

The National Tourism Authority of Lao PDR – UNESCO Nam Ha Ecotourism Project, Phase II

March 2004

UNESCO Bangkok Office

Mr. Richard Engelhardt
Regional Advisor for Culture in Asia and
the Pacific
PO Box 967 Prakanong
920 Sukhumvit Road
Bangkok, 10110 Thailand
(662) 391 0577 ext. 501
r.engelhardt@unesco-bkk.org

NTA - Lao Contact Information

Ambasador Vang Rattavong
Vice-Chairman NTA Lao
National Tourism Authority of Lao PDR
Lane Xang Ave.
Vientiane, Lao PDR
FAX: 856 021 21 27 69

Project Title: The National Tourism Authority of Lao PDR – UNESCO Nam Ha Ecotourism Project, Phase II.

Executing Agency: The United Nations Educational, Scientific and Cultural Organization (UNESCO), Office of the Regional Advisor for Culture in Asia and the Pacific, UNESCO Bangkok Office

Implementing Agency: National Tourism Authority of the Lao PDR

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UNESCO Contact Information

Mr. Richard Engelhardt

Regional Advisor for Culture in Asia and the Pacific

**PO Box 967 Prakanong
920 Sukhumvit Road
Bangkok, 10110 Thailand
(662) 391 0577 ext. 501
r.engelhardt@unesco Bangkok.org**

NTA - Lao Contact Information

Ambassador Vang Rattanaovong

Vice-Chairman NTA Lao

**National Tourism Authority of Lao PDR
Lane Xang Ave.
Vientiane, Lao PDR
Phone: 856 021 212 248
FAX: 856 21 212 769**

Preface

Further to the NZAID facsimile message reference LAO/NZ/8/3/7 dated 3 February 2004 (annex a) and the subsequent reply by the National Tourism Authority of Lao PDR dated 11 February 2004 (annex b), this document is intended to make design amendments to the proposal “*The National Tourism Authority of Lao PDR – UNESCO Mobile Ecotourism Training & Development Team: Building National Training Skills, Management Capacity and Inter-Agency Coordination to Strengthen the Community-based Ecotourism Sector in the Lao PDR*” which was submitted for funding to NZAID by the Office of the UNESCO Regional Advisor for Culture in Asia and the Pacific in August 2003. Please refer to the following recommendations put forth by NZAID and agreed upon by the National Tourism Authority, which form the basis if the said project-design amendments:

Recommendation 1: That the phase II proposal be recast to separate those parts that are an extension of the Phase I, focused on ecotourism within Luang Namtha Province, from those parts that relate to the proposed Laotian National Training Center for ecotourism’s advocacy and extension work.

Recommendation 2: That the relevant objectives of the recast proposal be revised to reflect the key outcomes wanted from phase two. Each objective will need to include appropriate indicators to provide for the required monitoring of progress.

Recommendation 3: That the phase II design make specific provision for engaging the local CBE industry in planning ongoing developments.

Recommendation 4: Ensure that phase II makes provision for active involvement of local natural resource management stakeholders.

The attached document provides a detailed revision of the original proposal’s objectives, activities and indicators based on the above recommendations, consultations with the National Tourism Authority of Lao PDR, UNESCO, and review of comments on the original proposal provided in an external assessment commissioned by NZAID. The amended project objectives, activities, indicators and expected outcomes can be found in the log frame under section 4 of this revised document.

Steven Schipani
UNESCO Bangkok Office
7 March 2004

Executive Summary

The tremendous growth in the Lao tourism sector since the mid-1990's, especially tourism centered on visitation and enjoyment of the Lao PDR's distinct and precious cultural and natural heritage has presented the country with a number of challenges and opportunities. On the one hand, tourism is generating significant foreign exchange earnings and fueling local investment in tourism related services and infrastructure, creating jobs, and providing ordinary Lao citizens with an opportunity to interact with foreign visitors on a scale that was previously impossible. On the other hand, partly because of the low national capacity to plan for and manage tourism's negative environmental and socio-cultural impacts, the resources underpinning the national tourism industry are in danger of being irrevocably damaged.

