelter and Relief Team. He/she shall also be responsible for coordinating the damage assessment, as required for tourism.

Planning Section. The Planning Section shall be responsible for the development of the incident action plan during a disaster and maintain proper documentation and reporting including resource tracking.

Logistic Section: The Head, Administration shall be responsible for logistic for tourism during a disaster including communication in close collaboration with the Relief Team to mobilise and support- WASH and food supplies and transportation arrangements, such as helicopter services, as required.

Finance Section: The Head, Finance Section shall be responsible for all incident costs and financial arrangements.

7. Implementation and Monitoring

7.1. Change Management

Once approved by the DDM, the Plan must be presented to all the staff members in the TCB and Tourism Sector Associations to ensure responsibility and ownership. The TCB will also need to pursue with relevant stakeholders to prioritize and mainstream disaster related measures into plans and programmes.

7.2. Monitoring and Evaluation

The TCB shall develop a standard monitoring and evaluation system to monitor progress and ensure effective implementation of DMCP.

7.3. Review of the Plan

The Plan shall be updated at least once every year and reviewed every five years as per Clause 79 of the Disaster Management Act 2013.

GLOSSARY

The definitions below are provided by the United Nations International Strategy for Disaster Reduction Terminology which “aims to promote common understanding and common usage of DRR concepts and to assist the disaster risk reduction efforts of authorities, practitioners and the public.”(UNISDR, 2009: 1-12).

Sector. Tourism Sector Associations including tour operators and hoteliers.

Capacity: The combination of all the strengths, attributes and resources available within a community, society or organization that can be used to achieve agreed goals.

Capacity development: The process by which people, organizations and society systematically stimulate and develop their capacities over time to achieve social and economic goals, including through improvement of knowledge, skills, systems, and institutions.

Contingency planning: A management process that analyses specific potential events or emerging situations that might threaten society or the environment and establishes arrangements in advance to enable timely, effective and appropriate responses to such events and situations.

Disaster: A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources.

Disaster risk: The potential disaster losses, in lives, health status, livelihoods, assets and services, which could occur to a particular community or a society over some specified future time period.

Disaster risk management: The systematic process of using administrative directives, organizations, and operational skills and capacities to implement strategies, policies and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster.

Disaster risk reduction: The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.

Hazard: A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Mitigation: The lessening or limitation of the adverse impacts of hazards and related disasters.

Natural hazards: Natural process or phenomenon that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Preparedness: The knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current hazard events or conditions.

Prevention: The outright avoidance of adverse impacts of hazards and related disasters.

Recovery: The restoration, and improvement where appropriate, of facilities, livelihoods and living conditions of disaster-affected communities, including efforts to reduce disaster risk factors.

Resilience: The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.

Response: The provision of emergency services and public assistance during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.

Retrofitting: Reinforcement or upgrading of existing structures to become more resistant and resilient to the damaging effects of hazards.

Risk: The combination of the probability of an event and its negative consequences.

Risk assessment: A methodology to determine the nature and extent of risk by analysing potential hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed people, property, services, livelihoods and the environment on which they depend.

Risk management: The systematic approach and practice of managing uncertainty to minimize potential harm and loss.

Vulnerability: The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard.

Annex 1: SWOT Analysis

1. SWOT Analysis

The SWOT analysis provides an overview of strengths, weaknesses, opportunities and threats of the tourism to facilitate the decision makers find out the best strategy. Based on the findings, the SWOT analysis was run through internal factor evaluation matrix and external factor evaluation matrix to determine the priorities on disaster management plan on tourism.

1.1. Internal factors evaluation matrix

Strengths and weaknesses constituted factors (internal environment) within the system that enable and hinder the organization from achieving its goal, respectively.

