



FINAL EVALUATION REPORT

Nepal Tourism, Outdoor Environment and Development (NTODEP) Project

Submitted to

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Table of Content

	Page
Table of content	i
Acknowledgement	iii
Executive Summary	iv
List of Acronyms	vii
 CHAPTER ONE – BACKGROUND 	
1.1. Rationale, Purpose and Objectives of Evaluation	1
1.2. Evaluation Criteria, Question and Strategic Considerations	1
1.3. Evaluation Process, Sampling and Data gathering Methods	2
1.3.1 Focus Group Discussions	2
1.3.2. Semi-Structured Interviews	3
1.3.3. Sample Size and Key Informants’ Interview	3
1.4. Limitations	3
1.5. Structure of the Report	3
 CHAPTER TWO – PROJECT PROFILE 	
2.1. Development Context of Nepal	4
2.2. The Project Description	6
2.3. Project Area and the Target Beneficiaries	7
 CHAPTER THREE –MAJOR FINDINGS 	
3.1. Achievement of Development Results	
3.1.1 Output Level Results	8
3.1.2. Outcome Level Results	8
3.1.3. Impact Level Results	15
3.2. Relevancy of the Project Results	17
3.4 Effectiveness of the Result	17
3.4.1. Project Management	17
3.4.2 Project Financial Management	18
3.4.3. Monitoring, Reporting and Communication	18
3.4.4. Reach the Beneficiary	19
3.5. Sustainability of the Project Results	21
3.6. Project Risks and the Factors of Success	24
 CHAPTER FOUR: SUMMARY OF FINDINGDS, CONCLUSION & RECOMMENDATIONS 	
4.1. Summary of Findings	26
4.2. Conclusion	26
Recommendations	26

List of Figures

Figure 2. 1 Map of Project Area	7
Figure 3.1: Tourist flow in KVCTT	12
Figure 2.2: Comparison on share of visitors	12
Figure 3.3: proportion of project beneficiary till 2013	20
Figure 3.4: Disintegration of beneficiaries	21

List of Tables

Table 3. 1: Number and Types of training conducted from 2009 to 2013	8
Table 3.2: Status of facilities before and after the project implementation in the project area	9
Table 3.2: Micro infrastructures build during the project period (2009-2013)	10
Table3. 3: Environment and waste management Infrastructure built along trail	11
Table 3. 4: List of community based organizations established with the initiation of NETIF	13
Table 3.6. Project Communication Plan	19
Table 3.7. Types of Project Beneficiaries	19
Table 3.8. Name and Types of Stakeholders Engaged in Project Implementation	22
Table 3.9. Project Risks and Mitigation Strategies.	24

List of Annexes

CHECKLIST FOR THE DISCUSSION
List of Persons/Groups Consulted

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Team Leader
Indu Raj Joshi

Executive Summary

This is the Final Evaluation Report of “Nepal Tourism, Outdoor and Environment Development Project (NTOEDP) implemented by Nepal Environment and Tourism Initiative Foundation (NETIF) with support of SOUMEN LATU, Finnish Association for Outdoor Recreation Activities. This evaluation report is expected to provide the NETIF and SOUMEN LATU with the necessary information to confirm (1) the actual achievements of the NTODP project, and (2) whether and how to move forward with potential additional funding to NETIF for community-focused programming similar to NTODP. The overall objective of the evaluation was to report on how the project has enabled better environment for better tourism in the project area, in terms of local capacity building, tourism based enterprises, environment management, employment opportunities through tourism based enterprises, social inclusion, knowledge management, coordination, communication and addressing the wishes of the beneficiaries. Being in consistence with the objectives, the evaluation team assessed development results with reference to the criteria of achievements, effectiveness, relevance and sustainability. A comprehensive evaluation process outlining methods, tools, and techniques was developed in close consultation with NETIFs staff team.

The interim three year plan of Nepal, has adopted the policies of identification of new products and destinations, promotion of rural tourism, encouragement of flora and fauna based tourism, construction of tourism infrastructure, mobilization of diplomatic mission for promotion of tourism in Nepal. The Nepal Program Strategy of Finland is aligned with national plan of Government of Nepal. More specifically Finland focuses on three main sectors: education, water and forestry. Besides bilateral and multilateral cooperation, the work of non-governmental organizations (NGOs) is an important part the development cooperation of Finland. SUOMEN LATU is one of the 50 Finnish NGOs working in Nepal with Nepalese Partner Organizations. SUOMEN LATU – the Outdoor Association of Finland is a promoter of outdoor activities, an expert in hiking.

NTOEDP is a four year project implemented by NETIF, with the view to enable stakeholders to create a destination without pollution and waste, where nature and wildlife areas are protected, where friendships prevail among tourists, local communities and entrepreneurs, and a destination where tourists will have a memorable holiday, entrepreneurs will have enough business and security, and local people will have enough food, shelter and dignity. The main objectives of the project were;

- a) To promote community focused eco-tourism and enhance the environment for better tourism;
- b) To promote harmony between the local communities and tourism entrepreneurs and build networking channels for them;
- c) To develop and promote locally made products, such as organic produce and handicrafts;
- d) To enhance the local management capacities for better tourism;

The project area is the trekking trail, which starts from Sundarijal, about 12 km from the city centre of Kathmandu, and continues through villages and towns of Mulkarkha, Chisapani, Chauki Phangjyang, Nagarkot, Dhulikhel, Namabuddha, Panauti and back to Kathmandu. The target beneficiaries of the project were local communities on and around the trail, tourism based

entrepreneurs, Local Tourism Development Communities, Community Schools, Eco-clubs and Women Self Help Groups.

The Evaluation team observed that 735 community members were trained by NTODEP on high impact short term tourism trainings such as small lodge and hotel management, cook training and cultural program management, handicraft production, local guide, briquette making, organic farming, health and hygiene, responsible tourism, mushroom farming, off seasonal vegetable farm training were organized. The trained CBOs and members have started utilizing their skills in tourism and environment management locally. Among them 167 trainees have upgraded their existing enterprises, 23 and remaining others are operating their own business or are employed. NTOEDP branded and promoted trail through creating awareness about the trekking trail and its significance among the tourism entrepreneurs and conducting promotional activities like hiking & biking, familiarization trips, media campaigns. Altogether 17 rest houses, 31 tourist information boards and 394 signage boards, 6 public toilets, two water taps were constructed by NTODEP. The project also approached to educate villagers and visitors about the importance of clean environment through the placement of signboards, information boards, best practice guidelines, code of conduct and in the park and along the trekking trail and by arranging training programs amongst the villagers. The Evaluation team observed that more than 769 waste baskets, 10 incinerators, 6 public toilets and 2 water taps were placed and built along the trail. Currently 20 local community based organization, women self help groups, eco clubs, tourism development committees, alliances of tourism based organizations and professionals are active and self mobilized in the project area.

A total of 154,845 visitors visited through Shivpuri National park in year 2011/12 against 111,156 in 2008/09.¹ This is an increase of 39 percent visitors after the intervention of the project. Similarly the Community Based Organizations have been playing catalytic roles in coordinating and networking with the stakeholders. The NTODEP staff reported that the value of supports from various organizations was about NRs 2351590. The Evaluation team found signage, rest houses, and public toilets as per need of the trekkers along the trekking trail. The quality of accommodation and food has also found significantly improved. The trekkers now can access information from websites and information regarding the trekking in Kathmandu valley cultural trekking trail. Local communities were also observed of being aware about their rights and responsibilities in tourism and environment management locally. Additionally they have new skills and expertise in managing tourism based micro enterprises. The tourism entrepreneurs, local communities and the service providers gradually have started working together to strengthen the backward and forward linkages for the sustainable tourism business. Thus the project implemented from 2009 to 2013 was highly relevant to address the government policies and priorities of Nepal, priorities of development cooperation of Finland in Nepal, the Finnish NGO, SUOMEN LATU, Nepali counterpart NETIF as well as the needs of the local population and visitors.

NETIF implemented the project initiatives as per the approved Annual Work Plan (AWP) throughout the project period. Similarly, it also provided technical and other needed expertise to CBOs to identify the needs and local level planning in tourism and environment. There was an

¹ Department of National Park and Wildlife Reserve, Nepal

established mechanism to transfer the fund. Community organizations formulate their programs/activities and estimate the budget. During the project period a total of 4127² people were directly benefitted from the activities like capacity building, infrastructure construction, promotional campaigns and visit. NTODEP strengthened and mobilized the already established CBOs rather than forming new ones in the beginning of project implementation. Most of the CBOs are growing as emerging grassroots organization for tourism and environment initiatives. The CBOs are either legally registered or are affiliated with government line agencies and local bodies. Similarly the CBOs have already developed the capacity to influence and pull the resources from other agencies. Additionally they have knowledge on the services available to them from government line agencies and local bodies. The authorities of local bodies and government line agencies are aware of the multiplier effects of mobilizing CBOs for local development initiatives and they have already started mobilizing them. CBOs are also harmonizing their Annual Work Plan with the regular activities of government line agencies and local bodies. Hence in future CBOs will receive financial supports for the renovation and the construction of trails, community houses, information centers from local bodies and government line agencies in absence of the project. Hence NTODEP has been able to achieve its goals and objectives. The main factors behind the success of the project were need based prioritization, informed and timely action, facilitation and strong monitoring and community based pro-poor tourism initiatives to address the wishes of the community, environment and the visitors. With relevance to findings the Evaluation team concluded that:

- a) The project has been able to create livelihood opportunities for local people through vocational training.
- b) It has been able to enhance the trail into a well established destination for trekkers and hikers and address the wishes of visitors and local people through the provision of basic tourism infrastructure in the project area.
- c) The community members have self mobilized as an effect of NTODEP's continuous efforts on educating and awareness raising in waste management in the community and the project intervention has triggered in the flow of visitors in the project area.
- d) The project intervention has enabled the environment in tourism sector with more actors working together for the better future of Nepal and the results also have been able to change the attitudes and behaviors of visitors, community members, and actors in tourism sector of Nepal.
- e) The Project has been able to create better environment for better tourism in the area

The Evaluation team highly recommends on;

- a) Scale up the institutional capacity of CBPO, in Shivapuri Nagarjun National park Area for the initiation of buffer zone management committee in the future.
- b) Scaling up and replication of the project in other parts of the country.
- c) Strong monitoring mechanism should be continued in the project area even after the phase out of the project.
- d) Strengthen and link up CBO's established by NETIF with the government's local bodies.

² This figure is generated excluding the beneficiaries of awareness raising and mass sensitization because more than 1000 other people benefitted from the awareness raising and clean up campaigns. The maintaining disintegration data of such beneficiaries was difficult so they were excluded from the direct beneficiaries.