In response to these emerging and very real threats, in October 1999 the Office of the UNESCO Regional Advisor for Culture in Asia and the Pacific launched the UNESCO-NTA Lao Nam Ha Ecotourism Project in Luang Namtha Province with the intention of creating an economically viable national demonstration model for locally managed community-based culture and nature tourism. The Nam Ha Project went on to develop a number of community-based ecotourism products in and around the Nam Ha National Protected Area that demonstrated properly planned ecotourism could indeed be used as a tool for heritage conservation and rural development, involve local communities in tourism management and operations, and raise substantial public sector revenue. Because the Nam Ha Project's implementation timeline was only three years, there remains ample opportunity to strengthen and improve the pilot ecotourism programmes in Luang Namtha.

This document has come about through consultations between the Lao National Tourism Authority, UNESCO, the Nam Ha Project's primary donor NZAID, related international development agencies and a number of Lao public and private sector stakeholders. It outlines a strategy to further strengthen tourism management capacity, inter-agency cooperation and foster policy development on the provincial and national level in order to strengthen ecotourism activities in Luang Namtha. Since Luang Namtha is already playing an important role as a national ecotourism demonstration site, it is essential that provincial management and regulatory capacity is strong enough to sustain the early success of the original Nam Ha Project. The proposed "*National Tourism Authority of Lao PDR – UNESCO Nam Ha Ecotourism Project, Phase II*" is a logical extension of Nam Ha Phase I and intends to assist Luang Namtha's provincial tourism and protected area managers become more effective stewards of their emerging ecotourism industry. It will also scale-up the core group of national professionals trained by the Nam Ha Project both in numbers and quality. The proposed project will assist ecotourism operators and managers expand model community-based ecotourism programmes in cooperation with the private sector and other internationally supported ecotourism initiatives. Lao ecotourism providers and local communities supported by this project will then form a critical mass of local expertise that will assist the province to realize long-term conservation, poverty alleviation and heritage protection benefits that well conceived and managed ecotourism is capable of producing.

List of Acronyms

ADB - Asian Development Bank
CBE - Community-based Ecotourism
CTA - Chief Technical Advisor
DFRC - Department of Forestry Resource Conservation
EU/EC - European Union
GoL - Government of the Lao PDR
GTZ - German Aid Agency
IFC - International Finance Corporation
MTDP - NTA-ADB Mekong Tourism Development Project
NBCA - National Biodiversity Conservation Area
NGO - Non-government Organization
NPA - National Protected Area
NHEP - Nam Ha Ecotourism Project
NTA - National Tourism Authority
NTFP - Non Timber Forest Products
NZODA - New Zealand Overseas Development Agency
NZAID - New Zealand Agency for International Development
PAFO - Provincial Agricultural and Forestry Office
PRA - Participatory Rural Appraisal
PTB - Provincial Tourism Board
PTO - Provincial Tourism Office
SDRI - Sustainable Development Research Institute
STEA - Science, Technology and Environment Agency (Prime Minister's Office)
SUNV - Netherlands Development Organization and United Nations Volunteers
SNV - Netherlands Development Organization
TA - Technical Assistance
TOR - Terms of Reference
UNESCO - United Nations Educational, Scientific and Cultural Organization
UNDCP - United National Drug Control Programme
VSA - New Zealand Volunteer Service Abroad
WCS - Wildlife Conservation Society

1. Introduction

1.1 Background & Context

The Lao PDR's fledgling tourism industry is expanding rapidly. Statistics compiled by the National Tourism Authority (NTA) indicate that the number of international arrivals peaked in the year 2000 at 737,208, increasing from 37,613 just 9 years prior. In 2002 the 735,000 recorded international arrivals placed tourism as the nation's number one foreign exchange earner, topping US\$ 113 million. The impressive number of international arrivals can be partially attributed to government policies that actively encourage tourism development and the relative ease of obtaining a tourist visa since 1996.

Primary attractions that draw international visitors are mainly the nation's rich natural and cultural heritage. Nearly half of the country remains forested, with over 12% of the national land-mass under special protected area status formerly known as National Biodiversity Conservation Areas (NBCA), now simply referred to as National Protected Areas (NPA). In addition to harboring what is arguably the most intact natural environment in Southeast Asia, the Lao PDR is also home to 47 distinct ethnic groups, speaking over 230 different languages. The vibrant traditional culture of these ethnic groups remains largely unchanged by outside influences, and compliments the country's natural beauty. Two sites have already been inscribed on the UNESCO World Heritage List; the Historic Town of Luang Prabang and the Vat Phou Temple Complex in Champasak Province. The enigmatic Plain of Jars, located in north central Xieng Khouang Province is undergoing the nomination process and is expected to ascend to World Heritage Status by 2006.