Code	Strengths	Code	Weaknesses
S1	Abundant young labour force supply	W1	Lack of knowledge on developing sustainable tourism product
S2	Natural and cultural attractions	W2	Limited knowledge on risk management for safety and security of tourist
S3	Local people are very hospitable and tourist friendly	W3	Tourism marketing and supply chain is not well developed
S4	Positive attitude of government to promote tourism	W4	Absence of community representation in tourism decision related making
S5	Unique traditional handicrafts and handlooms	W5	Shorter length of stay at destination due to inadequate management of tourist spots
S6	Willingness to learn crisis management and contingency plan	W6	Limited infrastructure, weak investment base and human resource management
S7	English language as the medium of communication	W7	No linkage with national disaster management and poor coordination among stakeholders
S8	Land of GNH and Strong Brand Bhutan	W8	Single airport
		W9	Limited entertainment facility
S8	Safe environment	W10	Lack of visibility in Sustainable Development Goals (SDGs)
S9	Multiple unique local/Dzongkhag festivals	W11	Lack of awareness among people to reap the benefits from developing sustainable tourism

1.2. External factors evaluation matrix

Opportunities and threats were considered as exogenous (external environment) factors that facilitate and limit the system in attaining its goals, respectively.

Code	Opportunities	Code	Threats
O1	Leverage on Information Technology	T1	Environmental degradation
O2	Infrastructure development	T2	Huge investment may fail optimum return
O3	New emerging market	T3	Over supply of tourists and erosion of socio-cultural values.
O4	Trend in tourism demand	T4	No hazard mapping
O5	Increased interest of local people in domestic tourism	T5	Dependence upon tour operators
O6	Employment generation and direct benefit for local community through developing community level	T6	Fragile natural environment and recurrent natural disasters

	entrepreneurship		
O7	Develop nature tourism	T7	Tourists transport demand mismanagement
O8	Develop explicit marketing strategies to sell the tourist product for both local and foreigners	T8	Poor compliance for building code and safety
O9	Proper coordination amongst stakeholders	T9	Globalization
O10	Investment Capacity Building (both physical and human resources)	T10	Political intervention and Sovereignty issues
O11		T11	Prone area tourist destination
O12	New product development and diversification	T12	Occurrence of Epidemic and Pandemic
O13	Centre of Excellence in Tourism sector	T13	Apparent undercutting (Bhutan Tourism Monitor -2017)

1.3. SWOT Matrix and Strategies Formulation

The four different categories of strategies can be considered to formulate the disaster management plan:

Categories	Strategies
Strengths and Opportunities (SO)	Use internal strength(s) to realize external opportunity
Weaknesses and Opportunities (WO)	Reduce internal weakness(es) to realize external opportunities
Strengths and Threats (ST)	Use internal strength (s) to minimize external threats
Weaknesses and Threats (WT)	Reduce the internal weakness(es) to avoid external threats (defensive strategy, worst case scenarios)

1.4. Findings

Consideration of WT strategies is more relevant for tourism. The current **weaknesses** such as safety and security; poor coordination and resources, and **threats** such as lack of awareness, in tourist demand management can be materialized through ensuring highest level of security for tourists, and appropriate planning so that all tourism stakeholders will get optimum economic benefits from tourism, mainstreaming DRM plan in tourism policy, educate people on sustainable tourism development and safe infrastructure development.

Annex 3: Contact List for the Disaster Management Focal Persons

Role	Focal Point	Back-up Focal Point
DMU Focal person	Name:	
	Mobile:	
	Office Phone No.:	
	Email:	
Emergency Response Focal Point (location wise)	Name:	
	Mobile:	
	Office Phone No.:	
	Email:	

Role	Focal Point	Back-up Focal Point
ABTO Focal person	Name:	
	Mobile:	
	Office Phone No.:	
	Email:	
HRAB Focal Person	Name:	
	Mobile:	
	Office Phone No.:	
	Email:	
GAB	Name:	
	Mobile:	
	Office Phone:	
	Email	

Use the same format for Tour Operators/Hotels and Allied Tourism Businesses. ABTO, GAB and HRAB including related tourism agencies such as Horse Contractor/Tshogpa, etc.

