Chapter 11
Monitoring and Evaluation

This chapter covers

- The importance of monitoring and evaluation, and their application in sustainable mountain tourism (major steps, tools, and methods)
- The basic steps in monitoring community-based sustainable mountain tourism and how related projects and programmes can be evaluated

Introduction: The Need for Monitoring and Evaluation

Monitoring and evaluation (M & E) as a concept in project management is not new. The need for monitoring and evaluation in all development projects and programmes, including tourism, has been acknowledged as an essential element of the project cycle. Growing concerns over tourism impacts on the natural, social, and cultural environment, and the question of achieving sustainable and pro-poor development, however, have made monitoring and evaluation even more crucial in tourism management. The monitoring and evaluation of many development projects, including tourism, are often constrained by weak interest and commitment from donors, government, and civil society organisations. In addition, a weak culture in the context of sharing and using the results of evaluations among donors, implementers, and other stakeholders further hampers the functioning and objectives of M & E. Most tourism development projects do not give priority to M & E, but rather perceive the process as an add-on to their work which can be carried out whenever and wherever required by the project. In this way, projects often suffer, sometimes fail badly, and at other times succeed but without learning from either achievements or failures. The most dangerous and alarming situations arise when M & E systems are designed without proper consultation and participation of relevant stakeholders. This leads to the collection of irrelevant information, wastage of resources, and, ultimately, no clues about a project's successes and failures.

For the last few years, however, there has been increased interest by donors, governments, and civil society organisations in strengthening M & E systems, both at organisational and project levels. The need for an appropriate M & E system in sustainable tourism is increasingly realised at all levels, providing an opportunity to carry forward action plans with proper directions and with continuous modifications, amendments, and adjustments. This help organisations, donors, and project managers to improve their performance, transparency, accountability, and learning from the implementation process and post-project scenarios.

To summarise, monitoring and evaluation activities are indispensable for a number of reasons:

- To understand the direction of identified plans; resource allocation versus performance (outputs), creating accountability and transparency; and to take immediate corrective action based on solid information
- To provide useful feedback to stakeholders, including decision makers, on development impacts and outcomes

- To enable corporate learning and contribute to the body of knowledge on what works and what does not work and why (lessons learned)
- To verify and improve programme quality and management
- To identify successful strategies for extension, expansion, and replication
- To justify or validate programmes to donors, partners, and other constituencies

Definition of Monitoring and Evaluation

Monitoring: Monitoring is a kind of information gathering process to find out whether planned actions are properly implemented or not. Monitoring can be defined as "a continuing function that uses systematic collection of data on specified indicators to provide management and stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds" (OECD 2006). Monitoring has the following attributes:

- It tracks performance against what was planned by collecting and analysing data on the indicators established for monitoring and evaluation purposes.
- It provides continuous information on whether progress is being made towards achieving the expected outputs through record keeping and regular reporting systems.
- It looks at both programme processes and changes in conditions of target groups and institutions brought about by programme activities.
- It generates information that enhances learning from experience and improves decision making.

Evaluation: Evaluation is an assessment of the results of the implementation of a programme. It is a selective exercise that attempts to assess progress towards, and the achievement of, an outcome systematically and objectively. Evaluation is an exercise involving assessments, differing in scope and depth, carried out at several points in time in response to evolving needs for evaluative knowledge and learning during the effort to achieve an outcome (UNDP 2006). It is a periodic event that contains in-depth analysis of programme performance. It relies on data generated through monitoring activities, as well as information obtained from other sources (e.g., studies, research, in-depth interviews, focus group discussions, surveys, and so.). Evaluation can be done internally or externally. The main differences between monitoring and evaluation are summarised in Box 11.1.

Box 11.1: Main Differences between Monitoring and Evaluation

Monitoring	Evaluation
Continuous	Periodic
Keeps track , oversees, analyses, and documents progress	In-depth analysis; compares planned with actual achievements
Focuses on inputs, activities, outputs, implementation processes, continued relevance, likely results at outcome level	Focuses on outputs in relation to inputs, results in relation to cost, processes used to achieve results, overall relevance, impact, and sustainability
Answers what activities were implemented and results achieved	Answers why and how results were achieved; contributes to building theories and models for change
Alerts managers to problems and provides options for corrective actions	Provides managers with strategy and policy options
Self-assessment by programme managers, supervisors, community stakeholders, and donors	Internal and/or external analysis by programme managers, supervisors, community stakeholders, donors, and/or external evaluators

How to Monitor and Evaluate Tourism Projects and Programmes

Monitoring and evaluation always follow a systematic approach. M & E cannot be done on an ad hoc or 'when required' basis. Proper thinking is needed in the project design stage for M & E to decide what needs to be monitored, how can it be done, when is it required, and for whom is it needed? These questions will pave the way to set clear objectives, scope, and role for M & E. Once these questions are answered, a clear M & E system can be developed for a tourism project or programme.

