Facilitating Sustainable Mountain Tourism

Volume 1: Resource Book

Editors
Ester Kruk, John Hummel, and Kamal Banskota
About the Organisations

**International Centre for Integrated Mountain Development**

The International Centre for Integrated Mountain Development (ICIMOD) is an independent regional knowledge, learning and enabling centre serving the eight regional member countries of the Hindu Kush-Himalayas – Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, and Pakistan – and the global mountain community. Founded in 1983, ICIMOD is based in Kathmandu, Nepal, and brings together a partnership of regional member countries, partner institutions, and donors with a commitment for development action to secure a better future for the people and environment of the Hindu Kush-Himalayas. ICIMOD’s activities are supported by its core programme donors: the Governments of Austria, Denmark, Germany, Netherlands, Norway, Switzerland, and its regional member countries, along with programme co-financing donors. The primary objective of the Centre is to promote the development of an economically and environmentally sound mountain ecosystem and to improve the living standards of mountain populations.

**SNV Netherlands Development Organisation**

SNV Netherlands Development Organisation is a Netherlands based international NGO that delivers capacity building advisory services to over 1,800 clients in 33 countries in Africa, Asia, Latin America and the Balkans. In Asia, SNV provides capacity building services to government, non-government and private sector organisations in Nepal, Vietnam, Bhutan, Laos, Cambodia, and Bangladesh as well as to a number of regional organisations and networks. Our 150 advisors in Asia work with local actors, primarily those who operate at national and meso levels in strengthening their capacity to effectively realise poverty reduction and good governance.

**Nepal Tourism Board**

The Nepal Tourism Board (NTB) is a national organisation established in 1998 by an act of parliament in the form of a partnership between the Government of Nepal and private sector tourism industries to develop and market Nepal as an attractive tourist destination. The NTB provides a platform for vision-drawn leadership for Nepal’s tourism sector integrating government commitment with the dynamism of private sector tourism industries. NTB promotes Nepal in domestic and international markets and is working toward repositioning the image of the country. In future, it aims to regulate product development activities. NTB maintains financial independence through funding derived from the Tourist Service Fee levied on departing foreigner passengers at Tribhuvan International Airport, Kathmandu. The Board has 11 members – five government representatives, five private sector representatives, and the chief executive officer – and is chaired by the Secretary of the Ministry of Culture, Tourism and Civil Aviation.
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International Centre for Integrated Mountain Development (ICIMOD)
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Tourism is the world’s biggest industry, and it is still growing. According to the latest published statistics, the industry reached an all-time record in 2004 with 691 million international tourist arrivals worldwide, generating 523 billion US dollars per year. The annual growth rate in tourism is expected to be more than 4% over the next 20 years. The contribution of tourism to developing economies is impressive: tourism accounts for more than twice the amount of cash transfers from rich to poor countries in the form of government aid. The estimated market share for mountain areas is roughly 15-20% of the global tourism market, generating between 70 and 90 billion US dollars per year. Mountains are believed to be second in global popularity as tourist destinations after coastal regions. In spite of its indisputable magnetic pull for tourists, however, the share of the Himalayas in the global tourism market is relatively small. The need to address mountain concerns and the potential contribution that tourism can make to mountain communities are increasingly acknowledged. Agenda 21 of the UN Conference on Environment and Development stated that the fate of the mountains may affect more than half of the world’s population and it recognised mountain tourism as an important component in sustainable mountain development and conservation. Remote mountain areas often have great appeal for tourists, and in many of these areas tourism may be one of the few viable options for sustainable mountain development.

The International Centre for Integrated Mountain Development (ICIMOD) began research into mountain tourism in the early 1990s, and gave it priority as a catalyst for development in the Himalayas. The knowledge gathered by ICIMOD over the last 15 years has been packaged into different programmes and training modules to build capacities in mountain tourism. Most of its training manuals are being used as reference materials by tourism organisations, knowledge institutions, policy makers, and development partners in the region, and are cited widely by researchers in mountain tourism throughout the world. Because of their experience in training for mountain tourism, ICIMOD and SNV (Netherlands Development Organisation) were approached by the Asian Development Bank to lead the human resource development component of its South Asian Subregional Economic Cooperation (SASEC) Tourism Development Plan on facilitating sustainable mountain tourism. ICIMOD and SNV, together with the Nepal Tourism Board (NTB), organised a week-long training on mountain tourism for representatives of national and state tourism organisations from Bangladesh, Bhutan, India, and Nepal, with additional participants from the Tibet Autonomous Region of China and Myanmar sponsored by ICIMOD to cover the wider Himalayan region. The importance of the topic and lack of resource materials led to requests to ICIMOD and SNV by trainees to publish the course materials in order to maximise their usefulness. The original course materials have been revised to produce a comprehensive, market-oriented resource document with illustrative case studies from the Himalayan region and are presented here as a Resource Book (Volume 1) and Toolkit (Volume 2).