List of Acronyms

AWP	Annual Work Plan
BAN	Bicycle Association of Nepal
BCN	Bird Conservation Nepal
CBO	Community Based Organization
CPA	Comprehensive Peace Agreement
DAO	District Agriculture Office
DDC	District Development Committee
FGD	Focus Group Discussion
GoN	Government of Nepal
HAN	Hotel Association Nepal
ICIMOD	International Centre for Integrated Mountain Development
IDPs	Internally Displaced People
KII	Key Informant Interview
KVCTT	Kathmandu Valley Cultural Trekking Trail
MDGs	Millennium Development Goals
MoTCA,	Ministry of Tourism, Culture and Civil Aviation
NETIF	Nepal Environment and Tourism Initiative Foundation
NGOs	Non Governmental Organization
NTB	Nepal Tourism Board
NTOEDP	Nepal Tourism, Outdoor and Environment Development Project
SUOMEN LATU	The Outdoor Association of Finland
STN	Sustainable Tourism Network
SWC	Social Welfare Council
TURGAN	Tourist Guide Association of Nepal
TYIP	Three Year Interim Plans
VDC	Village Development Committee

CHAPTER ONE - BACKGROUND

1.1. Rationale, Purpose and Objectives of Evaluation

This is the Final Evaluation Report of “Nepal Tourism, Outdoor and Environment Development Project (NTOEDP) implemented by Nepal Environment and Tourism Initiative Foundation (NETIF) with support of SOUMEN LATU, Finnish Association for Outdoor Recreation Activities. The project was nearly in completion during the evaluation period as it was scheduled for completion by December 2013. Project monitors for NTODP have found that the project was progressing well and have identified NTODP as an initiative that may merit longer-term support to scale up its learning’s in the new destinations of Nepal. This evaluation is expected to provide the NETIF and SOUMEN LATU with the necessary information to confirm (1) the actual achievements of the NTODP project, and (2) whether and how to move forward with potential additional funding to NETIF for community-focused programming similar to NTODP. The overall objective of the evaluation was to report on how the project has enabled better environment for better tourism in the project area, in terms of local capacity building, tourism based enterprises, environment management, employment opportunities through tourism based enterprises, social inclusion, knowledge management, coordination, communication and addressing the wishes of the beneficiaries. However the specific objectives of the evaluation were as follows.

1. To ascertain if the project activities initiated by the project have been implemented adhering to the time frame specified during initiation of the project and the current condition of these activities;
2. To understand the impact of the project especially on:
 - i. the increase in tourist inflow to the destination before and after the implementation of the project ;
 - ii. Effect of the project in increasing the income of the local population and finding out whether the project has been beneficial to the local population economically as well as socially and if there are any need gaps present in the project in the socio-economic aspect
 - iii. The effect of the project on the environment of the location: if the project has been aligned with environment at the destination or has positively / negatively altered the environmental conditions.
3. To ascertain the level of participation of the local population in the project and their enthusiasm in the continuity of the project.
4. To assess the participation and involvement of stakeholders in the rural tourism project in terms of strategic involvement, governance and financial involvement.
5. To provide suggestions and recommendations for the overall improvement of the specific rural tourism project being studied and suggestions on the improvement in the general implementation of the project.

1.2. Evaluation Criteria, Question and Strategic Considerations

Consistence with the objectives, the evaluation team assessed development results with reference to the criteria of achievements, effectiveness, relevance and sustainability. The evaluation was conducted through the detailed structured checklist, a number of questions in each parameter have been summarized for the convenience of the reader.

Achievement of Results

- a) Is progress being made towards the achievement of results at the impact, outcome and output levels?
- b) Is the project achieving the expected outcomes and outputs and making progress/contributing to the better environment for better tourism?

Effectiveness of Results

- a) Is the relationship between costs and results reasonable?
- b) It is anticipated that the Evaluation will be able to provide only general comments and assessments in this area, given the lack of commonly agreed benchmarks.

Relevance of Results

- a) Is the initiative consistent with the development issues or needs to which it is supposed to respond?
- b) Are results consistent with needs and priorities of targeted beneficiaries (CBO members, especially women and the poor and excluded)?
- c) Are results consistent with needs and priorities of CBOs as organizations?

Sustainability of Results

- a) Will results/benefits continue after the currently planned end of the project?
- b) Are sufficient financial and human resources committed to maintain benefits and results? By whom?
- c) Is the external environment conducive to the sustainability of results?

Local Ownership, Harmonization and Alignment

- a) Does NETIF's development approach address locally assessed needs and are local stakeholders fully committed and supportive of the project?
- b) Were the project planning and design phases inclusive of local stakeholders (the local CBOs and their members)?
- c) Does the development approach align with local systems and practices?

1.3. Evaluation Process, Sampling and Data gathering Methods

A comprehensive evaluation process outlining methods, tools, and techniques was developed in close consultation with NETIFs staff team. A set of questionnaires for evaluation component (semi structured interviews, key informants interviews, and focus group discussions) were developed, discussed with NETIF staff, refined, and finalized before the field work.

1.3.1 Focus Group Discussions (FGD)

FGDs were conducted with the training beneficiaries, enterprise owners, community based organizations and beneficiaries from community. At least one FGD with each group in all programme sites was conducted. A checklist to guide the discussion process was developed.

1.3.2. Semi-Structured Interviews

Key informants including training beneficiaries, hotel owners along Kathmandu valley cultural trail (KVCTT), community leaders, and members from Nepal Tourism Board (NTB), NETIF officials participated in semi-structured interviews. The respondents were asked questions regarding training effectiveness, ownership of the project and on how the actors in tourism were making collective efforts in trail maintenance and upgrading facilities around the trail both from the perspective micro infrastructure development and facility enhancement in hospitality sector. Additionally, the key informants from Nepal Tourism Board (NTB), Hotel association of Nepal (HAN) and sustainable tourism network (STN) in regards to the promotion, branding and sustainability of KVCTT using the semi structured questionnaire. For detail separate guidelines for KII see in the Appendix 2.

1.3.3. Field Survey

The survey captured information on waste management along the trail, changes in the attitude of the community people regarding waste management along the trails and in hotels, impact on the livelihoods of the community people and changes in the practices of the hotels owners and community after the intervention of the project.

1.3.3. Sample Size and Key Informants' Interview

At least one Focus Group Discussion (FGD) each with community based organization working in the area of tourism in every destination of the KVCTT viz. Mulkhark, Chisapni, Nagarkot and Dhulikhel was conducted. Participants of FGD were members from the community organizations. Similarly, two or three group interviews or Key Informant Interview (KII) were conducted in each destination with participants of the training, eco club members and members from NTB, TAN, HAN and other stakeholders. A total of five FGD, six group discussions and 17 KIIs were conducted

1.4. Limitations

This study was not designed to collect primary household data from the field for the study purpose due to time and resources limitation. Due to the limited time a rapid assessment was made and secondary sources of information was extensively reviewed.

1.5. Structure of the Report

This report consists of four chapters. The first chapter gives a brief introduction to objectives and relevance and methodology of evaluation. The second chapter is on the project description. The third chapter presents the findings of the study. This chapter further elaborates the output, outcome and impact level results. The fourth chapter provides the main conclusion and recommendations of the study.

CHAPTER TWO - PROJECT PROFILE

2.1. Development Context of Nepal

A decade-long violent conflict in Nepal ended with the signing of the Comprehensive Peace Agreement (CPA) between the Seven Party Alliance and the Government of Nepal (GoN) in November 2006. This created an opportunity to move towards forming a New Nepal - which was expected, be more inclusive, restructured, peaceful and democratic. The adoption of the Interim Constitution that paved the way for the formation of an Interim Parliament and an Interim Government and election of Constitution Assembly and transformation of Nepal into federal republic. A Three Year Interim Plan (TYIP) was expected to bring about socio-economic development of the country, but the peace situation remained fragile throughout the country. A decade-long violent conflict in Nepal destroyed the rural infrastructures and caused massive displacements of populations from rural areas resulting into negatively impacted livelihood opportunities. This was more serious among the women, who had to take a burden of family members and their livelihoods, either being involved directly in conflict or being at home. The armed conflict left a death toll of over 14,000, and injured/disabled or displaced tens of thousands. Millions of dollars' worth of damage was done to the country's infrastructure, and the livelihoods of thousands of people had been paralyzed, affecting mostly the poor and vulnerable. Thus the challenge was to rehabilitate people, to reconstruct infrastructure and to provide psycho-social treatment to affected family members, mainly children and women. Due to the decade long armed conflict, the volume of the tourists sharply declined in Nepal. On the other hand the Tourism development in Nepal was only limited to Pokhara, Chitwan, Limbini, Annapurna and Langtang region. Though there were a number of tourism products in they did not match the requirement of the visitors as there was a huge gap between the understanding the needs and requirements of tourist between hosts and the visitors. Additionally, inadequate attention was given to rural issues, concerns and the demands of those who have been deeply affected by the conflict

2.1.2. Tourism Development Context of Nepal

The interim three year plan of Nepal, has adopted the policies of identification of new products and destinations, promotion of rural tourism, encouragement of flora and fauna based tourism, construction of tourism infrastructure, mobilization of diplomatic mission for promotion of tourism in Nepal. Similarly, the population of Nepal is shifting from rural to urban and by 2015 about the 60 percent of population will be living in cities with the rise of middle class. The middle class population with increase in income will seek for destinations within the country for travel and holidays, which ultimately will contribute in the rise of domestic tourists in Nepal. Moreover, the rising living standard of people living in India and China is an opportunity for the growth of tourism in Nepal as they will be interested to see neighboring country Nepal as it is very much accessible.

About 42 percent³ of tourists visiting Nepal come for trekking in the rural areas and in the future the trekkers are expected to increase as more and more people are getting health conscious with increase in their income level and education. In the local context, the trails have been the center of trade and communication, transportation in remote and suburban Nepal for centuries. Still the trails are the means of livelihood for rural communities and play vital role in the mobility of domestic animals, wildlife, and human population. Trails are the means for the transportation of raw materials to the cities and the goods and services of the cities to the rural areas. Usually, the trails are linked with the history and religious sites and that link travelers with history, spiritualism and the nature. Further the trails in the rural areas represent the local people's identity, and their pride.

2.1.3. Nepal Programme Strategy of Finnish Government and Engagement of SUOMEN LATU" in Outdoor Tourism Development in Nepal.

The Finland Nepal bilateral development cooperation started from early 1980's with significant role in the development of forestry sector. Since then Finland has become an important development partner of Nepal. Nepal Programme Strategy of Finland is aligned with national plan of Government of Nepal. More specifically Finland focuses on three main sectors: education, water and forestry. Besides bilateral and multilateral cooperation, the work of non-governmental organizations (NGOs) is an important part the development cooperation of Finland. The Finnish government has been channeling 25 per cent of development aid through Finnish NGOs. They carry out development projects in Nepal together with their Nepalese partner organizations. In 2013 the Ministry for Foreign Affairs, Finland funded about 50 NGO projects which are implemented by 16 Finnish NGOs in Nepal. The combined annual budget of these projects was around EUR 4.7 million in 2013⁴.

SUOMEN LATU is one of the 50 Finnish NGOs working in Nepal with Nepalese Partner Organizations. SUOMEN LATU: the Outdoor Association of Finland is a promoter of outdoor activities, an expert in hiking SUOMEN LATU has more than 78 000 members⁵. SUOMEN LATU and its member associations have a vision that SUOMEN LATU is known as an established expert in outdoor activities and hiking, and as an open-to-all citizens' organization advocating the cause of all outdoor enthusiasts.

The main objective of SUOMEN LATU has always been to increase Finnish people's interest in exercise as well as developing possibilities for outdoor, conditioning and recreational exercise. During 1997-2001 SUOMEN LATU carried out a development cooperation project in Kilimanjaro National Park, Tanzania. Since 2006 SUOMEN LATU has worked with

³ Tourism Statistics of Nepal 2011

⁴ <http://www.finland.org.np>

⁵ www.suomenlatu.fi

Nepalese NGO, NETIF, to start an outdoor activities related development cooperation program in the Kathmandu Valley.