There are different M & E methods that can be used in sustainable mountain tourism. The most important ones are given below. Within each method, different tools can be used (see Volume 2).

- Core M & E methods (stakeholder analyses and questionnaires, sample surveys, and case studies)
- Discussion methods for groups (brainstorming and role plays; see also Tool 1, Volume 2)
- Methods for spatially-distributed information (maps and transects; see also Chapter 10)
- Methods for time-based patterns of change (diaries, photographs, and videos)
- Methods for analysing relationships and linkages (impact flow diagrams and problem trees)
- Methods for ranking and prioritising (matrices)
- Participatory M & E tools (participatory rural and rapid appraisals (PRA), rapid rural appraisal and the most significant change – also called the M & E method without indicators)

Requirements of an M & E system

There are six steps involved in designing an M & E system:

1. Establish the purpose and scope: why is M & E needed and how comprehensive should the M & E system be?
2. Identify performance questions, information needs, and indicators: what needs to be known to monitor and evaluate the project in order to manage it well?
3. Plan information gathering and organisation: how will the required information be gathered and organised?
4. Plan critical reflection processes and events: how will sense be made of the information gathered and how will it be used it to make improvements?
5. Plan for quality communication and reporting: how and to whom needs to be communicated what in terms of the project activities and processes?
6. Plan for the necessary conditions and capacities: what is needed to ensure that the M & E system actually works?

Programme logic model

A programme logic model provides clarity to the monitoring teams in order to assess the M & E mechanisms linked to the programme model. This model is very useful for both the design and evaluation of M & E systems and programme inter-relationships. An example of a programme logic model in tourism is given in Figure 11.1.

Development of a logical framework approach (LFA)

The logical framework approach (LFA) was first used in the 1960s by the United States Agency for International Development and since then has spread widely throughout the world. Most donors now use the LFA method in their programmes and recommend their partners to follow their example. Used correctly, the LFA method is an instrument for reaching agreement on problems and objectives and the types of activities necessary for the achievement of a desired change. It is an instrument for making plans, analyses, assessments, follow-up, and evaluation of projects or programmes.