Annex 4: Stakeholder list

Sl. No.	Name	Designation	Agency	Mobile No.	Date	Time
1	Mr. Dorji Dhradhul	Director General	TCB			
2	Mr. Thinley Rinzin	Chief, QAD	TCB	17683191		
3	Mr. Phuntsho Gyeltshen	Dy Chief Research Officer	TCB			
4	Mr. Sangay Tenzin	Sr., Legal Officer	TCB			
5	Mr. Damcho Rinzin	Chief, TPD	TCB			
6	Mr. Rinzin Jamtsho	Chief, IPDD	TCB	17676016		
7	Mr. Karma Tenzin	Sr. Tourism Officer, QAD	TCB	17631660		
8	Mr. Ugyen Dorji	Offtg. Principal	RITH			
9	Ms. Pema Dekar	Chief, SD	TCB	17741437		
10	Mrs. Sangay Lhaden	Sr. Tourism Officer, QAD	TCB		09/06/2021	10.00 PM
11	Mr. Tshering Wangchuk	Tourism Officer	TCB	17506714	03/05/2021	10.30 AM
12	Mr. Sonam Tobgay	Asstt. Tourism Officer	TAC	17506618	03/06/2021	10.30 AM
13	Mr. Jigme Thinley Namgyal	Director General	DDM	17600584	25/5/2021	2.00 PM
14	Mr. Tek Bahadur	Program Director	ABTO	17621385		
15	Mr. Thinley Norbu	Chief Programme Officer	DDM	17333984	03/05/2021	10.30 AM
16	Mr. Kinley Gyeltshen	Board member	ABTO	17110027		
17	Mrs. Eutha Karchung	Board member	ABTO	17117575		
18	Mr. Anan Gurung	Board member	ABTO	17118171		
19	Mr. Kesang Tshering	Board member	ABTO	77122800	06/05/2021	11.00 AM
20	Mr. Rabsel Dorji	Board member	ABTO	17275074		
21	Mr. Chenco Wangdi	Board member	ABTO	17600332		
22	Mr. Tshewang Rinchen	Board member	ABTO	17113586		
23	Mr. Jimpa Phuntsho	Board member	GAB	17613582	06/05/2021	2.00 AM
24	Mr. Keshor Pradhan	Program Officer	GAB	17412711		
25	Mr. Kesang Tsheten	ICT Officer	RHAB	17326160	06/05/2021	4.00 PM
26	Mrs. Thinley Wangmo	Lecturer	RITH	17669691	07/05/2021	9.30 AM
27	Mr. Leki Choda	Planning Officer	RSTA	17729256	07/05/2021	11.00 AM
28	Mrs. Sonam Wangmo	Asstt. Engineer		17672351		
29	Mr. Kinley Dorji	Chief	MoH	17635634	11/5/2021	10.00 AM
30	Mr. Tshering Phuntsho	Chairman	Horse Contractor	17622107	13/05/2021	11.00 PM
31	Mr. Rinchen Khandu	Manager		17535622		
32	Mr. Chewang Gyeltshen	CEO	RBHSL	7733999		
33	Ms. Tashi Dema	Manager	RBHSL	17551624	13/05/2021	2.00 PM
34	Mr. Pema Singye	Chief Program Officer	DDM	17118690	06/07/2021	10.00 AM
35	Mr. Jasraj Limbu	Program Officer	DDM	17938554	-do-	
36	Mr. Dorji Wangchuk	Sr. ICT Officer	DDM	17799185	-do-	
37	Mr. Yang Dorji	Chief	DDM	17650223	-do-	
38	Ms. Sonam Deki	Dy. Chief	DDM	17721229	-do-	
39	Mr. Tshewang Norbu	Dy. Chief	DDM	17622664	-do-	

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