The Lao government recognizes that its natural and cultural assets underpin the country's tourism industry, and actively promotes them in an effort to draw international visitors. However, the present lack of national capacity to plan for, implement and manage quality cultural and nature tourism activities is putting the precious heritage so vital to sustaining the tourism industry at risk of being degraded, and in some extreme cases, already irreversibly destroyed. Since a sustainable nature and culture based tourism industry is one of eight priority sectors identified by the Lao Government to assist national economic growth and poverty alleviation, the very real threats to these resources that have come about due to improper and poorly planned tourism is of particular concern. In addition, the social and environmental problems arising from inadequate management of the tourism industry -- especially nature and cultural tourism-- is placing an increasing burden on already strained government services and physical infrastructure.

In response to the urgent need to develop a sustainable, endogenous model for community-based culture and nature tourism --collectively referred to in this document as community-based ecotourism (CBE) -- in October 1999 the Office of the UNESCO Regional Advisor for Culture in Asia and the Pacific launched the UNESCO-NTA Lao Nam Ha Ecotourism Project in Luang Namtha Province. The project's implementing agency was the National Tourism Authority of the Lao PDR, with cooperation from the Ministry of Agriculture and Forestry and Ministry of Information and Culture. The Government of New Zealand through NZODA and the Government of Japan through the International Finance Corporation's Trust Funds Programme were the projects primary donors. The project also received technical assistance and some financial support from a number of partners which included: The Netherlands Development Organization SNV, the German Development Organization GTZ, European Union (EU), United Nations Drug Control Programme (UNDCP), Wildlife Conservation Society (WCS), New Zealand's Volunteer Service Abroad (VSA), Sustainable Development Resource Institute (SDRI), and Aid for Artisans, a small non-governmental organization (NGO).

During the initial three-year pilot project, the UNESCO-NTA Lao Nam Ha Ecotourism Project (NHEP) team successfully conceived, field-tested and refined an effective methodology to develop and manage the Lao PDR's first-ever community-based ecotourism initiatives. The project team worked closely with local communities to provide them with operational training and technical assistance to develop CBE programs such as ecotreks and river trips. Both the NTA and UNESCO strongly endorse the project's locally managed, economically viable model, which is in line with the two agencies' mandate specific to sustainable utilization, protection and promotion of the natural and cultural heritage. For its exemplary contribution to poverty alleviation in the Lao PDR, the Nam Ha Project Team was awarded the 2001 United Nations Development Award. The project was also recognized as Highly Commended in the 2002 British Airways Tourism for Tomorrow Awards, National Parks and Protected Areas category.

1.2 Nam Ha Ecotourism Project External Review

In addition to the international recognition the NHEP has received, an on-site external review was conducted in June 2002. The review confirmed that the project was on track to achieve many of its stated objectives, however because of the relatively short implementation period (three years) and still-weak national capacity to sustain activities initiated by the project team, the review recommended that funding be sought to continue the project for a further three years to strengthen operations in Luang Namtha. Excerpts from the external review team's final report are shown below:

On all ostensible fronts the project has been a tremendous success. While some activities in the initial project document have been modified, strategic decisions of how best to employ resources and energy have led to satisfying all the objectives listed at the start of this evaluation report.

By bringing tourists to villages in large numbers, the project has set in place a form of social interaction that is powerful in its implications and to date has managed to set in place a framework and mechanisms that make the process proceed cautiously and sensitively.

The quality level of all operations ranging from promotional materials and monitoring guidelines through to food distribution rosters in the villages has been outstanding – this has led to the wide range of stakeholders to date benefiting on many fronts. The high profile effectiveness of the project is evident on many fronts.

But the question remains, what would happen were the project to extract all forms of outside assistance at this point in time? The evaluation team is of the opinion that activities would not continue with the current emphasis on careful attention to detail and ability to fine-tune approaches as difficulties arise.

It is the evaluation team's decision that a second phase is warranted so that the very real successes can be more carefully integrated into existing (and improved) capacity of the Lao institutes to manage it. Despite the positive achievements there are a number of issues that will need careful attention in the planning and implementation of Phase 2.