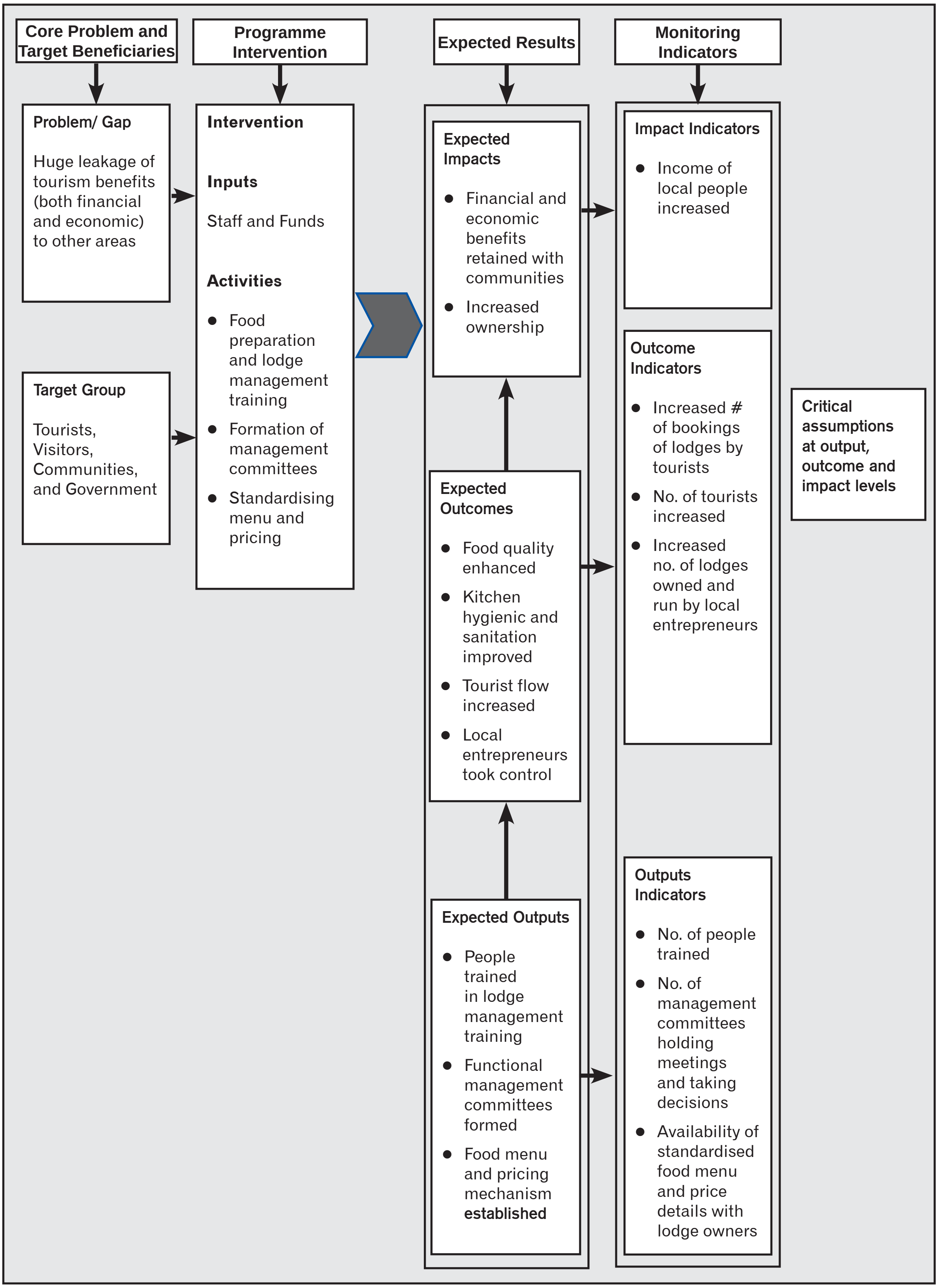

Figure 11.1: Logical model related to economic leakages in the tourism industry

The method should be used flexibly and be adapted to the problem to be solved. The LFA method consists of nine steps:

Step 1: Analysis of the project context
Step 2: Stakeholder analysis
Step 3: Problem analysis or situation analysis
Step 4: Objectives' analysis
Step 5: Plan of activities
Step 6: Resource planning
Step 7: Indicators or measurements of objectives
Step 8: Risk analysis and risk management
Step 9: Analysis of assumptions

The different stages do not need to be completed in succession one by one. Each step may need to be revised and adjusted during the course of the tourism project. If the LFA method is to function as an instrument for tourism management and control, it is essential that those who are affected by the project also assume responsibility for implementing the change. For example, it is important that those who will be affected by the tourism project participate in identifying the problems and formulating the objectives.

Steps 1-4 in the LFA analysis aim to ensure that the tourism project solves a problem that is important for the target group and that the causes of the problem are tackled.

Steps 5-7 aim to establish that it is possible to implement the tourism project and that the resources are sufficient to achieve the goals.

Steps 8-9 help to assess whether the tourism project will be able to continue without external support and whether the effects of the project will be permanent.

LFA workshops are usually held to obtain the views of different stakeholders on the problems that the project intends to solve and to reach agreement on the means and the objectives (Örtengren 2004). A detailed overview of the different steps in an LFA is given in Volume 2 (see Tool 29).

Evaluation in Tourism Project Cycles

In a tourism project cycle, four different types of evaluation can be distinguished: **formative, process, outcome,** and **impact evaluations**.

Formative evaluation

Formative evaluation is conducted in the design phase of a tourism programme to identify and resolve intervention and evaluation issues before the tourism programme is implemented. It identifies the intervention dynamics, assists in identifying effective interventions, and helps define realistic goals. It is carried out in the tourism planning phase and provides information about whether a programme design or implementation can be improved. This form of evaluation is useful as a way to ensure that the assumptions and logic used in the tourism planning process have been addressed thoroughly.

Example of a formative evaluation question: "Have promotional or educational materials been developed to showcase or conserve the different cultural assets of a programme's target population?"

Process evaluation

Process evaluation involves the assessment of the tourism programme or project's content, scope, or coverage together with the quality of implementation. If the process evaluation finds that the programme or project has not been implemented, or is not reaching its intended target group, it is not worth conducting an outcome evaluation. This evaluation is conducted in the tourism implementation phase and provides information on whether or not the intervention is being implemented as intended.