2.2. The Project Description

Nepal Tourism, Outdoor and Environment Development Project (NTOEDP) implemented by Nepal Environment and Tourism Initiative Foundation (NETIF) with support of SUOMEN LATU, Finish Association for outdoor Recreation Activities. NETIF is a non-profit, non political and non religious organization committed to environmental friendly, socially responsible, and economically viable tourism development in Nepal. Since its establishment in 2006, it has been working in the tourism promotion and awareness rising in environmental issues. NETIF primarily acts as a bridge between the local hospitality entrepreneurs and communities, using the environment as a catalyst for both groups. NETIF has successfully completed a four year project (2009-2013) “Nepal Tourism, Outdoor and Environment Development Project (NTOEDP). The first phase of the project was focused on developing and branding “Kathmandu Valley Cultural Trekking Trail (KVCTT)”, which starts from Sundarijal via Shivapuri-Nagarjun National Park, passing through Mulkharka, Chisapani, Nagarkot, Dhulikhel, Namobuddha, Balthali, and ending at Panauti. In the second phase (2011-2013) the project was designed to scale up the activities initiated in first phase while contributing in the sustainability of the project in long run. The main focus of the project was to raise awareness among the local people, local capacity development, model destination development, networking and alliance building in tourism and environmental management.

Nepal Tourism, Outdoor and Environment Development Project (NTOEDP) is a five year project implemented by NETIF, with the view to enable stakeholders to create a destination without pollution and waste, where nature and wildlife areas are protected, where friendships prevail among tourists, local communities and entrepreneurs, and a destination where tourists will have a memorable holiday, entrepreneurs will have enough business and security, and local people will have enough food, shelter and dignity.. The main objectives of the project were;

- e) To promote community focused eco-tourism and enhance the environment for better tourism
- f) To promote harmony between the local communities and tourism entrepreneurs and build networking channels for them
- g) To develop and promote locally made products, such as organic produce and handicrafts.
- h) To enhance the local management capacities for better tourism.

The project has developed the Kathmandu Valley Cultural Trekking Trail (KVCTT), which starts from Sundarijal, and ending in Panauti, The major areas of project intervention included; awareness raising and local institution development, small scale infrastructure development

along the trail, capacity development of the local people and the tourism entrepreneurs, model destination development in rural tourism, networking and alliance building in tourism and environment management, promotional activities, research and survey.

2.3. Project Area and the Target Beneficiaries

The project area is located in the rim of Kathmandu Valley, in rural and sub urban areas. The area covers three districts, namely; Kathmandu, Kavarepalanchok and Bhaktapur. The project area is the trekking trail, which starts from Sundarijal, about 12 km from the city centre of Kathmandu, and continues through villages and towns of Mulkharka, Chisapani, Chauki Phangjyang, Nagarkot, Dhulikhel, Namabuddha, Panauti and back to Kathmandu. The target beneficiaries of the project were local communities on and around the trail, tourism based entrepreneurs, Local Tourism Development Communities, Community Schools, Eco-clubs and Women Self Help Groups.

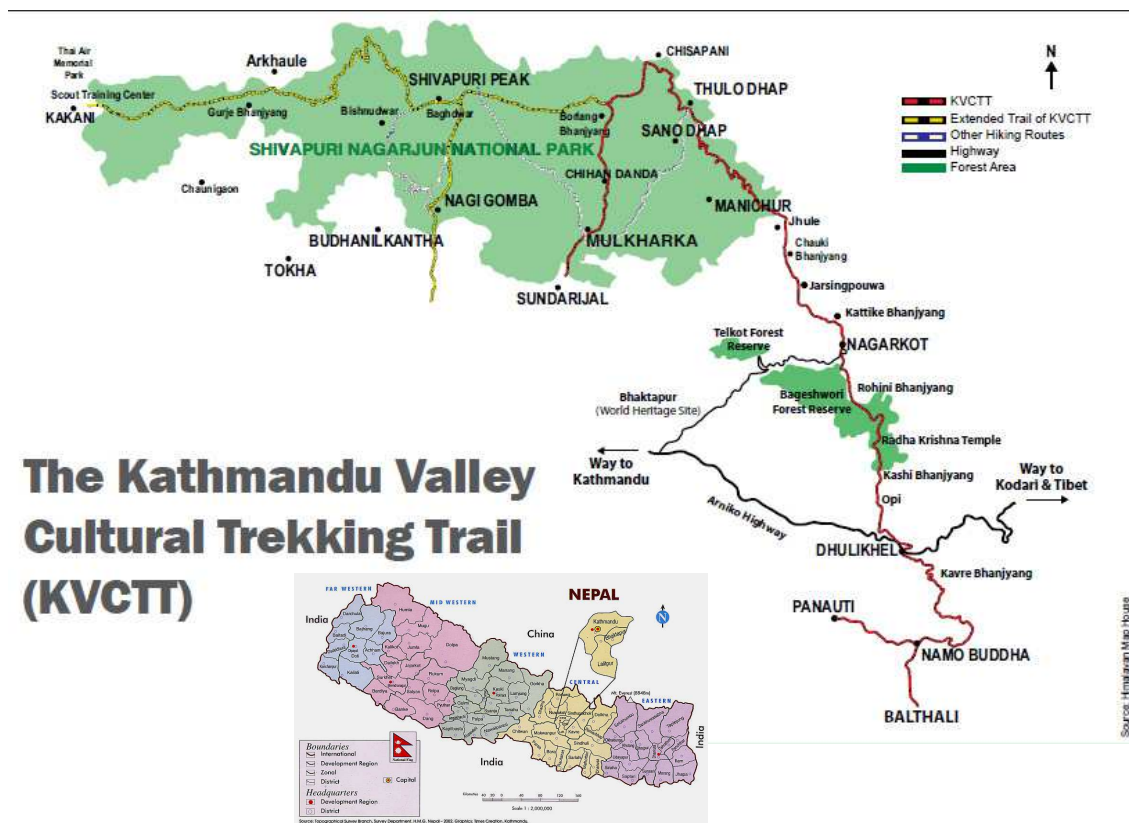


Figure 2. 3 Map of Project Area

CHAPTER THREE - MAJOR FINDINGS

3.1. Achievement of Development Results

The following section deal with the output, outcome and impact level results of NTOEDP.

3.1.1 Output Level Results

The Project Output section describes the immediate results of NTOEDP. The results described in this section are in cumulative form from 2009 to 2013.

Output 1: Trained CBOs and members utilizing their skills in local and environment management locally

The Evaluation Team observed that local communities were trained on high impact short term tourism trainings such as small lodge and hotel management, cook training and cultural program management, handicraft production, local guide, briquette making, organic farming, health and hygiene, responsible tourism, mushroom farming, off seasonal vegetable farm training were organized. Altogether, a total of 735 people were trained or participated on promotional tours during the project period. Table 3.5 below shows the numbers and types of training conducted and total beneficiaries during the four year project period.

Table 3. 5: Number and Types of Training⁶ conducted from 2009 to 2013

Year	Training	Total beneficiary
2009	Local Guide Training	25
2011	Food & Hygiene training	20
	Food and vegetable carving	20
	Nature Guide Training	20
2012	Food & Hygiene training	18
	Hospitality Service training	18
	Small Hotel & Lodge Basic Operation Training	18
2013	Food & Hygiene training	8
	Advance Handicraft training	10
	Advance Mushroom Training	10
2009-2013	Other Training and promotional tours	568
Total		735

During the evaluation period the Evaluation Team observed that the trained CBOs and members have started utilizing their skills in tourism and environment management locally. Among them 167 trainees have upgraded their existing enterprises, 23 and remaining others are operating their own business or are employed. The new enterprises initiated by farmers include

⁶ NETIF Project Beneficiary Data, 2013

mushroom cultivation, corn husk doll making, small lodge and hotel management, local guide services to the trekkers and hikers, cultural programme performances, restaurants operation and management.

CONCLUSION 1 # the project has been able to create livelihood opportunities for local people through skill based vocational training.

OUTPUT 2: Increased number of tourism enterprise with existing enterprises more functional.

NTOEDP branded and promoted trail through creating awareness about the trekking trail and its significance among the tourism entrepreneurs and conducting promotional activities like hiking & biking, familiarization trips, media campaigns. During the Evaluation period, the Evaluation team observed increased in the number of hotels, restaurants and other facilities. New enterprises like home stays have been started in Nagarkot and two other communities (Chisapani and Mulkharka) were in process to start. Table 3.2 shows the comparison of different facilities along KVCTT before and after the initiation of the project.

Table 3.2: Status of facilities ⁷ before and after the project implementation in the project area

Facilities	2008	2013
Bank/ATM	4	13
Conference hall	15	27
Cyber/Wifi	7	15
Gift shops	12	22
Restaurants	8	20
Shopping complex/market center	0	4
Tea shops	100	117
Tourism Information center	0	5
Training center/conference halls	15	29
Yoga/health clubs	0	3

There is almost 3 fold increase in the in the number of ATM/Bank in comparison to 2008 which clearly indicates increase in business volume along the trail. Similarly, number of gift shops, cyber/Wifi and conference hall has almost doubled in the same period. Small enterprises like tea shops and gift shops have been also established within the project

⁷ The base line was recorded in the Project Information Management System of NETIF

period. Almost 17 new tea shops, 12 new restaurants and 10 gift shops have started their services to the visitors along the KVCTT.

CONCLUSION 2 # the project has been able to enhance the trail into a well established destination for trekkers and hikers.

OUTPUT 3: Construction of micro infrastructure along the trail

Infrastructure building and maintenance along the KVCTT was one of the main components of NTOEDP. Table 3.6 below shows the details of the micro infrastructure completed by NTOEDP during the project period.

Table 3.6: Micro infrastructures⁸ build during the project period (2009-2013)

Infrastructure	Number
Trail upgrading	7050 m
Rest Houses (Shelters)	17
Community Houses	4
Tourist information board	31
Information centers	2
Wooden and metal signage boards	394
Small slogan boards	75
Welcome gate	1

The Evaluation Team observed that NTOEDP upgraded a total of 7050 m trekking during the entire project period. The upgrading was focused in the places with difficulty for the visitors to walk and where landslide was frequent due to heavy monsoon rainfall. Similarly, rest houses were constructed in the convenient places for the visitors and passerby to protect themselves from rainfall and heat of the sun. Altogether 17 such rest houses, 31 tourist information boards and 394 signage boards, 6 public toilets, two water taps were constructed. Before the start of the project there were no information centers except at Shivpuri-Nagarjun National Park entrance and there were very few signage boards along the trail.

CONCLUSION 3 # the project has been able to address the wishes of visitors and local people through the provision of basic tourism infrastructure in the project area.

OUTPUT 4: Local communities self mobilized in clean up campaigns and plantation

The Evaluation Team found out that NTOEDP approached to educate villagers and visitors about the importance of clean environment through the placement of signboards, information boards, best practice guidelines, code of conduct and in the park and along the trekking trail

⁸ Project Management Information System NETIF 2013.

and by arranging training programs amongst the villagers. In addition to it, NTODEP also mobilized local communities in placing putting information boards and organizing series of cleaning campaigns, awareness raising activities and promotional tours. Table 3.7, below shows the environment and waste management infrastructures built along the trail in the project period.

Table3. 7: Environment and waste management Infrastructure⁹ built along trail

Infrastructure	Number
Water taps	2
Public Toilets	6
Dust bins(Cement ring and <i>Doko</i>)	769
Incinerators	10

The Evaluation team observed that more than 769 waste baskets, 10 incinerators, 6 public toilets and 2 water taps were placed and built along the trail. The local people regularly clean the trail. The people have become more responsible and they are self mobilized to keep their surrounding areas clean. Additionally, the hygienic standard of the food items, sanitation in the school have been upgraded. Currently 20 local community based organization, women self help groups, eco clubs ,tourism development committees, alliances of tourism based organizations and professionals are active and self mobilized , where as in 2008 only two local community based organizations were mobilized Shivapuri Nagarjun National Park for clean up campaigns.

