



# Facilitating Sustainable Mountain Tourism

## Volume 2: Toolkit

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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# Foreword

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).

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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 Pandey (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.

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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.

Many ICIMOD colleagues were involved in organising and managing the training course that laid the foundation for these two publications. In particular, we would like to thank Xu Jianchu (former Programme Manager Water, Hazards and Environmental Management), for arranging the participation of trainees from the Tibet Autonomous Region of China; Prem Manandhar (Partnership and Planning Officer) for his facilitation of the majority of the training course; Monette Pacia (former Training Support Officer) for her valuable suggestions in designing the original session plan and facilitation of parts of the course; Rajendra Shah (Sr. Programme Assistant Agriculture and Rural Income Diversification) for his administrative support; and Rajen Upreti (Travel and Hospitality Officer) for taking care of the domestic logistical arrangements.

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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. We thank all those who gave permission to draw from their published work, specific sources are mentioned in the tools sections.

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
ADB	Asian Development Bank
APPA	appreciative participatory planning and action
BDS	business development services
CBA	cost-benefit analysis
CC	carrying capacity
CREST	Centre for Resources and Environmental Studies
DoT	Department of Tourism
EIA	environmental impact assessment
ICIMOD	International Centre for Integrated Mountain Development
IEA	initial environmental assessment
INGO	international non-government organisation
IOM	integrated organisation model
LAC	limits of acceptable change
LED	local economic development
MDF	Management for Development Foundation
M&E	monitoring and evaluation
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
PRA	participatory rural/rapid appraisal
SASEC	South Asian Subregional Economic Cooperation
SNV	Netherlands Development Organisation
SSI	semi-structured interview
STO	state tourism organisation
SWOT	strengths, weaknesses, opportunities, and threats
ToR	terms of reference
TRPAP	Tourism for Rural Poverty Alleviation Programme
TWG	Tourism Working Group
UNWTO	United Nations World Tourism Organisation
VI	verifiable indicator
VICE	visitors, industry, community, and environment