Example of a process evaluation question: “How many of the individuals that are using the tourism programme’s services are from the programme’s target population (like communities, porters, trekking guides, tour operators, and so forth)?”

Outcome evaluation

Outcome evaluation is designed to attribute changes to the tourism intervention. At the very least, the evaluation design has to be able to plausibly link the observed outcomes to the tourism programme or project, and to demonstrate that changes are not the result of non-programme or project factors. An outcome evaluation is conducted immediately after the conclusion of the tourism programme (activity) or programme cycle. It answers questions about whether the intervention is producing the predicted changes in the target group, system, or policies or is achieving its stated objectives. This evaluation is useful when preliminary results on a tourism programme’s impact on behaviour, knowledge, attitudes, access, policy, or other identified short-term outcomes are needed or when limited resources and/or interest prevent a long-term evaluation.

Example of an outcome evaluation question: “Is a programme aiming to increase the incomes of porters, significantly increasing the use of tourism products in the Himalayan region?”

Impact evaluation

Impact evaluation determines if the results or outcomes of the tourism programme are evident over the long run. It assesses the overall or net effects of a programme, intended and unintended. Impact evaluation is very rare and quite costly. Comparing monitoring impact indicators with process and outcome evaluations is often considered sufficient to indicate the overall impact. An impact evaluation provides information on whether or not the programme has been effective or achieved sustainable impacts. The results from an impact evaluation are used for policy and funding decisions, or to identify successful interventions to inform other research and programmes.

Example of an impact evaluation question: “Did increased incomes from tourism result in greater enrollment of children in school?”

Monitoring Sustainable Mountain Tourism

There is an ever-increasing realisation of the need to empower stakeholders at all levels during all stages of the tourism project cycle. Participatory development tools and techniques provide an immense opportunity to bring all stakeholders and beneficiaries on to a platform where they can influence the process of change in their lives in their own way. The participation of stakeholders in tourism project management not only empowers them, but also ensures ownership and the sustainability of the tourism intervention.

Participatory monitoring is a systemic exercise, carried out with the careful facilitation and involvement of stakeholders, which generates reliable information on different aspects of the tourism project. This section (mostly based on SNV Asia pro-poor sustainable tourism forthcoming) examines practical steps for setting up and running a participatory monitoring programme and provides a brief introduction to some of the main monitoring considerations, including the following:

- Examining the rationale for monitoring in community-based sustainable mountain tourism
- Thinking about the type of indicators to be used
- Considering how to communicate monitoring results to stakeholders

Examining the rationale for monitoring

Setting-up and running a tourism monitoring programme can be a time-consuming and costly undertaking. Effective monitoring requires significant and ongoing commitment from stakeholders. The importance of monitoring and the value of the information to particular groups of stakeholders need to be clearly understood prior to starting out, if a tourism programme or project is to gain stakeholder support and be successful. Reasons why different stakeholders might support the monitoring of sustainable mountain tourism projects include the following:

- Community members with a financial stake in the project will want to know how the project is performing and what can be done to improve operations.
- Project donors may be particularly interested in the impact of the project on their target group.
- Non-profit organisations may be interested in the impact of the project on their particular area of concern, such as poverty reduction or biodiversity conservation.
- Local governments will want to know how the project is performing and what might be done to reproduce successes or avoid failures elsewhere.
- National governments may be interested in highlighting case studies of successful community-based tourism through international awards and recognition.

Types of indicators to be used

There are three main types of indicators: qualitative, quantitative, and normative:

- **Qualitative indicators** rely on value-based assessments (what people think) of the state of a particular issue such as residents' views on tourists, tourists' level of satisfaction, or experts' descriptions of the state of a particular tourist attraction.
- **Quantitative indicators** are focused on specific, measurable facts. They involve the counting of specific events in a scientific fashion. These are normally expressed as percentages (e.g., 20% of guides are certified), ratios (e.g., the ratio of residents to tourists), or as raw data (e.g., 900 litres of water used per guest night).
- **Normative indicators** measure the existence or non-existence of some element, such as a tourism plan or an environmental policy. These are less useful in terms of sustainability unless they are linked to other indicators that measure how effective the plans or policies are.