The 9 priority issues identified by the review team to be addressed during a second phase of the project are as follows:

Capacity building

- Consolidate activities
- Expand and link with other departments
- Establish a Provincial Ecotourism Board
- Build district level capacity
- Continue English language training and translation.

Replicability

- Use Muang Sing as a model for replicating activities in areas with existing tourism
- Use Vieng Phoukha as a model for district management plan and replication in an area with few tourist activities

Policy Development & Planning

- Provincial and district tourism plans
- Planning must be proactive
- Village Development Fund needs better planning

Data Collection/Monitoring

- Support ongoing monitoring
- Modify monitoring for other sites
- Institutionalize monitoring
- Link with other research agencies

Community Development/Village Selection Criteria

- Establish clear criteria for village selection
- Analyze which villages in Muang Sing warrant project attention
- Develop a clear policy on collaboration with villages that have extensive drug use

Training

- Establish a provincial training center
- Use existing (and some new) treks as field studies sites
- Use local PTO specialists as trainers for other provinces

Guides

- Upgrade guide skills
- Improve villager-guide relations

Private Sector

- Increasingly involve private sector with appropriate regulations

Gender

- Undertake gender outreach workshops and gender mainstreaming

1.3 Transition to the Next Phase of the Project

External assistance for the UNESCO-NTA Lao Nam Ha Ecotourism Project concluded in late October 2002. Since that time there has been ongoing dialogue between UNESCO, the NTA, New Zealand's Agency for International Development (NZAID) and a number of international organizations regarding a second phase of the project. The main focus of these consultations has been the exploration of modalities to further strengthen tourism management capacity, inter-agency cooperation and policy development on the provincial and national level in order to both improve CBE activities in Luang Namtha, and replicate successful components of the NHEP nationally. These discussions culminated in a Lao National Ecotourism Stakeholders Workshop, held in Vientiane on 26 June 2003. At this

meeting both the NTA and UNESCO prioritized the need for a range of continued and new ecotourism related training and capacity building initiatives, both in Luang Namtha and other provinces. It was proposed that this training would be delivered by a NTA Mobile Ecotourism Training and Development Team that would provide continued assistance to Luang Namtha, and also use the province as a field training site for other provinces. The urgent need for a tourism development and management plan for Luang Namtha was raised and is especially relevant because in addition to the proposed project, the province is also receiving support from the EU, GTZ and ADB to expand CBE operations and address many of the priorities identified by the NHEP external review mentioned above. Solid integration and embedding of conservation and development activities into existing and future CBE products is a priority for both the NTA and Department of Forestry Resource Conservation (DFRC), the government agency responsible for the Nam Ha National Protected Area.

Output and recommendations of the Lao National Ecotourism Stakeholders Workshop, the Nam Ha Project's external review and comments drawn from a NZAID commissioned review of an earlier version of the Phase II proposal form the basis of this project document. This revised project is intended to further strengthen and institutionalize NHEP initiated CBE activities in Luang Namtha. The second phase will build on the success of the pilot project by addressing four main issues: (1) further institutionalization, improvement and expansion of the existing CBE model in Luang Namtha; (2) improvement of local management capacity, local regulatory abilities and locally offered guide and CBE community services; (3) strengthen ecotourism-conservation outputs and tourism-natural resource management agency coordination in Luang Namtha and; (4) more deeply involve the private sector in the operation of CBE products through concessions and public-private sector partnerships.

1.4 Project Beneficiaries

This project builds on the early efforts of the NHEP to develop the human resources and regulatory framework necessary to support the development of a sustainable provincial ecotourism industry that both alleviates poverty and contributes to the conservation and protection of the national heritage. The project will enhance abilities of the core group of professionals trained during phase I. It will strengthen CBE operations in Luang Namtha to bring about socio-economic benefits for participating communities, private-sector operators, and the public sector. It will reinforce and invigorate conservation-CBE linkages and bring tourism and protected area managers together to implement small-scale integrated conservation and development activities in cooperation with government agencies, NGO's and international organizations.

