Khumbu Pasang Lhamu Rural Municipality

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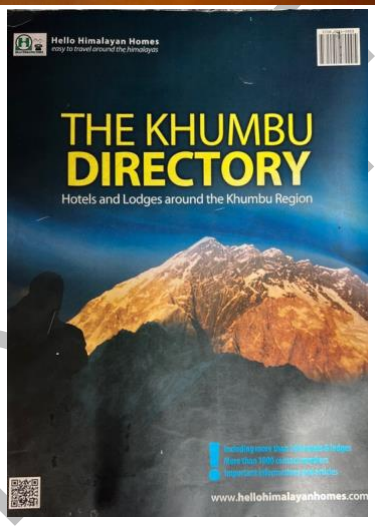

Tourism Strategy and Action Plans

2026–2040

Khumbu Pasang Lhamu Rural Municipality
Tourism Strategy and Action Plans
2026-2040

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Acronyms

APEC	Asia Pacific Economic Cooperation
app	application
BZ	buffer Zone
BZMC	Buffer Zone Management Council
CITES	Convention on International Trade in Endangered Species
DMO	Destination Management Organisation
DNPWC	Department of National Parks and Wildlife Conservation
EBC	Everest Base Camp
GEDSI	gender equality, disability and social inclusion
GLOF	glacial lake outburst flood
GDP	Gross Domestic Product
GSTC	Global Sustainable Tourism Council
HRD	Human resource development
ICIMOD	International Centre for Integrated Mountain Development
IBA	important bird and biodiversity area
IT	information technology
IUCN	International Union for the Conservation of Nature
KO	key objective
KPLRM	Khumbu Pasang Lhamu Rural Municipality
LAC	limits of acceptable change
MCTCA	Ministry of Culture, Tourism and Civil Aviation
NGO	non-governmental organisation
NMA	Nepal Mountaineering Association
NTB	Nepal Tourism Board
OECD	Organisation for Economic Cooperation and Development
SNP	Sagarmatha National Park
SNPBZ	Sagarmatha National Park Buffer Zone
SP	strategic programme
SPCC	Sagarmatha Pollution Control Committee
SWOR	strengths, weaknesses, opportunities and risks
TAAN	Trekking Agents Association of Nepal
UN SDG	United Nations Sustainable Development Goals
UNDP	United Nations Development Programme
UNESCO	United Nations Education Science and Culture Organisation
UNWTO / UN Tourism	United Nations World Tourism Organisation
UK	United Kingdom
USA	United States of America
WSHA	World Sustainable Hospitality Alliance
WTTC	World Travel and Tourism Council

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Executive Summary

About this Strategy

This 2026-2040 Tourism Strategy sets out a roadmap to redesign and strengthen tourism and development in the Khumbu Pasang Lhamu Rural Municipality (KPLRM). Home to Chomolungma, the world's highest peak, the Sagarmatha (Mt Everest) National Park (SNP) a UNESCO-listed World Heritage site, and the Khumbu Beyul – the KPLRM constitutes the world's most celebrated high-altitude trekking and mountaineering landscapes. Prepared through an extensive participatory process, this Strategy aligns with the 2026–2030 SNP Management Plan, Nepal's national tourism policy, and the requirements of the UNESCO World Heritage Committee.

Context and Setting

In 2024, our Municipality welcomed 58,979 international visitors and more than 7,500 climbers – the former generating over US$xx in visitor spending into the KPLRM, and the latter generating over US$6.1 million in mountaineering revenue. Visitor numbers have nearly doubled since 2000. Domestic tourism is expanding rapidly. The completion of the Salleri–Chaurikharka/Lukla road opens the door to further substantial growth in visitor demand and transformational change to built landscapes. In short, our Municipal economy is highly tourism-dependent and private investment in lodges, infrastructure and services will continue to grow for generations to come.