CONCLUSION 4 # the community members have self mobilized as an effect of NTODEP's continuous efforts on educating and awareness raising in waste management in the community.

Output 5 : Increased number of tourists

Fig 3.1. Shows the trend of the tourist flow in Shivpuri Nagarjun National Park¹⁰. It was evident from the figure that the increase in tourist flow from 2008/09 to 2009/10 was almost by 50 percent. However this proportion has gone down in year 2010/11 and has increased again in year 2011/12. A total of 154,845 visitors have visited through Shivapuri National park in year 2011/12 against 111,156 in 2008/09.¹¹ This is an increase of 39 percent visitors after the intervention of the project

⁹ Project Management Information System NETIF 2013.

¹⁰ Shivapuri Nagarjun National Park is the entry point of Kathmandu Valley Cultural Trekking Trail.

¹¹ Department of National Park and Wildlife Reserve , Nepal

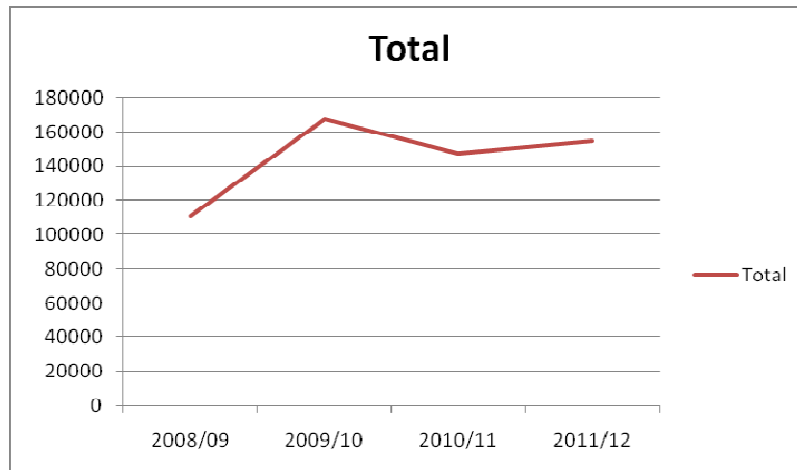


Figure 3.1: Tourist flow in KVCTT

Figure 4.2 describes the share of visitors. The share of the visitors has not changed much from year 2008/09 to 2011/12. The proportion of domestic visitors was 90 percent in 2008/09 and almost similar (89 percent) in 2011/12 as well.

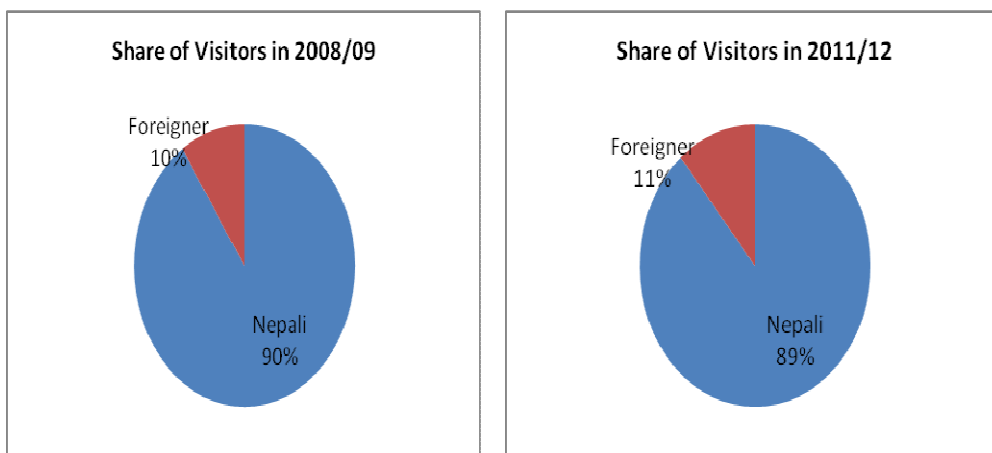


Figure 4.2: Comparison on share of visitors

During the field visit the hotels and enterprise owners around the trail admitted that there is increase in the volume of the business in comparison with 2008. Now hotels were observed being almost occupied by the visitors even in the off-season in Chisapni and Mulkharka. The occupancy rate in Chisapani is almost 80 percent round the year while it is little below in Dhulikhel and Nagarkot. Whereas, hotel and restaurant owners from Mulkharka told that after the promotion of the trek volume of local visitors have increased significantly.

CONCLUSION 5 # the project intervention has triggered in the flow of visitors in the project area.

Output 6: Increased coordination and networking among the stakeholders for sustainable tourism

Table 3.8. Below shows the community level organizations established and capacitated by NTODEP during the project period. The Community Based Organizations were the means and an entry point to reach the target beneficiaries at the community level in the project.

Table 3. 8: List of Community Based Organizations¹² established with the initiation of NETIF

Community based organizations	Place	Year of establishment
Sundarijal Environment Conservation Committee	Sundarijal, Mulkhark	2011
Sundarijal Mulkharka community house	Sundarijal	2010
Sundarijal tourism information center	Sundarijal	2012
Sundarijal gift house	Sundarijal, Mulkhark	2012
Chisapani Environment and Tourism Development Forum	Chisapani, Nuwakot	2011
Chisapani community house	Chisapani, Nuwakot	2011
Nagarkot-Naldum Tourism Development Committee	Nagarkot, Bhaktapur	2007
Nagarkot community house	Nagarkot, Bhanktapur	2011
Nagarkot information centre	Nagarkot, Bhanktapur	2010
Handicraft and gift house	Nagarkot	2012
Dhulikhel Environment and Tourism Promotion Committee	Dhulikhel	2012

Similarly these Community Based Organizations have been playing catalytic roles in coordinating and networking with the stakeholders. The NTODEP staff reported that the value of supports from various organizations such as Government line agencies, Local bodies, ICIMOD, HAN, STN, TAAN, Bicycle Association Nepal, BCN - Bird Conservation Nepal, NTB, Rotract Club-Lalitpur, Rotary club Dhulikhel, Chamber of Commerce, Dhulikhel etc. was about NRs 2351590. Now NETIF has strong functional relationship with nine private sector organizations, eight NGOs and civil societies and various Government Line Agencies at national level and Local bodies at field level.

CONCLUSION 6 # the project intervention has enabled the environment in tourism sector with more actors working together for the better future of Nepal.

3.1.2. Outcome Level Results

This section describes the medium term results achieved by the project and observed during the field visit by the Evaluation team. The results are described in cumulative from 2009 to 2013.

Outcome 1: More Community Iinvolvement in tourism

¹² Project Information Management System NETIF 2013

The Evaluation team found out that by the end of project period, 21 local institutions were self mobilized in tourism and environment management where as there were only two before the project initiation. The self mobilized institutions included eco clubs, women self help groups, tourism and environment committees etc. These communities are aware about their roles and responsibilities in tourism and environment management at the local level and they have been oriented in responsible tourism, local level tourism planning, generating local resources for waste management etc. These communities are further making forward linkages with the trekking agencies, travel companies and universities, local bodies for the sustainable tourism and environment management. Similarly the local communities were also observed initiating community based social enterprises such as mushroom farming briquette production etc. The community houses constructed at Mulkharka, Nagarkot, Chisapni provided a place for community people to discuss different issues related to tourism, local development, women empowerment and to organize trainings. The community buildings were able to bring community people closer and made environment to work together for betterment of the tourism environment. Now people are more involved in local level tourism development activities like clean up campaigns, maintenance of the trail along their community and tree plantation.

Outcome 2: More Environmental consideration in tourism sector and communities

During the Field visit the Evaluation team observed that Bhaktapur and Nagarkot had already developed district level Tourism Master Plan. Similarly learning from the NETIF project area, Balthali in Kavre and Kakani in Nuwakot have formed local level tourism and environment management committees themselves. The project manager at NETIF head office in Lazimpat reported that the people living in Langtang valley and Gosiankunda area visited NETIF head office and requested for the project like NTODP in their area. After receiving the request from the community, NETIF developed a project concept note for Langtang valley and shared among the wider stakeholders. The local institutions in the project area also have increased their consideration in the tourism and environment management. The minutes of the community based organizations were reviewed during the field visit.. The team observed that before the project initiation only 4 decisions made by the community were related to tourism and environment. But now, at least 29 decisions taken annually by the community institutions were related to tourism, waste management and environment management. Likewise, Eco clubs at different schools in Mulkharka and Nagarkot are now working on their villages in cleaning of the area, tree plantation and awareness raising campaigns. They were working in schools to maintain the plastic free zones.

Outcome 3: Increased flow of tourists and more people benefiting from tourism

During the field survey conducted by the Evaluation team, the respondents from Chisapni, Mulkharka, Dhulikhel, and Nagarkot claimed that there is increase in the number of tourist after the intervention of the project. Especially in Chisapani and Mulkharka the flow of domestic visitors were reported to have increased after the intervention of the project. The

occupancy rate in the hotels in these areas was more than 80 percent round the year which was only 75 percent at the end of the year 2011. This shows almost 5 percent increase in the occupancy rate in hotels around the trail in comparison to 2011. The respondents also reported that the numbers of hotels, restaurants and other facilities have also increased after the start of the project along KVCTT. A new tourism product "Home stay" has been started in Nagarkot and two other communities (Chisapani and Mulkharka) were in process to start soon. There is almost 3 fold increase in the in the number of ATM/Bank in comparison to 2008 which clearly indicates increase in business volume along the trail. Similarly, number of gift shops, cyber/Wifi and conference hall has almost doubled in the same period. Small enterprises like tea shops and gift shops have been also established within the project period. Almost 17 new tea shops, 12 new restaurants and 10 gift shops have started their services to the visitors along the KVCTT. The new enterprises are expected to increase new employments locally. The local women who were engaged in farm based vocational trainings such as mushroom cultivation, vegetable cultivation have started their new ventures and generation income from them. Most of the trainees were youths, where differently able people were also engaged in handicraft production training and Dalits were engaged in Cultural program training. Almost all the trainees are either initiating home based micro enterprises or are employed in various enterprises.

CONCLUSION 7 # the project results have been able to change the attitudes and behaviors of visitors, community members, and actors in tourism sector of Nepal.