1.5 Implementing Agency and Project Management

UNESCO was an effective executing agency during phase I and it is recommended that UNESCO remain the executing agency of the proposed project and the NTA remain the national implementing agency. Project implementation in Luang Namtha carried out by the UNESCO and NTA Lao appointed project team, Luang Namtha PTO, Department of Forestry Resource Conservation (DFRC). National private sector expertise will be supervised by the NTA's Tourism Training and Development Division with technical assistance and monitoring provided by the Office of the UNESCO Regional Advisor for Culture in Asia and the Pacific. The project will also work closely with SNV and WCS to collaborate on the delivery of technical advisory services and implementation of training activities. The EC, GTZ and ADB Mekong Tourism Development Project will collaborate closely with the project in Luang Namtha on each individual organizations separate but complimentary CBE and pro-poor tourism projects that are presently underway. The ADB MTDP will be implemented by the PTO and can support some CBE training, small-scale infrastructure and CBE product development province wide. The creation and function of a Provincial Tourism Board (a proposed project activity) will play a key role in supervising the various ecotourism-related projects in the province.

2.0 Project Goal

Strengthen the management, regulatory and collaborative capacity of the Luang Namtha PTO, related government agencies, and the private sector in order to implement economically viable, sustainable community-based ecotourism initiatives that contribute to poverty alleviation and the conservation and protection of the natural and cultural heritage of Luang Namtha Province and the Nam Ha National Protected Area.

3.0 Project Objectives

Objective 1: Establish the administrative infrastructure and technical expertise to implement the project in Luang Namtha Province.

Objective 2: Strengthen the capabilities of the Provincial Authorities and private sector to regulate, coordinate and expand sustainable CBE Programmes in Luang Namtha.

Objective 3: To use community based ecotourism as a tool for conservation, rural development and poverty alleviation in Luang Namtha.

Objective 4: To provide the PTO, local guides and private sector operators with essential training in CBE management and operations.

Objective 5: Increase the number of women and ethnic minorities from both the public and private sectors that are trained in the development and management of community-based ecotourism activities.

4.0 Amended Project Objectives, Activities, Indicators and Output Log Frame

Objective	Activities	Indicators	Outputs	Means of Verification	Risks/Assumptions	
1. Establish the administrative infrastructure and technical expertise to implement the project in Luang Namtha Province.	1.1 Identify and appoint project team	International and national experts are recruited by UNESCO and NTA Lao	1 Project team formed	Review of consultant contracts and NTA Lao subcontract agreement	The project will be able to recruit and contract experienced staff that is able and committed to living and working in remote Luang Namtha Province	
	1.2 Establish project office in Luang Namtha and supervisory office in Vientiane	National supervisory committee & Provincial Tourism Board formed	Project administrative procedures in place	Roster of project staff and resource persons		
	1.3 Establish supervisory committee in Vientiane and Provincial Tourism Board in Luang Namtha that includes the private sector	A functional liaison office is established in Vientiane	Field office is established in Luang Namtha	1 Supervisory committee and 1 tourism board charter complete	Review of supervisory committee charter and Board charter	The supervisory committee and tourism management board will be effective bodies and regularly coordinate and guide the development of CBE activities in the province
				Report on introductory workshop	Review bi-annual work plan	
	1.4 Conduct project's introductory & review workshop in Luang Namtha	Training materials are being created for use in training	A team of trained staff is in place to conduct training	First bi-annual work plan approved	Review training manuals	Local staff has the ability to grasp concepts presented in the "train the trainer" trainings and effectively act as local trainers
				Training curriculum formulated	Review audiovisual and other training media	
1.5 Create a Luang Namtha specific CBE training curriculum			Set of video training materials (5 subjects) produced	Report of the annual project monitoring workshop	There will be cooperation between the Nam Ha NPA Management Unit and Luang Namtha PTO in the implementation of the project	
1.6 Conduct "train the trainer" course in Luang Namtha			National team trained as trainers 4 project staff, 4 PTO staff, 2 Nam Ha NPA staff, 2 Information and Culture Staff	Regular project progress reports		