In addition to these divisions, UNWTO (2004) highlights the following types of indicators:

- Early-warning indicators (e.g., decline in the number of repeat visitors)
- Indicators of system stress (e.g., water shortages, and crime incidents)
- Measures of the current state of the industry (e.g., occupancy rates, number of employees)
- Measures of the impact of tourism development on the biophysical and socioeconomic environment (e.g., levels of pollution, congestion, loss of cultural heritage, income for local communities)
- Measures of management response (e.g., number of tourism awareness programmes run, guides trained, cultural sites restored)

Box 11.2 shares the experiences of communities with community-based mountain tourism monitoring processes in Corbett National Park, Uttarkhand, India, and how they related to different indicators that were set for the project. Indicators of sustainability should be defined at an early stage in the process of formulating a tourism strategy for a destination. They can then be used for (UNEP/UNWTO 2005)

1. baseline assessment of conditions and needs;
2. setting of targets for policies and action;
3. assessment of actions; and
4. evaluation, review, and modification of policies.

Box 11.2: Experiences in Community-based Mountain Tourism Monitoring – Lessons Learned from Corbett National Park, Uttarakhand, India

As part of the project for Leadership for Environment and Sustainable Development (LEAD) Fellows in Uttarakhand Province, a community-based tourism project was developed in Corbett National Park over a three-year period from January 2001 to November 2003. At the conclusion of the project, results were analysed by LEAD Fellows with project partners and beneficiaries using participatory methods. As a result of the use of the indicators at the planning, product development, and evaluation stage there was an increase in understanding of tourism issues amongst the villagers. Furthermore, the use of indicators provided the project team with information for planning and data for communicating results. However, the process was constrained by several limitations.

The CBT plans had clear objectives, but they were not specific enough to be measured. In the end, it was not possible to develop specific objectives when working with communities because of their limited understanding of tourism issues, lack of consensus within the community itself, and the evolutionary nature of the process.

Communities were more comfortable with qualitative indicators and with relative exercises such as ranking, rather than measurable indicators. For example, in the trend lines used as part of the discovery phase of an APPA exercise (see Chapter 6), variations in the number of tourist arrivals, or number of vehicles, were portrayed with ease. However, it was difficult for the community to specify the exact number as recording arrivals and movements required tools, time, and resources. Trend lines developed during the discovery phase were used for the dream phase by making projections into the future on what the villagers would like to see, and they could also be used as a monitoring baseline.

Lastly, communities were able to work only with a limited number of indicators and it was helpful to prioritise indicators as per the feasibility and convenience of the villagers themselves. Dealing with too many variables constrained their understanding. The indicators chosen by different villages differed. It is necessary to permit site-specific selection of indicators.

Source: Adapted from UNWTO 2004

Indicators are intimately connected with the concept of limits of acceptable change; (see also Chapter 4). Indicators or standards used in tourism must set the limits of acceptable change for the tourism development process. Some impacts are inevitable, but managers must be willing to say how much impact they will tolerate before changing the way they are managing a tourism destination or site. If trails erode faster than it is feasible to maintain, if nature viewing areas are getting too big, if some animals are changing their behaviour in an unacceptable way, then management actions must be taken (e.g., increase fees, reduce group sizes, put up fences, increase patrols).

Establishing standards requires taking the indicators from the previous step and placing a quantitative value on them: e.g., two landslides per year; 90 per cent of visitors were 'very satisfied'; two new tourism entrepreneurs per year in a community; 25 individual Monarch butterflies sighted along trail between 10 and 11am on 20 July. These quantitative values represent limits that are acceptable. If fewer than 90 per cent of visitors were 'very satisfied' or fewer than 25 butterflies were sighted along a given trail at a given time, then managers must determine what is wrong and work to fix it. Establishing indicator standards should involve as many stakeholders as possible so that the standards agreed upon represent everyone's best faith effort and so that they will commit to trying to achieve these limits (Adapted from Drumm et al. 2004).

The decision about what type of indicators to use is influenced by the scope of the project that is to be monitored, the needs of the stakeholders involved, and the human and financial resources available to the project. Regular monitoring of changes in environmental, social, or cultural conditions using indicators can allow for an adaptive management approach that is more flexible than the heavy use of regulation. It is normal for a wide range of possible indicators to be identified initially – especially when developed in a multi-stakeholder context – which may then be refined according to relevance and practicality.