3.1.3. Impact Level Results

This section describes how the project has contributed in achieving better environment for better tourism which is the long term goal of the project, by comparing the current situation with the situation in 2009.

a) Better Facilities for Tourists

The Evaluation team found signage, rest houses, and public toilets as per need of the trekkers along the trekking trail. The quality of accommodation and food has also found significantly improved. The trekkers now can access information from websites and information regarding the trekking in Kathmandu valley cultural trekking trail. A survey conducted at the end of 2012 showed that 70 % of the trekkers¹³ and hikers were satisfied with the condition of the trail, signage and rest houses in the project area. Similarly, 75% of the visitors were found satisfied with the food and beverage in the trail. Before the project initiation only 35% of the visitors, who were domestic tourists expressed their satisfaction on the food and beverage available along the trail.

b) Increased awareness and Employments at Local Level

¹³ Annual Report 2012

Local communities were also observed of being aware about their rights and responsibilities in tourism and environment management locally. Additionally they have new skills and expertise in managing tourism based micro enterprises such as small lodge and hotel management, guiding tourists, cultural programme performance, vegetable production, handicraft production, through which they have supplementary income in addition to their income of farming and agriculture. Moreover, new jobs such as transportation of construction materials, new construction of buildings and staff requirements for new hotels have created more direct employments for local poor people. The local people were also observed taking pride and ownership of community buildings, tourist shelters, market information and the trekking trail.

c) Improved Backward and Forward Linkages in Tourism Business

The tourism entrepreneurs, local communities and the service providers gradually have started working together to strengthen the backward and forward linkages for the sustainable tourism business. At least 40 tourism based enterprises which includes hotels, travel agencies and trekking agencies have started promoting Kathmandu valley cultural trekking trail by placing the product in their web sites. More than 21 local community based organizations are self mobilized and managing tourism based infrastructures such as signage, waste bins, and rest houses along the trail. The hoteliers along the trail have started employing local people and buying products locally rather than transporting from Kathmandu. The evaluation team found out that At least 8 alliances of enterprises and community based organization were working together for the management of the trail in the project area.

d) Tourism Product Upgrading and Diversification

The Evaluation team observed several sub routes in Shivapuri Nagarjun National Park were branded and classified into hard, moderate medium By NTODEP to facilitate the decision making of the diverse types of clients to travel a particular trail before visiting them.. The Project Manager of NTODEP informed that branding them according to their characteristics and identity was only the strategy to bridge the gap between the expectation of visitors and reality of the product. The trail branding was first piloted in Shivapuri Nagarjun National Park with the technical support from SOUMEN LATU. The trespass trails along the major trekking trails were branded according to the specialties and identity. The major hiking and trekking trails around the destination were branded as per their characteristics and a tourist guide map and leaf lets were published and disseminated to the clients. Several information boards were placed along the trails.

The branding was successfully adopted by the local communities. It also increased the awareness, pride and collective effort among the host communities and the clients. Similarly Shivapuri Nagarjun National Park also started to receive more queries and visits from the clients. The length of visitors stay were gradually increased, the clients were able to divert the trekkers from over crowded area to the new area where there were no tourists resulting more

business opportunities for local people. Additionally the branding also captured the strengths and identity of the place in ways that enabled all stakeholders to use similar, consistent and compelling messages and work together to build the location's reputation and create a prosperous business climate within the destination. It was also observed that branding not only enlarged the choices of the visitors and provided peace of mind by increasing trust and reducing uncertainty in their decision-making but also led to improved stakeholder income, profit margins, and tax revenues.

After the successful pilot initiation in Shivapuri National Park, the trail branding was also carried out in Dhulikhel, Nagarkot and Chisapani. The promotional materials such as maps, leaflets were published and disseminated to the clients. Similarly information boards were placed along the trail.

CONCLUSION 8 # The Project has been able to create better environment for better tourism in the area

3.2. Relevancy of the Project Results

The project implemented from 2009 to 2013 was highly relevant to address the government policies and priorities of Nepal, priorities of development cooperation of Finland in Nepal, the Finnish NGO, SUOMEN LATU, Nepali counterpart NETIF as well as the needs of the local population and visitors.

3.4. Effectiveness of the Result

3.4.1. Project Management

The project management structure of NETIF was divided into central and local levels. At the central level, the Project Management Unit comprised of Project Manager, Project Coordinator, Field Coordinator, Admin and Finance Assistant and a support staff. Similarly at the field level offices were set up in Mulkharka, Chisapani, Nagarkot, and Dhulikhel which are headed by Project Officers. The field office was fully responsible for assessing the target groups' demands and implementing project activities in the respective areas. The Project Management Unit was based in Lazimpat Kathmandu and responsible for monitoring, supervision and the follow up of the project activities.

NETIF implemented the project initiatives as per the approved Annual Work Plan (AWP) throughout the project period. Similarly, it also provided technical and other needed expertise to CBOs to identify the needs and local level planning in tourism and environment. NTODEP contributed on creating an enabling environment for the community people so that they would be able to undertake the project initiatives with their own ownership and participation. Before the implementation of each activity, the local committees met with the Field Officer and

together identified the needs of the local people. In the mean time, the monitoring team of NTODEP also made a periodic field visit for the supervision of the activities. After the implementation of the activities, the Field Officer reported to NETIF office on the monthly basis. Based on the report (progress and financial) received from field offices, the central office compiled and submitted Annual Report to SUOMEN LATU.

3.4.2 Project Financial Management

The Evaluation team also observed the bank transactions and financial documents of NTODEP. The fund was found being transferred to the bank account of community organizations around the trail as per project activities. There was an established mechanism to transfer the fund. Community organizations formulate their programs/activities and estimate the budget. After this the community members put forward a proposal to NETIF for funds for the required project or activity. Assessing the needs and the priorities, NETIF transferred the fund to them and monitored the progress made by them. The report by social welfare council, 2011 also found that NETIF has maintained financial transaction in double entry system. Daily financial transaction has been found to be done under organizations financial regulation, existing rule and approved budget. Regular auditing has been for the NETIF programs by the registered auditor.

3.4.3. Monitoring, Reporting and Communication

The Evaluation team identified that the project was implemented through the engagement of Community Based Organisations (CBOs) called "Tourism and Environment Development Committees" in coordination with Shivapuri-Nagarjun National Park, Department of National Park and Wildlife Reserve, Nepal Tourism Board, DDCs consultants and non-state actors (I/NGOs, educational institutions, private sectors, media, etc.). A Project Management Unit has been established in Kathmandu equipped with professional staff whereas as each village unit also have a separate Field Officers. The Community Based Organisations (CBOs) were responsible for implementing the project in their respective villages where as NETIF was responsible for technical support and monitoring and supervision on the project. Similarly, Shivapuri Nagarjun National Park and Department of National Parks and Wildlife Reserves were also responsible for monitoring and supervision of the project, whereas Nepal tourism Board, media and other private sectors contributed in business development, marketing and promotion of the trail.

The representative from Finnish Organisation (SUOMEN LATU) occasionally made a field visit to observe the project achievements, to collect feedback from the project beneficiaries and to provide on the spot technical support on ongoing project activities. Similarly he also made the supervision on financial transaction and its management and conducted meetings with project staff on his findings and recommendations on better management of the projects.

The project has a monitoring format for occasional monitoring of the project. The stakeholders and the target groups were informed through various approaches and channels. For detail please see the table 3.6 below.

Table 3.6. Project Communication Plan¹⁴

SN	Information materials	Distribution Channels	Frequency	Target groups
1	Periods/Annual Reports	email	Once every three months and Annually	SOUMEN LATU, SWC,NTB, DAO,DDC
2	Publication of Brochures/leaf lets/hoarding boards	Distribution in fairs and development market places and project areas	Occasionally	Project beneficiaries and local stakeholders
4	Website updating	networking	Occasionally	Project beneficiaries and local stakeholders
5	Project briefings and presentations	Meetings/workshops	occasionally	Project staff, beneficiaries and stakeholders
5	Exposure to the project activities in the project area	Familiarization trips and monitoring visits	Occasionally	SOUMEN LATU, SWC,NTB, DAO,DDC

3.4.4. Extend of the Beneficiary Reach

The target beneficiaries of the project were local community members (farmers, youths, women and *Dalits*), tourism entrepreneurs (hotels, lodge, restaurant owners, trekking agency and travel agency owners, and other service providers working in the supply side of tourism sectors) and staff of tourism enterprises (cook, guide, waiter, barman, porters, hotel manager etc).The Table 3.7 below express and types of beneficiaries and their engagement in the project.

Table 3.7. Types of Project Beneficiaries¹⁵

SN	Type of Beneficiaries	Ways of their participation in the project activities
1	Hoteliers and lodge owners	Contribute in waste management and trail upgrading, participate in responsible tourism awareness session, provide information to the project, support in event management and promotion of the area
2	Women self help	Participate in cleanup campaign, trail upgrading and skill based

¹⁴ NTODEP Annual Report 2012

¹⁵ NTODEP Annual Report 2012

	groups	training such as vegetable production and local infrastructure development.
3	Organic farmers	Participate in trainings such as organic farming, vegetable production, marketing etc.
4	Youths	Participate in skill based training such as Small Lodge and hotel management, local guide training, mushroom farming etc
5	Dalits	Participate in skill based trainings such as cultural programme performance, corn husk doll making ,handy-craft etc.
6	Women	Participate in skill based trainings such as hotel management , cultural programme, corn husk doll making, vegetable cultivation, clean ups
7	Trekking agencies and tour Operators	Participate in Familiarization trips and promotion and communication of Kathmandu valley cultural trekking trail to the wider clients abroad.
8	Staff of trekking agencies and tour operators	Participate in awareness training such as responsible tourism, and familiarization trips organised by the project.

a) Direct Beneficiaries

During the project period a total of 4127¹⁶ were directly benefitted from the activities like capacity building, infrastructure construction, promotional campaigns and visit. Figure 3.3. Below presents the proportion of beneficiaries around the trail. Highest proportion of the beneficiaries about 66 % were farmers followed by hoteliers 19%, and staff of the hotels 12% and others 9%. This shows that the community people were at the top in getting benefit from the project.

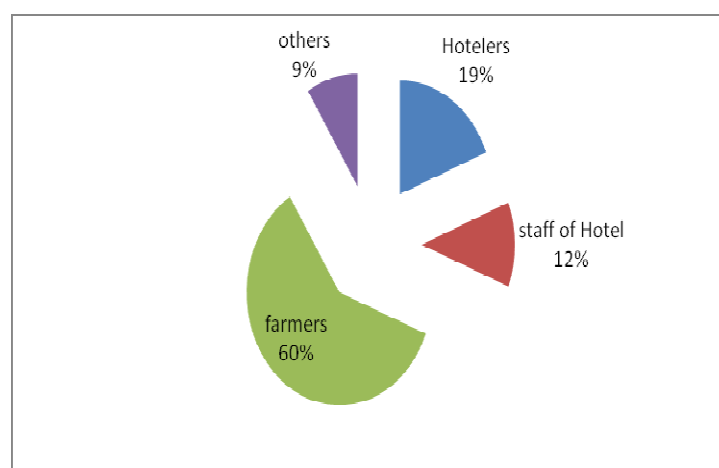


Figure 3.3: Proportion of project beneficiary till 2013

¹⁶ This figure is generated excluding the beneficiaries of awareness raising and mass sensitization because more than 1000 other people benefitted from the awareness raising and clean up campaigns. The maintaining disintegration data of such beneficiaries was difficult so they were excluded from the direct beneficiaries.

While looking at the proportion of the beneficiaries by gender two third of the total were male while one third were female. At the same time participation of youth was almost 6 times (86 percent) than the non youth (14 percent). The results showed that the emphasis was given to youths while selecting them for different project activities.

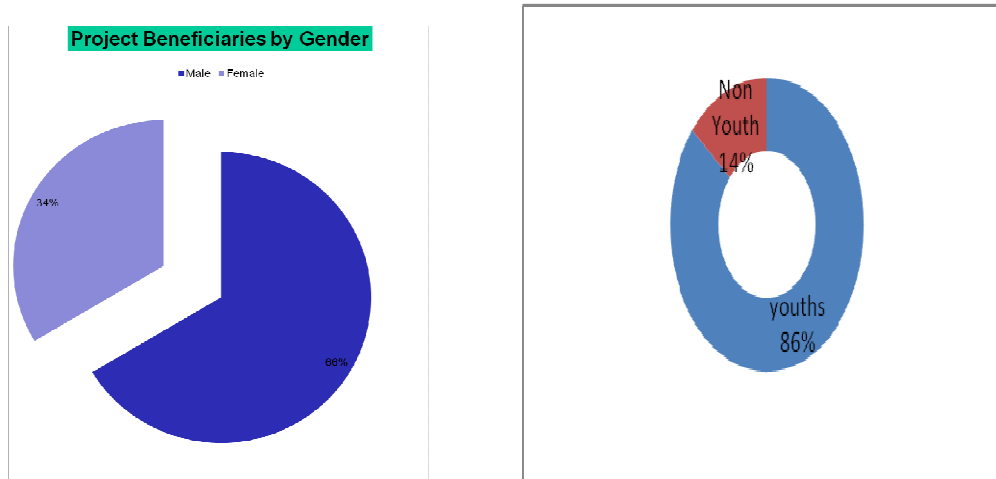


Figure 3.4: Disintegration of beneficiaries

3.5. Sustainability of the Project Results

It was found out that, NETIF adopted the sustainability approach right from the beginning of the project implementation. It ensured community ownership and participation in planning, implementation and management of the project from the preparatory to handover phase and enhanced the skills and capacity in tourism management accordingly to the local inhabitants who are less likely to migrate to other areas. The project activities were harmonized with the policies and program of Government of Nepal, private sectors and I/NGOs working in similar area. Maximum utilization of local resources local architect and traditional design and technology were utilized while constructing the infrastructures. Similarly eco-friendly technologies and construction materials were utilized to ensure environment sustainability.