Objective	Activities	Indicators	Outputs	Means of Verification	Risks/Assumptions	
2. Strengthen the capabilities of the Provincial Authorities and private sector to regulate, coordinate and expand sustainable CBE Programmes in Luang Namtha.	2.1 Draft and implement a strategy on the phased withdrawal of international TA	TA withdrawal strategy is drafted and implemented	1 TA withdrawal strategy paper approved and implemented	Review of Guide Association, Private sector CBE operator and PTO records	The provincial authorities and project team will be committed to drafting and implementing the exit strategy	
	2.2 Create a provincial tourism management plan	CBE programs implemented in Luang Namtha and Vieng Phoukha are being well regulated by local authorities	100% provincial increase in tourists participating in CBE programmes by the end of the project as measured against 2003	Reports from community monitoring	Tourism arrivals will continue to rise or at least reflect 2003 levels. Demand for CBE products will be sustained	
	2.3 Assist PTO backstop the expansion of CBE Programs in Muang Sing and Vieng Phoukha	Training events and monitoring is taking place in Luang Namtha	5 CBE products in Vieng Phoukha developed in collaboration with the EU (US\$ 25,000 in annual receipts, of which at least 30% retained in target villages)	Quarterly project reports Projects annual monitoring workshop report	Review provincial and district tourism plans	The private sector is interested and able to invest in CBE activities in Luang Namtha
	2.4 Conduct bi-annual CBE monitoring in target villages	Published operational and regulatory procedures for CBE in Luang Namtha province	5 products in Muang Sing, developed in collaboration with GTZ (US\$ 25,000 in annual receipts, of which at least 30% retained in target villages)	Visit district tourism offices	Visit to private sector CBE operators offices	GTZ and the EU will continue to support CBE activities in Luang Namtha
	2.5 Create district tourism management plans in Namtha, Sing and Vieng Phoukha	Process is underway to form 2 district tourism offices	5 products in Namtha, developed in collaboration with the ADB-MTDP (US\$ 25,000 in annual receipts, of which at least 30% retained in target villages)	Regular project progress reports	Report of the annual project monitoring workshop	There is adequate government support for the creation of district tourism offices
	2.6 Assist in the establishment of district tourism offices in Sing and Vieng Phoukha	1 Provincial and 3 district tourism plans under development	1 District tourism office in Sing and 1 Vieng Phoukha open and staffed			There is adequate time, commitment and resources to create and approve tourism management plans
	2.7 Assist in the establishment of at least 2 new private sector CBE operators in the province	CBE concessions for two private operators are being drafted and pursued	1 Luang Namtha provincial tourism plan completed			
			2 Individual district tourism plans complete			
			2 Private CBE operators established in the province, operating at least 6 tours			

Objective	Activities	Indicators	Outputs	Means of Verification	Risks/Assumptions
3. To use community based ecotourism as a tool for conservation, rural development and poverty alleviation in Luang Namtha.	<p>3.1 The PTO, NPA and related stakeholders co-plan and conduct 10 small scale Integrated Conservation and Development Initiatives in Target Villages</p> <p>3.2 Draft and promulgate clear CBE tax revenue sharing agreements & CBE management responsibilities for the Tourism Authority and Protected Area Management Unit</p> <p>3.3 Establish cooperative agreements regarding revenue sharing and conservation activities between tour operators and participating communities</p> <p>3.4 Set up 6 village CBE natural resource reserves</p>	<p>10 CBE- conservation and development activities being implemented</p> <p>Better collaboration between the PTO and NPA</p> <p>Clear guidelines are in place detailing the role of the PTO and NPA to support CBE and conservation and development linkages</p> <p>CBE is producing public funds for conservation and development initiatives</p> <p>Target villages are using natural resources more sustainably</p> <p>Target villages are receiving at least 30% of the gross receipts of all CBE tours</p> <p>Framework for natural resource reserves in place</p>	<p>10 CBE- conservation and development activities implemented</p> <p>Monthly meeting between the PTO and NPA take place every month</p> <p>Regulatory framework approved for CBE operations in the province</p> <p>CBE activities in Luang Namtha produce at least US\$ 10,000 in public funds for conservation and development initiatives annually</p> <p>50% decrease in illegal natural resource harvesting methods in target CBE villages by the end of the project</p> <p>At least US\$ 40,000 annual income distributed among target CBE villages in Luang Namtha</p> <p>20% increase in select natural resources (NTFP's, bird counts, wildlife signs, etc.) in CBE resource reserves</p>	<p>Count and written assessment of small scale conservation and development activities</p> <p>Minutes of PTO-NPA meetings</p> <p>Review of CBE regulatory framework</p> <p>Review of public tax records and audit of CBE operator accounts</p> <p>Analysis of bi-annual CBE monitoring activities' natural resource component</p> <p>Analysis of bi-annual CBE monitoring village income component</p> <p>Regular project progress reports</p> <p>Report of the annual project monitoring workshop</p>	<p>The provincial authorities will be able to coordinate and effectively reinvest public sector revenue into conservation and development activities</p> <p>PTO-NPA will meet regularly</p> <p>Public tax records will be made available for review</p> <p>CBE operators will honestly account for taxes and public fees</p> <p>Monitoring activities will take place regularly and gather accurate data</p> <p>Market demand for CBE products can be maintained</p> <p>Target villages will agree to abide by natural resource us laws as a result of new-found CBE income</p> <p>Target villages will be able to appropriate a share of CBE revenue through the provision of food, accommodations, handicrafts, guiding services and other methods</p>