ICIMOD believes that for tourism to be a vehicle for sustainable poverty reduction in the Himalayas, a pro-poor and inclusive tourism strategy is essential. A facilitation model that enables the participation of all relevant stakeholders will make this possible through participatory tourism approaches and pro-poor partnerships with the private sector supported by sound mountain tourism policy and planning frameworks. I trust that this Resource Book and Toolkit will provide the necessary practical concepts, tools, and approaches to develop a type of mountain tourism that will bring sustainable benefits to the mountain poor and marginalised and to conserve the breathtaking beauty of the Himalayan environment.

Andreas Schild
Director General, ICIMOD
Acknowledgements

Just as the sustainable mountain tourism sector is a multi-faceted phenomenon that can only be a success if it embraces a wide variety of stakeholders, this Resource Book and Toolkit is the result of a collaborative effort of colleagues, partners and resource people who have all contributed their valuable time and inputs to the process.

First, we would like to thank the Asian Development Bank (ADB) for their trust in us to lead the human resource development component of the SASEC Tourism Development Plan on facilitating sustainable mountain tourism. Without their generous financial assistance to design, develop and conduct the initial training course, and to publish the books developed from them, these books would not have been possible. In particular, we would like to acknowledge the dedication and support of Lisa Choegyal (Tourism Resource Consultant), Elizabeth Nanda (Human Resources Consultant), and Snimer K. Sahni (former Senior Project Economist).

Second, we would like to thank the Nepal Tourism Board (NTB) for their assistance in helping us to organise the training course. Their ceaseless efforts in soliciting nominations from the participating countries, sending out invitations to the NTOs from the five SASEC countries (Bangladesh, Bhutan, India, Nepal and Sri Lanka) and helping us with the international logistical arrangements, is very much appreciated. In particular, we would like to praise the support of Lila B. Baniya (Manager Sustainable Tourism Development) and Uday Bhattarai (Assistant Manager Tourism Products and Resources).

Third, we would like to thank the representatives of the national and state tourism organisations of Bangladesh, Bhutan, Myanmar, Nepal, India, and the Tibet Autonomous Region of China who so enthusiastically participated in the training course, and who have persistently underlined the need for more information on the topic and encouraged us to publish the course materials. Their valuable and constructive feedback helped us to fine tune these two books. Many of the country presentations that were made during the training have found their way back into the resource book as illustrative case studies and boxes.

Fourth, we owe much gratitude to our partner organisations who have made a significant contribution by sharing their knowledge and field experiences in planning, developing, and managing (aspects of) sustainable mountain tourism. Many of their experiences have been reproduced in this resource book and toolkit. In particular, we would like to thank the following colleagues and partners: Siddhartha B. Bajracharya from the National Trust for Nature Conservation (former Programme Manager); Uday Bhattarai (Assistant Manager Tourism Products and Resources) and Diwakar Bikram Rana (Manager Tourism Marketing and Promotion) from the Nepal Tourism Board; and Rabi Jung Pandy (former National Programme Manager), Yogi Kayastha (former Monitoring & Evaluation Specialist), Hari Krishna Uprety (former Environment Specialist), and Dechenla Sherpa (former Gender and Communication Specialist) from the Tourism for Rural Poverty Alleviation Programme.

In SNV Netherlands Development Organization, we owe much gratitude to Tej Raj Dahal (Advisor Planning, Monitoring and Evaluation); Nigma Tamrakar (Social Development Advisor), and Jamuna Ulak (Advisor Enterprise Development (Tourism)) for their technical assistance through sharing their insights and experiences on institutional development and organisational strengthening; gender and social inclusion, and value chains and enterprise development in sustainable mountain tourism.