It made several efforts on harmonizing its activities with the regular activities of the government line agencies and local bodies through joint planning and monitoring workshops and meetings. NETIF enhanced the existing organizational structure, managerial skills, and financial management systems manage the project. The NTODEP management unit gave high priority to the selection of the CBOs by involving stakeholders to avoid conflict regarding selection process. Similarly, it provided technical and other needed expertise to CBOs to identify the needs and local level planning in tourism and environment. With a view to keep the local communities informed about the achievements, constraints and challenges of the project, Project Officers were placed in the respective area who regularly organized community interaction meetings, whereby CBOs would present their activities and achievements. The

project officers also participate in other related community meetings organized/hosted by the VDCs and other tourism related organizations working in the respective areas.

NETIF maintained a functional relationship with MoCTA, Social Welfare Council and SUOMEN LATU and coordinated with NTB, Kathmandu University, TAAN, TURGAN, HAN, at national level (For detail see Table 3.8 below). Since the project was implemented in the transition phase, it experienced a number of logistic difficulties during implementation. The logistic difficulties were related to transition, geographical barriers, power cuts, poor basic infrastructure in the project area and poor communication coordination among the community people and field staff. Hence, the project has become successful in creating a better environment for better tourism where the various stakeholders of tourism work together.

Table 3.8. Name and Types of Stakeholders¹⁷ Engaged in Project Implementation

S N	Sector	Name of local parties involved in project implementation	Their roles and involvement in the project
1	State body	Shivapurin-Nagarjun National Park	Partnership in awareness, Tourism Information Centre Management and capacity building training and monitoring of project activities with NETIF.
2	Academic Institutions	Kathmandu University	Research and environment conservation education classes.
3	Multilateral Organisation	ICIMOD	Collaborating with NETIF's project in cooperation with Sundarijal village development Committee in conducting various environmental and water conservation activities in Shivapuri National Park
4	PPP Body Tourism promotion in Nepal	Nepal Tourism Board	By participating and promoting in different events organized by NETIF. Capacity building
5	Private Sector	Hotel and lodge owners	Provides some fund on the monthly basis on waste management, tree plantation
6	Local body	Dhulikhel Municipality	Supported in waste management and gardening program.

¹⁷ NTODEP Annual Report 2012

7	Local Body	DDC/VDC	Cost sharing with the project activities implemented by the project in the project area
8	Private sector	TAAN,/NATA	Trail promotion through participation in FAM trips and hiking
9	Academic Institution	GATES college	Regular monitoring and training of food hygiene and sanitation in Nagarkot and Chisapani.
10	NGO	Red cross	Capacity building of beneficiaries
11	NGO	Rotary club of Patan	Capacity building of beneficiaries
12	NGO	GPA Global Peace Association	Awareness and networking for Bagmati conservation Alliance
13	State Department	Department of Water and Sanitation Nepal	Awareness, resource sharing and capacity building training
14	Private sector	Himalayan Map House	Hiking Map publication

Additionally NTODEP was found initiating activities that support environment protection such as plantation along the trail and environment awareness programs throughout the project period. The community people were also educated on the environment degradation and its impact on livelihood and sustainable tourism development. The awareness boards on environment, tourism and biodiversity were prepared and placed along the trail with the help of local community. The environment and heritage fund were created and donation boxes were distributed to the each CBO to generate finance for waste management locally. The CBO members were extensively trained in local level planning, environment awareness, cleanups and maintenance of community houses and information centers. Similarly, the products, and services developed by the entrepreneurs were linked with the buyers through the support in the participation in fairs, direct exposure visit and interaction meetings between buyers and produces.

NETIF strengthened and mobilized the already established CBOs rather than forming new ones in the beginning of project implementation. Most of the CBOs are growing as emerging grassroots organization for tourism and environment initiatives. The CBOs are either legally registered or are affiliated with government line agencies and local bodies. Similarly the CBOs have already developed the capacity to influence and pull the resources from other agencies. Additionally they have knowledge on the services available to them from government line agencies and local bodies. The authorities of local bodies and government line agencies are aware of the multiplier effects of mobilizing CBOs for local development initiatives and they have already started mobilizing them. CBOs are also harmonizing their Annual Work Plan with the regular activities of government line agencies and local bodies. Hence in future CBOs will receive financial supports for the renovation and the construction of trails, community

houses, information centers from local bodies and government line agencies in absence of the project. The following activities were found being successfully initiated in 2013.

- a) The projects learning were transferred to other development partners through the sharing of community centered tourism development model through workshop at national level.
- b) CBOs were prepared to function independently by additional trainings and supports.
- c) The local bodies and government line agencies were informed on the phase-out of the project
- d) The CBOs members were trained in repair maintenance to ensure that they will be able have the system repaired by themselves in the absence of the project.
- e) The project property was transferred to local CBOs.
- f) A trail management committee was formed to continue the planning , marketing of the trail to take lead in the absence of NETIF, while the role of NETIF was only limited to provide advisory support on planning, monitoring and promotion of the trail.

3.6. Project Risks and Mitigation Strategies

The Evaluation team found out NTODEP regularly identifying the risks and developing mitigating strategies. The risk plan was regularly updated as the project was implemented in the transition period of the country for detail please see the table 3.9 below.

Table 3.9. Project Risks and Mitigation Strategies¹⁸

SN	Nature of Problems	Mitigation Strategy adopted by the project
1	Weak governance mechanism in project districts and fragile security system	Adopting ‘Do No Harm’ strategy in project implementation
2	Inadequate coordination and cooperation from government line agencies and local bodies for project implementation	Strengthening and mobilizing CBOs for coordination with the Government line agencies and local bodies, by educating CBOs on right to development and services available, and the roles and responsibilities of government line agencies. Enhancing participation of Government line agencies and local bodies in activities through joint monitoring visits, stakeholder meetings and receiving feedbacks.
3	Insufficient availability of additional (external) sources to CBOs	Informing and capacitating the CBOs to better access the resources available with different service providers at local and district levels Linking CBOs with district level line agencies.
4	Frequent power cut due to	Using invertors for powers

¹⁸ NTODEP Annual Report 2012

	load shedding	
5	Rainy season distorting the mobility of materials in the field	Transportation of materials before the rainy season starts

3.7. The Factors of Success

After the analysis of the project context, the Evaluation team observed that there were a number of factors for the success of the project. The factors have been highlighted below.

a) Need based prioritization

New programs and the infrastructure were identified based on the prioritization of the community and the people. Need for the programs like capacity building and infrastructure building were assessed at the community level. Almost all the respondents agreed on this fact and further told that community's real priorities in the tourism sector were addressed at first by NTODEP while working in the community.

b) Informed and Timely Action

Almost all the participants of the study agreed that NTODP has taken the feedbacks of the community people and identified their needs on how tourism could be promoted in their areas before implementation. They further added that flow of fund to the partner organization was on time.

c) Facilitation and strong monitoring

Most of the respondents told that the role of NETIF was like a facilitator. They further told that NETIF never has dictated over community level needs or programs. Regular monitoring and giving feedback to the community level organization is another working area of NETIF. When asked about the effectiveness of the project most of the respondents told that it was possible due to the timely monitoring by NETIF staff.

d) Community-based pro-poor tourism

NETIF's approach in developing tourism sector is to strengthen the community level organizations and to maximize the participation of the local and pro poor people. It has not just aimed to maximize profits for investors, but also to strengthen the ability of rural community organizations to manage tourism resources with the participation of local people. When asked to the representatives of the community organization and the local people during the survey about the role of NETIF, almost all of them confirmed that NETIF has played vital role in strengthening the local community organization and the inclusion of pro poor in this sector.

CHAPTER FOUR - SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATION

4.1. Summary of Findings

NTODP objectives and output/outcome have been well achieved. The infrastructures of the trail were well maintained and upgraded. The initiation of the community people in trail maintenance were encouraging and were contributing in sustainability. There are clear evidences of progress as result of NTODEP's initiations, especially in waste management and environment protection around the trail. Moreover participation of woman and youth groups in cleaning activities was more than their male counterparts. Capacity of community people as well as entrepreneurs around the trail has been strengthened than before. Entrepreneurs were encouraged to use locally produced vegetable and at the same time farmers were engaged in organic farming. This indeed not only supports the local livelihood but also nature too.

The community level organizations which were established with support of the project were capacitated enough to work independently. Their legal entity has been established as well. Networking for the promotion of the trail has been done with number of stakeholders working in the areas of the tourism. Public private partnership has been strengthened for the sustainability of the trail. Finally, KVCTT has been able to attract more tourist than before as tourist flow increases almost by 39 percent after the start of the project.

4.2 Conclusion

The evaluation team concluded that:

- a) The project has been able to create livelihood opportunities for local people through vocational training.
- b) It has been able to enhance the trail into a well established destination for trekkers and hikers and address the wishes of visitors and local people through the provision of basic tourism infrastructure in the project area.
- c) The community members have self mobilized as an effect of NTODEP's continuous efforts on educating and awareness raising in waste management in the community and the project intervention has triggered in the flow of visitors in the project area.
- d) The project intervention has enabled the environment in tourism sector with more actors working together for the better future of Nepal and the results also have been able to change the attitudes and behaviors of visitors, community members, and actors in tourism sector of Nepal.
- e) The Project has been able to create better environment for better tourism in the area

4.3. Recommendations

With relevance to findings the Evaluation team highly recommends on:

- a) Scale up the institutional capacity of CBPO, in Shivapuri Nagarjun National park Area for the Initiation of buffer zone management committee in the future. Additionally that

they can work together with private sectors, local bodies and government line agencies for sustainable peace and pro-poor economic growth in future.

- b) Scaling up and replication of the project in other parts of the country.
- c) Strong monitoring mechanism should be continued in the project area even after the phase out of the project.
- d) Strengthen and link up CBO's established by NETIF with the government's local bodies.

**ANNEX A:
CHECKLIST FOR THE DISCUSSION**

A: For individual training participants:

1. Are you familiar with NETIF?
2. How do you come to know about NETIF? Ask their involvement with NETIF, what was the approach of NETIF to link them?
3. Do you remember the training that you have participated supported by NETIF? If yes, what kind of training?
4. Please tell detail of the training that you have participated?
5. What is the outcome of the training? Are you satisfied with the training period, manual and delivery mechanism?
6. Is the training relevant? If yes how? Do you enhance your skill and utilize it on local tourism and environmental management?
 - a. Do you think you were able to translating the training learning into action?
 - b. What did you translate? And how?
7. Does training help you to get jobs in tourism based enterprises? Are you currently employed or self employed? If yes how much do you earn per month? If not what is the cause? Discuss about the causes behind both success and failure of the training especially in Briquette and guide training?
8. What changes did you see in yourself and the community as a result of NETIF's intervention?
9. Are you satisfied with the NETIF's training? If yes why?
10. What did you like most in the training program?
11. If the training is to be delivered in future what needs to be improved in your opinion?
Training content, methodology, venue, time, facilitator, logistic, training approach etc.