Objective	Activities	Indicators	Outputs	Means of Verification	Risks/Assumptions
4. To provide the PTO, local guides and private sector operators with essential training in CBE management and operations	<p>4.1 English language training for local guides</p> <p>4.2 Annual nature and culture interpretation courses for local guides</p> <p>4.3 Bi-annual tourism management planning workshops for PTO, NPA and related provincial staff</p> <p>4.4 Marketing and promotion training for private sector operators and local guides</p>	<p>At least 20 local guides enrolled in language courses annually</p> <p>Annual courses taking place, attended by at least 20 local guides</p> <p>Tourism, NPA and related provincial staff are effectively coordinating provincial CBE planning</p> <p>Annual marketing and promotion training for private sector operators and local guides</p>	<p>60 trained local guides that have increased their annual income by at least 50% from guiding activities</p> <p>16 well trained local tourism managers and well conceived provincial and district tourism management plans</p> <p>60 marketing training course graduates.</p> <p>12 locally made articles of promotional media</p> <p>Linkages established with at least 10 tour operators</p> <p>15% of CBE business is being booked by tour operators based outside of Luang Namtha</p>	<p>Interviews with local guides</p> <p>Regular project progress reports</p> <p>Review of tourism management plans</p> <p>Review of workshop teaching material and minutes</p> <p>Review of marketing materials and interviews with local guides and CBE operators</p> <p>Report of the annual project monitoring workshop</p>	<p>Guides will be interested in language and other training courses</p> <p>Tourist numbers will increase thus encouraging the entry of local people into the guiding profession</p> <p>Wages will rise or at least remain stable</p> <p>Local tourism managers will be able to grasp and apply the concepts presented at tourism planning workshops</p> <p>Local people will be interested in attending marketing training</p> <p>Adequate resources and follow up will be committed so that local people will be able to obtain the skills to produce marketing materials and establish linkages with outside tour operators</p>

Objective	Activities	Indicators	Outputs	Means of Verification	Risks/Assumptions
<p>5. Increase the number of women and women ethnic minorities from both the public and private sectors that are trained in the development and management of community-based ecotourism activities</p>	<p>5.1 Public recruitment of women and women ethnic minorities</p> <p>5.2 Create a CBE Gender Action Plan for Luang Namtha</p>	<p>The project is actively encouraging provincial authorities to recruit women and ethnic minorities as guides, managers, private sector investors and CBE service providers through print, radio, etc.</p> <p>Gender Action Plan is being drafted in a participatory manner with local authorities, communities and the private sector</p>	<p>A target of 50 percent and minimum of 20 per cent participants in CBE guide training are ethnic minority women</p> <p>A target of 50 percent and minimum of 20 per cent of participants in other project training activities are women and ethnic minorities</p> <p>A target of 50 percent and minimum of 20 per cent of ethnic minority women are engaged in and/or managing CBE activities</p>	<p>Regular project reports</p> <p>Review of Gender Action Plan</p> <p>Report of the annual project monitoring workshop</p>	<p>Women and ethnic minorities will be interested in participating in the CBE industry</p> <p>Adequate resources will be dedicated to creation and promulgation of a provincial Gender Action Plan</p>

5.0 Project Monitoring

The project will employ a strategy of both internal and external project monitoring to ensure that routine, accurate reports of project activities and finances are made available to supervisory and donor agencies.

Internal Project Monitoring

The project's National Project Coordinator will assume responsibility for composing quarterly progress reports to national authorities and UNESCO. The UNESCO appointed Senior Ecotourism Advisor will assist the National Project Coordinator establish a planning, reporting and monitoring protocol for the project. Twice yearly, the project's National Supervisory Committee, Provincial Tourism Board and Project Staff will meet to review the project. Baseline socio-economic and environmental conditions will be collected and documented in the first 6 months of the project.