Developing a community-based mountain tourism monitoring system

Monitoring the sustainability of community-based mountain tourism involves taking measurements of environmental, social, and economic conditions using the selected indicators. There are many different processes that can be used to develop a mountain tourism monitoring system. Here the monitoring process is given in three main phases: i) planning and development (Steps 1-3); ii) monitoring and analysis (Steps 4-5); and iii) implementation and review (Steps 6-8). This sequence can be applied to most destinations and adapted to suit local circumstances (Figure 11.2).

During the planning and development phase, key decisions need to be made about the objectives of the tourism programme; for instance, who will do the monitoring, what the spatial boundaries of the monitoring area will be, and what timeframe the programme will follow. The monitoring and evaluation phase concerns the collection of monitoring data, the analysis of results, and the establishment of indicator thresholds. The implementation and review phase involves deciding on actions to address areas of poor performance, communicating with stakeholders, and reviewing and improving the monitoring programme prior to re-monitoring. This section examines all three of these phases divided into eight distinct steps (shown in Box 11.3). Each step is explained in more detail in Volume 2.

Experiences in community-based tourism monitoring show (UNWTO 2004) that communities often come up with indicators spontaneously as part of the tourism planning process and in tourism product development processes. These indicators may be both quantitative as well as qualitative. In the early stages of the project they are more likely to be satisfied with indicators connected with

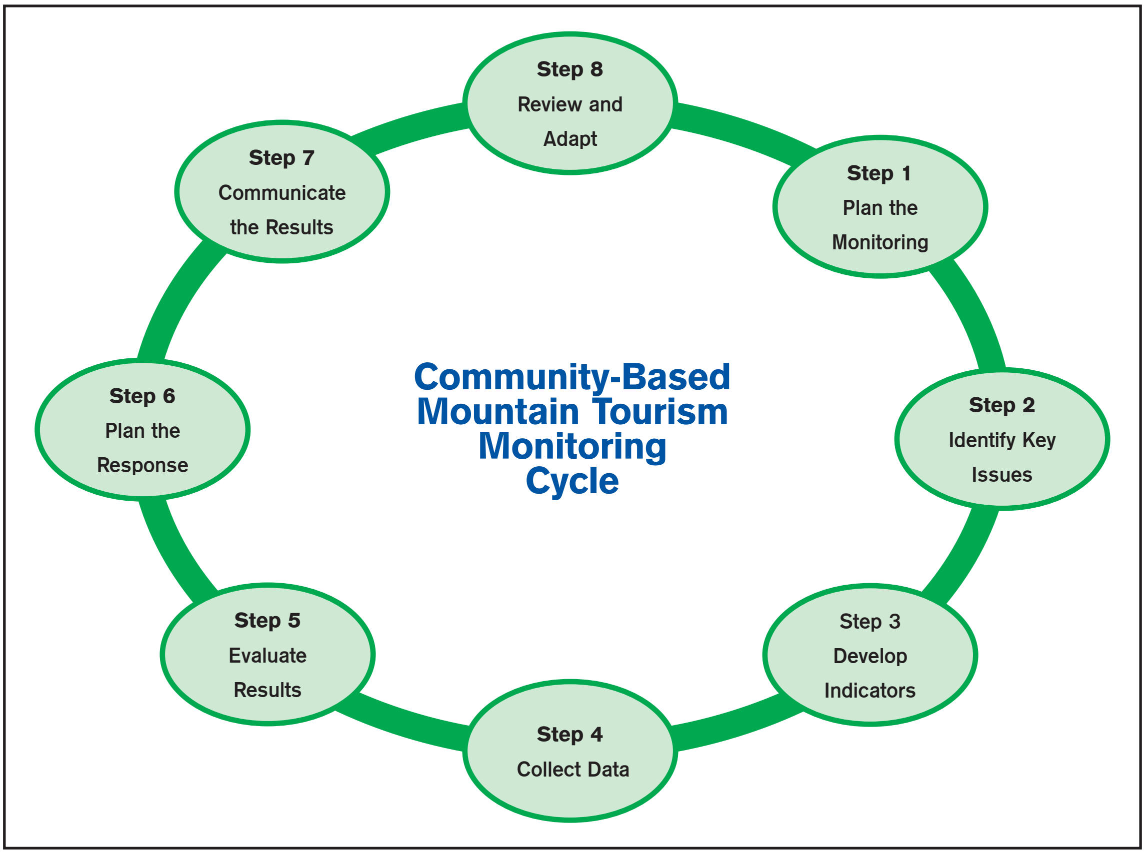

Figure 11.2: Steps in the development of a community-based mountain tourism monitoring system

