Mountain Tourism for Local Development

Training Manual for
Programme Designers and Implementers

International Centre for Integrated Mountain Development
and
Centre for Resource and Environmental Studies

Preface

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Training Manual for Programme Designers and Implementers

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AND
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and
Centre for Resource and Environmental Studies (CREST)
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Top: Machhapuchhre (6,993m) from Pokhara

Bottom: Terrace farming in the middle hills of Nepal - *P. Sharma*

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Preface

The present manual is part of a series of studies and manuals resulting from the second phase of the NORAD -funded Project entitled Mountain Tourism for Local Community Development. The major objective of the Project is to develop training modules and material on mountain tourism for local community development for policy makers, program managers, private sector agencies and local community based organizations and entrepreneurs and impart training to these audiences in participating countries on a pilot basis. As part of the Project a number of thematic studies and manuals have been prepared.

The present Manual comprises training modules for Programme Designers and Implementers of tourism and related activities. The emphasis is in providing the programme designers and implementers of tourism and related activities with an awareness of the major issues of programmatic concern in mountain tourism. The manual presents and elucidates the objectives and goals of sustainable tourism development in the mountains. It also presents and elucidates the key issues and approaches related to the environmental, economic, social, and cultural aspects of mountain tourism and the ways and means of enhancing linkages and the reduction of leakages associated with mountain tourism. The conceptual and operational aspects of the notion of carrying capacity and its relevance in the management of mountain tourism and the role of the different actors - government, non-governmental agencies, community organizations and the private sector - in the organization and management of sustainable tourism in the mountains has also been brought out. A major thrust is on the development of participatory institutions that would set in motion a process of participatory planning of tourism so that mountain tourism may contribute to the three cardinal concerns of mountain development in the Hindu Kush-Himalayas, namely, poverty alleviation, environmental care and empowerment of local communities.

These manuals build on the country overview studies, regional case studies and micro case studies undertaken during the earlier and the present phase of the NORAD supported Mountain Tourism for Local Development Project. The present manual is basically intended for the Nepali programme level audience in the government, non-governmental agencies as well as the private sector. Separate manuals have been developed for the Policy planners and Local Community Groups, Organizations and entrepreneurs in tourism and related areas in Nepal. Also, similar manuals have been developed for different target audiences in India and Pakistan. Pilot trainings through the use of these manuals have also been conducted in these countries in association with key institutions related to tourism and local development. We hope that these manuals will contribute in the process of institutionalizing the trainings in respective country contexts and facilitate the conceptual and operational integration of mountain tourism with local development.

We would like to thank the Centre for Resource and Environmental Studies (CREST) our collaborating institution in the Mountain Tourism for Local Community Development Project in Nepal, particularly Dr. Kamal Banskota and Bikash Sharma for developing these manuals.

On behalf of ICIMOD, Dr. Pitamber Sharma is the Project Coordinator as well as the technical editor of these manuals.

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Introduction

A majority of the people in the mountain areas of Nepal live in abject poverty. Development has not been able to reach many remote and inaccessible areas of the mountains and the people there continue to depend on natural and land resources for subsistence. The environment, in terms of renewable natural resources, is degrading, population is growing, and hardships increasing. Opportunities are not forthcoming either. In this apparently hopeless situation, tourism development in the mountain areas provides some hope for the alleviation of the situation faced by mountain people.

The history of mountain tourism in Nepal spans three decades. In some mountain areas, tourism has been able to bring benefits to some people. People realize higher standards of living in areas such as Namche Bazaar, parts of the Annapurna area, Langtang, and so on. However, tourism benefits have been confined to small pockets and only a small number of people have been able to reap benefits from tourism. Part of the problem lies in the way mountain tourism has developed - it is entirely demand led and the supply side section of development has been slack. The environmental resources which tourists come to enjoy have not been adequately appreciated in the host country. Without appreciation of these resources, their value cannot be realized. Neither have there been efforts to link mountain tourism development with mountain community development. Thus as a host country, Nepal has not been able to harness these resources to develop mountain tourism to benefit the mountain community. Policy weaknesses and failures have also been responsible for this poor performance. Serious concerns have been raised on the negative impacts of mountain tourism on the environment, although some of these cannot be attributed to tourism. Negative environmental impacts are even more serious since they bring more hardship to the mountain people who depend on natural resources. Besides, these provide the basis of mountain tourism in Nepal and their deterioration can have serious negative implications on mountain tourism itself. But there is no denying that despite the negative impacts, mountain tourism has had overall positive impacts on mountain communities.