Output

- Project planning, implementation and reporting protocol in place
- Quarterly reports & finance statements submitted to the NTA and UNESCO
- Reports on the bi-annual supervisory committee meetings in Luang Namtha

Annual Donor & UNESCO Supervisory Monitoring Workshop

Annual donor & national supervisory committee monitoring missions will take place either in Vientiane or the project's main field site in Luang Namtha. NZAID, national supervisory bodies, and international partner implementing organizations will participate in the annual monitoring workshops to assess progress towards the proposed project objectives and make recommendations regarding changes in the project's implementation procedures.

- Report of the annual monitoring missions

6.0 Project Evaluation

The successful implementation of the project will reflect how well the project team is able to achieve the project objectives outlined in this project document. For this reason, a mid-term evaluation is planned to measure progress towards meeting project objectives, and if necessary, make recommendations to alter the project team's implementation approach.

Mid-term Evaluation

The National Tourism Authority, UNESCO and the project's implementing partners with the cooperation and assistance of the project team will perform a mid-term evaluation. The appointed evaluation team will assess progress in meeting the project's stated objectives and outputs and make recommendations for future implementation of the project.

- Report of the mission findings and lessons learned

Final Evaluation

The National Tourism Authority and UNESCO shall appoint a mutually agreeable external evaluation team to perform the project's final evaluation. This external evaluation team will evaluate the project outputs and impacts, perform a financial audit, and assess overall progress towards achieving the project objectives in this document.

- Report of the mission findings and lessons learned

7. Timeline of Project Activities

Timeline of Project Activities (2004 – 2007)		Year 1 (04 – 05)				Year 2 (05– 06)				Year 3 (06 – 07)			
No.	Activities	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1	Identify and Appoint the Project Team	X											
1.2	Establish project office in Luang Namtha and supervisory office in Vientiane	X											
1.3	Establish a National Supervisory Committee in Vientiane and Board in Luang Namtha	X											
1.4	Project Introductory & Review Workshops in Luang Namtha	X											
1.5	Create Luang Namtha CBE Training & Development Curriculum	X	X										
1.6	Training the Trainers in Luang Namtha	X	X										
2.1	Draft and Implement A Strategy on Phased Withdrawal of International Advisors				X	X	X	X	X	X	X	X	X
2.2	Create Provincial Tourism Management Plan				X	X	X	X					
2.3	Assist PTO Backstop the Expansion of CBE Programs in Muang Sing and Vieng Phoukha			X	X	X	X	X	X	X	X	X	X
2.4	Create Tourism Management Plans in Muang Sing and Vieng Phoukha			X	X	X	X	X	X	X	X	X	X
2.5	Assist the Province Establish District Tourism Offices in Muang Sing and Vieng Phoukha				X	X	X	X	X	X	X	X	X
2.6	Assist Private Sector Establish CBE Operations in Province				X	X	X	X	X	X	X	X	X
3.1	Conduct Small Scale Conservation & Development Initiatives				X	X	X	X	X	X	X	X	X
3.2	Draft and Promulgate CBE Regulatory Framework for Luang Namtha				X	X	X	X	X	X	X	X	X
3.3	Establish Cooperative Agreements Between Tour Operators and Communities				X	X	X	X	X	X	X	X	X
4.1	English Language for Local Guides			X				X			X		
4.2	Nature and Culture Interpretation Courses for Local Guides				X				X			X	
4.3	Tourism Planning Workshops		X				X				X		
4.4	Marketing and Promotion Training for Private Sector & Local Guides					X				X			X
5.1	Public recruitment of Women and Ethnic Minorities	X	X	X	X	X	X	X	X	X	X	X	X
5.2	Create and Implement Gender Action Plan for LNT					X	X	X	X	X	X	X	X
--	Internal Project Monitoring	X	X	X	X	X	X	X	X	X	X	X	X
--	Bi-Annual Supervisory and Tourism Board Meetings	X			X		X		X		X		
--	Annual Donor & UNESCO Supervisory Monitoring Workshop				X				X			X	
--	Mid-term Evaluation							X					
--	Final evaluation												X