Box 11.3: Eight Steps for Monitoring Community-based Sustainable Mountain Tourism Projects

Step	Process
Planning to Monitor	• Discuss and plan the idea of monitoring with the community • Set objectives for monitoring • Discuss general practical issues such as who will be involved, the boundaries of the study area, the resources required, and timing for monitoring
Scoping Key Issues	• Research key issues facing the community-based tourism business and community • Hold community meeting to review and prioritise issues • Seek input of monitoring working group to finalise list
Developing Indicators	• Review long list of existing indicators to match these with the key issues • Brainstorm in small groups to find new indicators to match issues. • Screen potential indicators using simple screening questions • Fine-tune indicators with technical expertise where necessary
Collecting Data	• Identify data sources • Design data collection methods such as surveys and questionnaires • Design a simple database to hold the results
Evaluating Results	• Establish year-one benchmarks • Identify appropriate thresholds for management response
Planning the Response	• Identify poor performing indicator areas • Research possible causes for poor performance • Decide on a management response • Draw up an action plan
Communicating Results	• Design communication methods for different stakeholder groups • Publish results and update regularly
Reviewing and Adapting	• Review objectives and key issues • Review indicators and data collection • Review management responses

visitor arrivals, sales, and important features of nature, culture, and wildlife. As the project advances, however, capacities need to be developed to set targets, maintain records, and carry out participatory evaluation so as to develop common appreciation and identify future actions.

The factors influencing a successful monitoring programme can be summarised as follows based on helpful tips from a successful community-based tourism planning and monitoring system in Australia (see Miller and Twining-Ward 2005).

Indicators

- Ensure that data are collected in an appropriate and consistent manner. Data are only of value if they can be applied and used by others.
- Review existing data collection systems to see how they can be applied. Do not reinvent the wheel.

- Review indicators on a regular basis for relevance to both the destination and audience needs.
- Integrate monitoring data into existing information systems.
- Align indicators and data collection processes with other models where applicable so that a global comparative study may be possible.
- Ensure that the development of indicators meets the long-term needs of the community, not just of the funding agencies.
- Ensure stakeholder involvement.
- Communicate the findings in a format and language understood by the intended audience.
- Establish a marketing budget to enable the production of promotional tools such as a website, posters, fliers, news articles, and conference papers.
- Do not try to engage everyone at the same time; identify target markets and work towards engaging the entire community in the long-term.
- Work collaboratively and collectively with government and non-government agencies and community groups to ensure a mutually beneficial approach for all involved.
- Demonstrate how people can become involved in the process; detail what they can do to help.

Human Resources

- Recognise the signs of burnout of key project drivers; provide support.
- Ensure some continuity of key individuals, especially on the management committee, to maintain institutional memory that will, in turn, ensure that the process remains on track.
- Appoint staff, advisors, and management committee members with the passion, interest, and willingness to invest their time in seeing the process succeed.

Governance

- Independence of a board or management committee is important in terms of its ability to comment on issues relating to the status of tourism.
- Agencies and partners have to believe in the long-term process and articulate this belief within the public arena.
- People will always question if the process is working; project managers need to demonstrate that the process runs through a natural life-cycle. Urge stakeholders not to lose confidence when stagnation hits.
- Cultural change amongst government agencies, communities, and individuals takes time; do not worry if integration into management practice does not happen immediately. Remember, this is a long-term process.

Funding

- Access to sufficient resources to implement action projects may demand a great deal of time and energy.
- Think creatively, commercially, and collectively regarding funding arrangements to ensure the implementation of project activities. Traditional funding sources may not be sufficient to maintain operational costs in the long term.
- Develop a business plan and funding outline.
- Encourage government agencies to allocate funding for monitoring as a standard operational cost rather than through annual funding rounds.

Box 11.4 illustrates the monitoring process used by the Tourism for Poverty Alleviation Programme (TRPAP), Nepal.