The conventional thinking has been that tourism led development will occur simply by opening new areas and permitting tourists to visit them. A large body of evidence, however, contradicts this belief because nowhere in mountain areas has tourism development been spontaneous. Although many mountain areas are rich in natural resources that have high nonconsumptive use value essential for tourism development, such resources are not helping local people improve their quality of life. Where tourism is practiced, benefits have been limited and mountain tourism has not been able to stimulate community development despite the financial resources it generates. Mountain tourism development cannot be assumed to take care of itself and stimulate community development unless concerted efforts are made. Comparative advantages of the area have to be assessed and ways and means of linking tourism development with community development have to be explored. Proper planning is necessary. Ultimately, local people have to be able to manage their own development in a sustainable way. Efforts must start with a clear vision and encompass a broad spectrum of issues. The very fact that natural resources provide the basis for mountain tourism development and that the lives of the mountain people depend on natural resources makes its management an important exercise. Resources need to be conserved for everyone: visitors seek satisfaction, local people desire to improve their lives, entrepreneurs wish to make profits, and the government and local bodies need revenue. In this apparently complex situation where different individuals and institutions have different objectives, conflicts in interests are bound to arise.

Objective

New ideas have evolved over time in the management of natural resources. New ideas like implementing programmes at the grassroots level by organizing beneficiaries, enhancing their capacities, and empowering them have already become mainstream ideas in rural development. This participatory approach, however, has not been utilized effectively in Nepal in the context of mountain tourism development. The concept of mountain tourism development has become complex. Understanding basic mountain tourism issues, sustainable development, carrying capacity of the environment, importance of energy technologies, the participatory approach, data base requirements, and monitoring and evaluation systems help facilitate the designing and implementation of sustainable mountain tourism development. The objective of this manual is therefore to introduce these concepts and generate awareness among programme implementors by providing practical examples.

This manual draws from the work on mountain tourism initiated by ICIMOD in the last three years. It also draws from the work of writers that have contributed to issues related to mountain tourism in the Nepalese context. Although not all studies have been specifically referenced to in this manual, they have been utilized in previous work undertaken by CREST and have been accredited in the earlier works. Most of the materials used are cited in the reading material section.

Organization

The manual is divided into nine sessions. Session 1 provides a general overview of Nepal's tourism sector. Session 2 introduces mountain tourism and various impacts reported (illustrated with facts based on a variety of sources as well as past studies commissioned by ICIMOD). Session 3 introduces trainees to the concept of sustainable mountain tourism development and how the concept is implemented. (Other important concepts introduced in this session is the carrying capacity of Himalayan Environmental Resources and the critical factor approach. Illustrations are provided for easy understanding of the concepts.) Session 4 is on Planning and Management of Sustainable Mountain Tourism Development. In this session, trainees are familiarized with knowledge essential in designing mountain tourism sites and destination plans. A brief introduction to Environmental Impact Assessment is also provided in this session. Technologies for Mountain Environment Management is the topic of Session 5. The objective of this session is to enhance the awareness of trainees on the different technologies that have proved to be useful in mountain areas and how the use of such technologies will help improve the mountain environment.

Sessions 6 through 9 deal with different aspects of the emerging participatory approach to development. In Session 6, project managers and implementors are introduced to the participatory approach. Session 7 familiarizes trainees with planning tools used by the participatory approach. In Session 8, trainees will be made familiar with information needs and participatory data tools required for planning and developing mountain tourism. The last session deals with monitoring and evaluation. (Sound monitoring is an essential attribute for project success and monitoring indicators in key areas are identified.)

The curriculum or reading materials for trainers are provided in the second half of the manual. The materials are mostly reports published by a variety of sources. Reading materials for trainers have been identified as "necessary" and "additional". All trainers must be thoroughly familiar with the main training materials. Additional materials will help trainers facilitate training sessions. A brief summary of the main reading materials are also provided.