B: Checklist for Community Based Organizations:

1. Introduction of the CBO working in the field of tourism in coordination with NETIF.
How was the collaboration with NETIF established?
2. Collect information regarding structure of the decision making body of CBO's. What is the decision making process in your organization?
3. Have you got any capacity building training or other forms of support from NETIF?
Does it help to induce tourism in your area? If yes how?
4. Is the training relevant to your organization?
5. Were you involved in planning phase of the project? Do you remember what the process of planning was?
6. Do you think that planning and priorities of the project were according to the needs of the community?

7. How community people benefitted from your collaboration with NETIF? Does it help to start new tourism enterprises in your area? Discuss about
 - a. Type of enterprise established after start of NETIF
 - b. No if people directly or indirectly benefitted
 - c. Increase in income of the community people
 - d. Increased awareness about sanitation and solid waste management
 - e. Compare level of knowledge and practice of sanitation and waste management before and after NETIF intervention?
 - f. Do you think that the progress made along KVCTT will sustain? Discuss about the reasons.
8. Initiations that community has taken to attract local as well as foreign tourists in your area? How NETIF has helped you?
9. Does your organization have networks with hotels, travel agencies and other organization? What was the role of NETIF in establishing networks?
10. What is the role of your organization in branding KVCTT and making it more attractive to tourists? How you work with NETIF in this regard? Does it help to increase the flow of tourist along the trail? If yes how?
11. Do you think that NETIF has helped to attract tourists along KVCTT? If yes how? What is the most influential work in your opinion?
12. In your opinion, if the project is to be delivered in future what needs to be improved? Do you think of any additional attempts to be done?
13. What capacity/support you think the communities require for proper tourism plan and their effective implementation?

C: Checklist for entrepreneurs (Hotel owners):

1. Are you familiar with the tourism development project conducted by NETIF in KVCTT? Are you a member of the NETIF's umbrella organization in your area?
2. Do you have any support from NETIF to establish this hotel / enterprise? If yes what kind of support?
3. Are you benefitted with the NETIF's training programs like guide training, waste management training, responsible tourism etc? How?
4. Are you familiar with the different trekking trails for your clients in Nepal? Which trails you recommend mostly to your clients? Do you promote KVCTT to your clients? If yes why?
5. Which trekking route in KVCTT you recommend in general to them? Why? (Discuss about the Sundarijal to Chisapani, Nagarkot to Dhulikhel, Chisapani to Nagarkot, Dhulikhel to Panuati /Namobuddha, The whole stretch Kvctt)
6. Do you think that branding of KVCTT helped to attract tourist in your area/ hotel?
7. Average occupancy rate before and after the intervention of NETIF in your hotel?
8. What do you think are the most successful program that NETIF has done to promote tourism along KVCTT?

9. Are you aware of the responsible tourism practices? How do you come to know about this? Does NETIF have helped you in this issue? How?
10. Do you practice responsible tourism before the intervention of NETIF as well? What do you think are the benefits of this practice?
11. What an ecotourism approach could bring to your business? Do you think this approach has helped you in attracting quality tourist and business volume? How NETIF has played role to this approach?
12. In what way do you think you can contribute KVCTT? Are your clients satisfied with the accommodation and hospitality services in the areas of KVCTT? If yes what attracts them most? If no what should be done to attract them by the project?
13. Discuss about the employment opportunities? Who are currently working? Is skill manpower available at your area? How NETIF has played role in this regard?
14. Do you have donation box in your hotel? Is this provided by NETIF? What do you think tourist really wants to donate or not? How much monthly do you get in donation?
15. What do you recommend to make KVCTT more attractive for tourist and what should be NETIF's role in future?

Average occupancy rate before and after the intervention of the NETIF

Before intervention of NETIF (average yearly)	After intervention (average tourists yearly)

D: Checklist for discussion with NETIF/ NTODP

1. What are the program priorities of the NETIF?
2. What is the implementation status of the program? What are the mechanisms to deliver the results?
3. Is progress being made towards the achievement of results (including specific gender/social inclusion results) at the outcome and output levels?
4. Is the project achieving the expected outcomes and outputs and making progress/contributing to the three Impacts listed in the LFA?
5. In relation to gender equality/social inclusion, has the investment achieved results in:
 - a. How the equal participation of men and women as decision-makers and including the poor and excluded been assured in the program area?
 - b. What have been done to promote the rights of women, youths and dalits and the poor and excluded?
6. Is the initiative consistent with the development issues or needs to which it is supposed

to respond?

7. How do you priorities needs, beneficiaries and program areas?
8. Are results consistent with needs and priorities of targeted beneficiaries (CBO members, especially women and the poor and excluded)?
9. Are results consistent with needs and priorities of CBOs as organizations?
10. What are the strategies to address gender/social inclusion and environmental considerations realistic and producing desired results?
11. What is done for successful implantation of the program even after end of the project?
12. Will results/benefits continue after the currently planned end of the project?
13. Are sufficient financial and human resources committed to maintain benefits and results? By whom?
14. Do you think that the external environment is conducive to the sustainability of results?
15. Are gender equality/social inclusion results likely to endure after SOUMENLATU involvement in the investment ends?
16. Has NETIF identified other partnerships with local organizations and/or other donors to enhance the development impact of PBB?
17. What is current status of the networking of NTODP with other organizations? And your efforts to link with other local organizations, other donors, and the GoN (local a national levels) whose programs are addressing similar needs or problems?
18. What is the mechanism to ensure active participation by local partners and beneficiaries (including women and the poor and excluded) in project design, implementation and monitoring?
19. Is there a clear definition, understanding and acceptance of the roles and responsibilities of project participants/stakeholders?
20. Is the design appropriate and based on sound understanding of local context? How were innovative and creative ideas and approaches explored to achieve results?
21. Were Project objectives, expected Results and performance indicators defined using participatory approaches?
22. Are they based on a sound understanding of the local context, including gender, inclusion, and the environment?
23. Does the project involve or experiment with new and innovative approaches?
24. Did NETIF apply lessons from development experience?
25. Have project innovations been recorded, reported and disseminated?
26. Are the strategies to address gender/social inclusion and environmental considerations realistic and producing desired results?

- 27. Are staff capacity, expertise and resources appropriate and sufficient for successful project implementation?
- 28. Does NETIF manage project personnel, physical assets and infrastructure adequately?
- 29. Is there fairly equal representation of men and women at all levels of project delivery?
- 30. Are the poor and excluded fairly represented at all levels of project delivery?

Data of tourist inflow from Shivpuri conservation office (last five years)

Year	Total tourist (average yearly)

ANNEX B: LIST OF PERSONS/GROUPS CONSULTED

S.N.	Name	Organization	Position	Address
1	Ramesh Bastola	Nagarkot Home Stay	Member	Bastola Gaun-Nagarokot
2	Dhana B. Lama	Nagarkot community agriculture group	Village coordinator, NETIF	Nagarkot
3	Kumari Lama	„	Treasure	Nagarkot
4	Rup Kumari shrestha	„	Member	Nagarkot
5	NAnu Shrestha	„	Member	Nagarkot
6	Maya Tamang	„	Chairman	Nagarkot
7	Purnimaya Tamang	„	Member	Nagarkot
8	Rachana Adhikari	Tourist Information Center	Member	Nagarkot
	Sarita Tamang	Tourist Information Center	Member	Nagarkot
9	Asmita Lama	„	„	Nagarkot
10	Asha Lama	„	„	Nagarkot
11	Anju Lama	Thanka Trainee		Nagarkot
12	Sunita Gurung	Thanka Trainee		Nagarkot
13	Shyam Gurung	Thanka Trainee		Nagarkot
14	Kuman Gurung	Thanka Trainee		Nagarkot
15	Shyama Gurung	Thanka Trainee		Nagarkot
16	Jamuna Gurung	Thanka Trainee		Nagarkot
17	Kalpna Gurung	Handicraft Trainee		Nagarkot
18	Laxmi Tamang	Sovenier Shop	Member	Nagarkot
19	Masinimaya Tamang	Handicap rehabilitation society	Member	Nagarkot
20	Uday Singh Tamang	„	Chairman	Nagarkot
21	Dhan Bahadur Lama	Nagarkot-Naldum Tourism Development Association	Member	Nagarkot
22	Badri Makaju	„	Chairman	Nagarkot
23	Deepak Lamichhane	„	Secretary	Nagarkot
24	Anil Pradhan	„	Member	Nagarkot
25	Caron Dhoju	Food Health and Hygiene Trainee		Nagarkot
26	Uday Bhusan	NETIF Coordinator		Dhulikhel
27	Sun Prasad	NETIF	Treasur	Dhulikhel

	Shrestha			
28	Din Dayal Shrestha	NETIF		
29	Prem Shrestha	Dhulikhel Lodge Resort	Owner	Dhulikhel
30	Pralhad Pyakurel	District Development Committee	Tourism Focal Person	Dhulikhel
31	Mina Shrestha	Trainee	Doll training	Dhulikhel
32	Chamber of Commerce, Dhulikhel	Dil Sundar Shrestha		Dhulikhel
33	Basu Dev Ghimire	Mushroom farming trainee	Owner Mushroom farm	Dhulikhel
34	Sumit Kumar Tamang	Gaurishankar Cultural Group	President	Dhulikhel
35	Harihar Badal	Guide Association of Kavre	President	Dhulikhel
36	Bel Prasad Shrestha		Former Mayor, Dhulikhel	Dhulikhel
37	Tina Kaeolakti	Olympia Group	Tour Operator	Finland
38	Gopal Prakash Bhattarai	Shivpuri National Park	Warden	Shivpuri
39	Sunita Vaidya Shrestha	WEAN		Kathmandu
40	Bijay Pradhan	Tourism Entrepreneur		Kathmandu
41	Tilak Lama	Tourism Entrepreneur		Thamel
42	Gyaneswor Mahato	Tourism Advisor	SNV, Nepal	Lalitpur
43	Lila Bahadur Baniya	NTB	Manager	Kathmandu
44	Gyanendra Prasad Adhikari	Common Concern Nepal	Director	Kathmandu
45	Panu Kononen	Suomen Lutu		Finland
46	Arun shrestha	NETIF	Chairman	Kathmandu, Nepal
47	Eco Club members			Sundaridal
48	Sundaridal Environment Conservation Committee	Discussion with members		Sundaridal
49	Mulkharj community house			Mulkharka
50	Sundaridal tourism information center			Sundaridal
51	Sundaridal gift house			Sundaridal

52	Bijay K.C,	Chisapani Environment and Tourism Development Forum	Chairman	Chisapni
53	Chisapni community house			Chisapni
54	Hira Lama	Hotel Owner		Chisapani
55	Maiti Nepal			Chisapni
56	Shyam Dhwoju	Niva Niva Lodge	Owner	Nagarkot

Annex C:

ToR EVALUATION NTODP

RATIONALE, PURPOSE AND OBJECTIVES OF THE EVALUATION

The purpose of this assignment is to evaluate the results of the Nepal Tourism Outdoor Development Project (NTODP) relative to plan and the management performance of the Local Executing Agency (LEA), Nepal Environment and Tourism Initiative Foundation (NETIF), and to provide recommendations on how to improve project effectiveness should SOUMEN LATU choose to fund a similar project in the future.