Box 11.4: Monitoring at TRPAP: Nepal

Name of project	**Tourism for Rural Poverty Alleviation Programme (TRPAP) NEP/99/013**
Responsible Organisation	Ministry of Culture, Tourism, and Civil Aviation (MoCTCA) Financial and technical assistance from UNDP, DFID, and SNV-Nepal
Cooperating Organisations	Ministry of Local Development and District Development Committees (DDCs); Nepal Tourism Board (NTB) Department of National Parks and Wildlife Conservation (DNPWC) Trekking Agents Association of Nepal (TAAN) National Academy of Tourism and Hospitality Management Nepal Mountaineering Association (NMA) Nepal Association of Travel and Tour Agencies (NATTA)
Project Site	Six areas covering major tourism destinations in Nepal, namely Taplejung (Kangchenjunga region), Solukhumbu (Everest region), Rasuwa (Langtang region), Dolpa, Rupandehi (Lumbini area), and Chitwan
Project Goals and Objectives	• To demonstrate successful sustainable tourism development models • To develop institutional mechanisms to improve the management of tourism in Nepal • To help the government review and formulate sustainable tourism development policies and strategies and integrate them into wider conservation objectives
Key Project Activities	**Social Mobilisation** • Community organisations (COs) have been formed and APPA planning exercises undertaken. • A Sustainable Tourism Development Unit has been formed within the Nepal Tourism Board (NTB). • Sustainable tourism development committees have been formed at the village level to manage rural tourism through the COs. • A tourism unit has been set up within the park office. • Buffer zone management committees have been strengthened to manage tourism within the area of park and buffer zones. **Human Resource Development** • Support has been given to central-level tourism institutions to develop their capacity to identify rural tourism opportunities and develop tourism plans. • Local residents in COs and functional groups (FGs) have been trained in areas related to tourism and enterprises such as small hotel and lodge management, homestay management, trek guiding, and organic farming. • Tourism and environment awareness programmes have been conducted for the members of COs, FGs, and students. **Tourism Infrastructure Development** • Maintenance and construction of a wide range of tourism infrastructure has taken place including trails, bridges, information centres, and resting places; the renovation of religious artefacts; fixing of signs and information boards; the provision of dustbins; construction of dumping sites, incinerators, improved cooking stoves, and private and public toilets. **Entrepreneurship** • A venture capital fund has been set up to provide soft loans from a revolving fund established at the village level to the members of COs and FGs to start new enterprises or upgrade existing ones. • Efforts have been made to promote and market newly-developed rural tourism products through the development of print and electronic media, participation in international trade fairs such as ITB Berlin(an international convention on innovations in tourism and trade held annually), and organising familiarisation trips for tour operators, hoteliers, tour and trekking agents, and tourism journalists.

Box 11.4: (cont...)

Key Project Activities (cont...)	**Planning and Management** ● A national tourism strategy and tourism marketing plan for Nepal has been developed in collaboration with all the stakeholders including the government, private sector, and local community representatives. ● Five district tourism plans have been developed (Taplejung, Rasuwa, Dolpa, Chitwan, and Rupandehi). ● A plan for management of tourism in Sagarmatha National Park has been prepared to help manage tourism within the park on a sustainable basis.
Suggested Indicators	**Tourism Activities/Services** ● Percentage of guides who are local to the area they are guiding in ● Percentage of local/outsiders running hotels, guest houses, and lodges **Enterprises** ● Percentage of foodstuff used by tourist accommodation that can be sourced locally ● Number of local residents taking advantage of micro-credit schemes ● Change in number of small agri-businesses supplying the tourism industry ● Change in number of local residents engaged in the sale of handicrafts **Culture** ● Change in frequency and number of local residents participating in or attending traditional dance performances **Health and Sanitation** ● Percentage of households with regular garbage collection ● Percentage of households with clean energy systems ● Percentage of households with access to clean water **Institutional Strengthening** ● Percentage of households who feel they are involved in tourism decision making ● Diversity of participation at CO meetings ● Number of COs with successful participatory mechanisms in place ● Number of local residents who have participated in APPA workshops ● Number of school children who have participated in awareness programmes
Project Outcomes	● 30 VDCs (out of total of 48) have established a sustainable tourism development committee (STDC). ● Over 635 COs can now manage their institutions and perform regular functions like book-keeping and communication as well as participatory decision making. ● A network of more than 2,800 local entrepreneurs belonging to 200 FGs has been established to share experiences about enterprises. ● Over 360 APPA workshops have been conducted in programme areas. ● Over 24,000 local stakeholders, including school children, have been made aware of environment conservation issues. ● Over 7,400 people (local stakeholders such as VDCs, STDCs, STDS, DDCs, and COs) were trained to provide various tourism-related services. ● Over 470 micro-enterprises have been started and upgraded with the soft loans provided by the programme in the districts. ● Promotional materials such as postcards, brochures, posters, and documentaries have been developed and distributed to the private sector.