Last, but certainly not least, many colleagues from ICIMOD and SNV have directly or indirectly contributed invaluable professional inputs and time during the training and the preparation of the resource book and toolkit. We would like to thank them all for their support.
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The technical inputs from different ICIMOD colleagues have added great value to the two volumes. We highly appreciate the critical comments of Nakul Chettri (Community Biodiversity Specialist) who reviewed the resource book, and Dyutiman Choudhary (Marketing and Enterprise Development Specialist) who reviewed the toolkit. We also appreciate the valuable inputs of Birendra Bajracharya (GIS Specialist), and Lokab Rajbhandari (GIS Analyst) on the role of geographic information systems in mountain tourism. Several ICIMOD staff have devoted time and energy to edit, format, and produce the resource book and toolkit in this final form. The help of the editorial team in the Information, Management, Communications and Outreach Division in this process is highly appreciated, especially the professional inputs of Dharma Ratna Maharjan (Desktop Publisher) for layout and design; Susan Sellars-Shrestha and Greta Rana (Consultant Editors) for detailed editing and providing comments and suggestions; and A. Beatrice Murray (Senior Editor) who coordinated and oversaw the production process.

A number of materials from external sources were consulted and used when preparing the resource book and toolkit. These materials were collected and adapted to mountain tourism specificities to provide mountain-friendly tourism concepts, approaches, and tools. For the chapter on multi-stakeholder collaboration in mountain tourism (Chapter 7, Volume I), we owe credit to Wies Buysrogge (freelance consultant), who kindly permitted us to use parts of her earlier unpublished document for SNV and the United Nations World Tourism Organization (UNWTO) on multi-stakeholder tourism approaches in Lao PDR, Nepal, and Vietnam. Likewise, we are grateful for the kind permission of the Business Council of UNWTO to use parts of their publication on Public-Private Sector Cooperation in the Resource Book (Chapter 12, Volume I) and Toolkit (Tool 3, Volume 2). We would also like to give due credit and appreciation to the training manual of the Management for Development Foundation (MDF), which was instrumental in describing relevant analysis and assessment instruments for sustainable mountain tourism planning (Chapter 13, Volume I) and many of the tools in the toolkit. Furthermore, several tools from the toolkit were taken from the Toolkit for Development Workers on Developing Sustainable Communities by SNV Nepal, published by ICIMOD.

Finally, we would like to express our sincere gratitude to J. Gabriel Campbell, former Director General of ICIMOD for his encouragement and support for the training on facilitating sustainable mountain tourism.
Acronyms and Abbreviations

ABTO  Association of Bhutanese Tour Operators
ACA  Annapurna Conservation Area
ADB  Asian Development Bank
APPA  appreciative participatory planning and action
CBO  community-based organisation
CBT  community-based tourism
CO  community organisation
CREST  Centre for Resources and Environmental Studies
DDC  district development committee
DFID  Department of International Development
DNPWC  Department of National Parks and Wildlife Conservation
DoT  Department of Tourism
ESS  enterprise support services
FG  functional group
FIT  free independent traveller
GDP  gross domestic product
GIS  geographic information system
ICIMOD  International Centre for Integrated Mountain Development
IDOS  institutional development and organisational strengthening
INGO  international non-government organisation
IOM  integrated organisation model
IUCN  The World Conservation Union
LFA  logical framework approach
MAD  market analysis and development
MDF  Management for Development Foundation
MDG  Millennium Development Goal
M & E  monitoring and evaluation
MoCTCA  Ministry of Culture, Tourism, and Civil Aviation
MOU  memorandum of understanding
MSE  micro and small enterprise
MSP  multi-stakeholder process
NGO  non-government organisation
NTA  National Tourism Administration
NTB  Nepal Tourism Board
NTNC  National Trust for Nature Conservation
NTO  national tourism organisation
PDR  People’s Democratic Republic
PLA  participatory learning and action
PMU  programme management unit
PPST  pro-poor sustainable tourism
PPT  pro-poor tourism
PRA  participatory rural/rapid appraisals
PRSP  Poverty Reduction Strategy Paper
RAAKS  rapid (or relaxed) appraisal of agricultural knowledge systems
SARS  severe acute respiratory syndrome
SASEC  South Asian Subregional Economic Cooperation
SM  social mobilisation
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<tr>
<td>STDC</td>
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<td>state tourism organisation</td>
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<td>strengths, weaknesses, opportunities, and threats</td>
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