NTODP is currently beginning its final year of operation and is scheduled for completion by December 2013. Project monitors for NTODP have found that the project is progressing well and have identified NTODP as an initiative that may merit longer-term support. This evaluation will provide the NETIF and SOUMENLATU with the necessary information to confirm (1) the actual achievements of the NTODP project, and (2) whether and how to move forward with potential additional funding to NETIF for community-focused programming similar to NTODP, but with a greater emphasis on promotion of local economic growth, as per the Program Strategy.

SPECIFIC OBJECTIVES

The overall objective of the proposed evaluation will report on how the project has enabled better environment for better tourism in the project area, in terms of local capacity building, tourism based enterprises, environment management, employment opportunities through tourism based enterprises, social inclusion, knowledge management, coordination and communication, addressing the wishes.

However the specific objectives of the evaluation are

6. To ascertain if the project activities initiated by the project have been implemented adhering to the time frame specified during initiation of the project and the current condition of these activities
7. The impact of the project in the area of implementation, in terms of socio-economic and ecological benefits, standards, etc.
8. To understand the impact of the project especially on:
 - i. The increase in tourist inflow to the destination before and after the implementation of the project
 - ii. Any decidedly evident change in the employment condition of the destination, after the project was implemented: whether the local population was being helped due to the project in terms of earning their livelihood, elevating their standard of living.
 - iii. Effect of the project in increasing the income of the local population and finding out whether the project has been beneficial to the local population economically as well as socially and if there are any need gaps present in the project in the socio-economic aspect

- iv. The effect of the project on the environment of the location: if the project has been aligned with environment at the destination or has positively / negatively altered the environmental conditions.
- 9. To assess the current system of maintenance of infrastructure in the project area and also to assess the effectiveness of the present maintenance system.
- 10. To ascertain the level of participation of the local population in the project and their enthusiasm in the continuity of the project.
- 11. To assess the participation and involvement of State Government, local bodies of Governance and NGOs in the rural tourism project in terms of strategic involvement, governance and financial involvement.
- 12. To provide suggestions and recommendations for the overall improvement of the specific rural tourism project being studied and suggestions on the improvement in the general implementation of the project.

A. EVALUATION SCOPE

EXPECTED OUTCOMES OF THE PROJECT

NTODP was approved in line with SOUMEN LATUS's focus on enable better environment for better tourism through the outdoor tourism development in Nepal. The activities were focused on developing and branding "Kathmandu Valley Cultural Trekking Trail (KVCTT)", which starts from Sundarijal via ShivapuriNagarjun National Park, passing through Mulkharka, Chisapani, Nagarkot, Dhulikhel, Namobuddha, Balthali, and ending in Panauti. In the second phase the project activities were designed to scale up the activities initiated in first phase while contributing in the sustainability of the project in long run. The expected outcomes of the project were;

- Availability of facilities for the tourists through the construction of tourist shelters, route marking and upgrading.
- Enhanced capacity of local people in tourism and environment through trainings.
- Product upgrading and promotion.
- Improved networking and communication with other actors in tourism .

PROJECT PROFILE

Nepal Tourism, Outdoor and Environment Development Project (NTOEDP) is the four year project (Phase I&II) implemented by Nepal Environment and Tourism Initiative Foundation (NETIF) with the support of SOUMEN LATU, Finish Association for outdoor Recreation. The aim of the project is to enable better environment for better tourism in the post conflict Nepal with the active engagement of local communities in destination management where was the specific objectives were to

- Develop and promote locally made products, such as organic produce and handicrafts.
- Enhance the local capacity to manage tourism

- Harmonize the local communities and tourism entrepreneurs and build networking channels for them.
- Promote community focused eco-tourism to enhance the environment for better tourism.

Similarly, the strategies adopted by NETIF were, addressing the wishes of the tourists through the improvement of the basic facilities, call for the Environment protection and waste management, addressing the wishes of local communities through the provision of micro infrastructure and skill based trainings, optimum Promotional Campaigns to increase the visitors in the area In the first phase the project activities were focused on promoting quality tourism by collaborating together with local stakeholders, which in-return provided employment and income generating opportunities for the local communities, economic benefits for tourism entrepreneurs and satisfaction for visitors.

Implementing Organization (IO)

Nepal Environment & Tourism Initiative Foundation (NETIF) is a non-profit NGO working in the field of environment and tourism. It was founded in 2006 by a group of dedicated environmentalists and tourism entrepreneurs. We registered as an NGO in 2008 and established bases in Kathmandu and Dhulikhel; both economic and tourism centers in Nepal. The organization works towards an economically winning combination of tourism and environment. Complementing each other for better and sustainable tourism enterprises, particularly aiming to achieve the well-being of local communities by training and encouraging them to utilize the opportunities that environmental tourism offers and to sustain the surrounding environment that attracts tourists to the region. NETIF facilitates the transition of rural tourism sectors towards dynamic environmental considerations.

NETIF's ultimate plan is to hand over our NTEODP (Nepal Tourism, Environment and Outdoor Development Project) to the local communities. NETIF encourages hotel owners to practice sustainable tourism and also to be involved in social responsibility within their communities. The project, whose main aims where to establish the KVCTT to bring tourism into the area and allow local communities to set up small business enterprises in order to create a suitable income and to eliminate the need for villagers relying on things like tree cutting, which is environmentally destructive, for income. The aim was to establish clean, local communities which are environmentally aware, have proper means of waste management and the means to generate income from tourism and eco-friendly farming practices. Eventually NETIF will phase out the project, leaving in place the infrastructure for the villagers to continue on themselves. In order to do so, the project needs an outside source of funding other than the funds contributed by NETIF. With this in mind and NETIF's plans to phase out this project and move on to a new project in 2011, we have implemented the following incentives.

B. EVALUATION CRITERIA

These evaluation criteria are described in detail in the following sections along with their relative importance from the perspective of the SOUMEN LATU-Nepal Program. In addition

to being guided by the framework, the Evaluation Team Leader will also identify lessons learned, and provide recommendations for guiding possible future program initiatives.

EVALUATION QUESTIONS

Development Results

Achievement of Results

Is progress being made towards the achievement of results (including specific gender/social inclusion results) at the outcome and output levels?

Is the project achieving the expected outcomes and outputs and making progress/contributing to the three Impacts listed in the LFA?

In relation to gender equality/social inclusion, has the investment achieved results in:

- c. advancing equal participation between men and women as decision-makers and including the poor and excluded?
- d. promoting the rights of women, youths and dalits and the poor and excluded?

Have there been unintended results (positive or negative) attributable to the project? If so, describe and assess.

Effectiveness of Results

Is the relationship between costs and results reasonable? It is anticipated that the Evaluation will be able to provide only general comments and assessments in this area, given the lack of commonly agreed benchmarks.

- e. Based on comparisons with relevant benchmarks known to the Evaluation Team Leader, are project resources (financial and human) leveraged efficiently to achieve results?

Relevance of Results

Is the initiative consistent with the development issues or needs to which it is supposed to respond?

- f. Are results consistent with needs and priorities of targeted beneficiaries (CBO members, especially women and the poor and excluded)?
- g. Are results consistent with needs and priorities of CBOs as organizations?

Sustainability of Results

Will results/benefits continue after the currently planned end of the project?

- h. Are sufficient financial and human resources committed to maintain benefits and results? By whom?

- i. Is the external environment conducive to the sustainability of results?
- j. Are gender equality/social inclusion results likely to endure after SOUMENLATU involvement in the investment ends?

Success Factors

Appropriateness of Design

Is the design appropriate and based on sound understanding of local context? How were innovative and creative ideas and approaches explored to achieve results?

- k. Were Project objectives, expected Results and performance indicators defined using participatory approaches?
- l. Are they based on a sound understanding of the local context, including gender, inclusion, and the environment?
- m. Does the project involve or experiment with new and innovative approaches?
- n. Did NETIF apply lessons from development experience?
- o. Have project innovations been recorded, reported and disseminated?
- p. Are the strategies to address gender/social inclusion and environmental considerations realistic and producing desired results?

Informed and Timely Action

Does NETIF respond quickly to risks and take appropriate actions?

C. EVALUATION PROCESS

NETIF representatives should be consulted throughout the evaluation and at important milestones during the process. It is intended that all logistical decisions will be made in consultation with NETIF. NETIF will be given an opportunity to comment on the draft work plan and draft findings before they are put in final form of the report.

The Evaluation Team Leader is entirely responsible for the quality of the final report and shall follow the Quality Standards as mentioned.” The Evaluation Team Leader is responsible for accurately representing and consolidating the inputs of team members, stakeholders NETIF AND SOUMEN LATU in the final report.

D. ACCOUNTABILITY AND RESPONSIBILITIES

NEPALENVIRONMENT AND TOURISM INITIATIVE FOUNDATION (NETIF)

NETIF will provide the necessary support to ensure the successful collection of information for the evaluation in close consultation with SOUMEN LATU . NETIF’s responsibility will include:

- providing comment/feedback to validating the evaluation mandate, especially its scope, objectives, suggested timeline, and the roles and responsibilities of the various stakeholders;
- providing assistance with logistical arrangements for field visits to project sites
- acting as a resource for the Evaluation Team Leader (to facilitate access to

- documentation, to plan travel itineraries or interviews in the field, etc.);
- reviewing and commenting on analyses and reports submitted by the Evaluation Team Leader; and
- Preparing a management response and action/implementation plan for the recommendations of the Evaluation Report.

EVALUATION TEAM LEADER AND CONSULTANT

To facilitate the collection, interpretation and presentation of the information acquired as a result of this evaluation, a team of Consultants will be selected:

The Evaluation Team Leader will report to the NETIF President . In general, the Evaluation Team Leader will have overall responsibility for:

- Reviewing and commenting on the Terms of Reference
- Preparing and presenting the Evaluation work plan;
- The development of TORs for the engagement of the junior consultant with the necessary expertise in undertaking evaluations;
- Conducting the evaluation according to the approved work plan;
- The day-to-day management of evaluation operations;
- Reviewing the reports or work of the junior consultant and assigning work to the junior consultant;
- Collecting credible, valid information, (i.e., cross-validating and critically assessing the information and sources used and the validity of the data through a variety of methods and sources of information) following the work plan;
- Conducting wrap-up meetings (presentation of preliminary findings and validation) with NETIF and other stakeholders, as identified by it;
- Regular verbal or email progress reporting to the NETIF President. The development of findings (disaggregated by gender as much as possible), conclusions, recommendations and lessons learned; and,

E. DELIVERABLES

The Evaluation Team Leader will:

- 1) Prepare a draft work plan and submit same to NETIF for review;
- 2) Provide a final work plan to be approved by NETIF.
- 3) Perform a debrief/validation workshop to present preliminary data to stakeholders (e.g., SOUMEN LATU Staff, NETIF Staff field staff,;
- 4) Prepare a draft evaluation report
- 5) Provide a final report to be approved by NETIF and SOUMENLATU.

These deliverables are to be prepared in English and submitted in both hard copy and electronic formats to the NETIF.

Date for final Reporting: By the end of November 2013

Resources: NETIF will be responsible resources required for the study.

Qualification of Consultants/Consulting firms:

A team of multi-disciplinary experts headed with a tourism expert having an international experience in formulating tourism strategic planning. The incumbent should be experienced in rural based tourism development and community development; be familiar with improving institutional mechanisms and building links between local and central governance, and public and private sector; and having knowledge and understanding of both conservation and development.