Materials for training are provided in the main text as well. In addition, slides and video shows are recommended in appropriate sessions. A one day field visit is recommended after Session 5.

SCHEDULE AND TIMING

Day 1

- Session 1: Overview of Tourism**
Session 2: Mountain Tourism Impacts

09:00 - 09:30	Registration
09:30 - 10:30	Inauguration
10:30 - 11:00	Tea break
11:00 - 11:30	Introduction to the Workshop
11:30 - 12:00	Slide Show Presentation and Discussion
12:00 - 13:00	Session 1: Overview of Tourism
13:00 - 14:00	Lunch Break
14:00 - 15:30	Session 2: Mountain Tourism Impacts
15:30 - 16:00	Tea Break
16:00 - 17:00	Discussion

Day 2

Video Presentation

- Session 3: Sustainable Mountain Tourism Development**

09:00 - 10:00	Video Presentation and First Part of Session 3
10:30 - 10:45	Tea Break
11:15 - 13:00	Session 3: Sustainable Mountain Tourism Development:Part 1
13:00 - 14:00	Lunch
14:00 - 15:30	Session 3: Sustainable Mountain Tourism Development:Part2
15:30 - 15:45	Tea Break
15:45 - 17:00	Discussion

Day 3

- Session 4: Planning and Management of Sustainable Mountain Tourism Development**

- Session 5: Technologies for Mountain Environment Management**

09:00 - 11:00	Session 4: Planning and Management of Sustainable Mountain Tourism Development
11:00 - 11:15	Tea Break
11:15 - 13:00	Discussion on Session 4
13:00 - 14:00	Lunch
14:00 - 15:30	Session 5: Technologies for Mountain Environment Management
15:30 - 15:45	Tea Break
15:45 - 17:00	Discussion on Session 5

Day 4

- Session 6: Promoting Community Participation in Mountain Tourism Planning**
Session 7: Participatory Planning
Session 8: Information Needs and Designing Surveys

09:00 - 10:30	Promoting Community Participation in Mountain Tourism Planning
10:30 - 10:45	Tea Break
10:45 - 11:30	Discussion on Session 6
11:30 - 13:00	Presentation of Session 7
13:00 - 14:00	Lunch
14:00 - 15:30	Presentation of Session 8
15:30 - 15:45	Tea Break
15:45 - 17:00	Discussion on Session 7 and 8

Day 5

Field Visit: Leave early in the morning and return by evening

Day 6

Second Video Presentation

Session 9: Monitoring and Evaluation and Closing

09:00 - 10:00	Second Video Presentation
11:00 - 11:15	Tea Break
11:45 - 13:00	resentation of Session 9
13:00 - 14:00	Lunch
14:00 - 15:30	Discussion on Field Observation, second Video Presentation as well as other Observations
15:30 - 3:45	Tea Break
16:00 - 17:00	Discussions continued and Closing

Slide Show, Video Presentation, and Field Visits

First Slide Show

The first slide show will highlight mountain tourism in Nepal. Slides from several tourism related areas will be presented. This first slide show intends to orient trainees and should be shown before the first session.

Second Slide Show

The second slide show will be presented during the third session to illustrate different impacts of mountain tourism and environmental deterioration. Slides from Phewa Lake, Upper Mustang, Langtang, Annapurna, and Sagarmatha areas will be organized to demonstrate different aspects of mountain tourism, positive and negative impacts of such tourism, and the effects on carrying capacity and its promotion.

Video Shows

Two video shows will be presented. The first is an old presentation of the Annapurna Area. The second show is a more recent presentation of the Annapurna area and will be shown on the last day, after the field trip. Participants will then be asked to discuss their own observations on the changes they perceive. Finally after Session 9 is over, the rest of the day will be devoted to discussions.

Field Visit

The purpose of the field visit is to take trainees to a site where project implementation has been carried out through the participatory approach. This project need not necessarily be one that is related to mountain tourism. However, it has to be in a mountain environment where beneficiaries have demonstrated success in planning, designing, implementing, and managing rural development projects. Additionally, the site selected will also demonstrate the leading role played by women in some aspects of rural development. An opportunity will be provided to trainees to interact extensively with the local community. The spin offs (i.e., multiplier effects) resulting from the project will also be highlighted. In other words, "participatory framework" in action will be demonstrated.