With this change our Municipality faces mounting pressures: marked seasonality (six months of very low occupancy), environmental degradation from waste, helicopter activity and high-use trail congestion, and deep climate vulnerability — as demonstrated by the catastrophic August 2024 Thame valley glacial lake outburst flood (GLOF). More than 55% of our residents identify climate change as the number-one threat to community wellbeing. The UNESCO World Heritage Committee has formally requested a visitor carrying-capacity study and a Tourism Management Plan aligned with the revised SNPBZ Management Plan. This Strategy responds to this need.

Key Challenges

- Acute seasonality and insufficient year-round employment across all five wards
- Environmental pressures: waste management, helicopter noise, trail overcrowding
- Insufficient cultural interpretation of the Khumbu's Beyul identity and our ethnic heritage
- Inadequate institutional capacity and limited specialist tourism planning resources
- Outmigration, erosion of traditional culture, language and livelihoods
- Porter and guide welfare deficits; under-cutting by Kathmandu-based operators
- Climate change impacts: GLOFs, warming temperatures, declining agriculture and yak herding
- Sourcing financial and technical resources to design and deliver regenerative tourism

Our Vision

The Strategy currently includes three vision options,
from which a final participatory vision will be developed

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Seven Guiding Principles

The Strategy currently includes sample guiding principles – to be agreed and finalised through stakeholder consultation – examples maybe: respect local custodians and traditions; promote sustainable and responsible travel; encourage open information exchange; invest in workforce development and inclusion; leverage innovation for environmental and social wellbeing; build public–private partnerships for investment; and strengthen destination resilience for future shocks.

Six Strategic Programmes

The Strategy is composed of six integrated, equally weighted programmes — each addressing a critical dimension of the Municipality's tourism system:

Programme 1 **Strengthen the Institutional Environment** Establish a Destination Management Organisation, build KPLRM's tourism planning and legal frameworks, create a unified lodge association, and strengthen systems for monitoring, communication and transparency.	**Programme 2** **Develop Human Resources** Train lodge managers and guides, appoint dedicated tourism officers (vocational, cultural, regenerative), deliver community wellbeing training, and address the under-cutting of local operators by Kathmandu-based companies.	**Programme 3** **Strengthen Safeguards and Site Management** Upgrade waste management infrastructure, commission risk assessments for glaciers and rivers, manage helicopter activity, strengthen SNP concession agreements, and advance data collection and monitoring systems.
Programme 4 **Diversify the Tourism Product** Develop wildlife, agro- and cultural tourism; promote Beyul-focused experiences, yak and nak tours, medicinal plant tours, and adventure products in Ward 1; establish product-development working groups across all five wards.	**Programme 5** **Improve Tourism Infrastructure** Seal the Salleri–Chaurikharka road, develop the Namche ropeway and cable car, construct an ethnic museum, establish solar charging stations and waste recovery centres, and build the west-bank Jorsale–Lukla trail.	**Programme 6** **Establish the Beyul and Regenerative Identity** Launch a Beyul interpretive strategy, a destination website, a marketing storybook and visitor app, establish a regenerative tourism certification mark, build a Sherpa diaspora ambassador programme, and convene annual Himalayan Climate Charter Summits.

Six Cross-Cutting Themes

All six programmes mainstream the following themes:

Gender equity	**Environmental sustainability**	**Public–private partnerships**	**Innovative financing**	**Indigenous governance**	**Consultation & participation**

Implementation

The Strategy is structured around a long-term implementation plan (2026–2040) and a short-term action plan (2026–2030) setting out priority activities, responsible agencies, timelines and performance indicators for each key objective. Development-partner funding needs are identified in a dedicated annex. Implementation will be led by the KPLRM and a newly established Destination Management Organisation, coordinating across all five wards, national

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government, the private sector and Nepal's development partners. The Municipality's overriding commitment is to make the Khumbu a world-leading example of regenerative mountain tourism — where every visitor actively strengthens the wellbeing of communities, the integrity of our ecosystems, and the living heritage of our sacred Beyul.

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Foreword

By the Municipality

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Introduction

The Khumbu Pasang Lhamu Rural Municipality (KPLRM) is home to the world's highest peak, known locally as Chomolungma — Goddess of Mother Earth — nationally, as Sagarmatha and as Mt. Everest to much of the wider world. Our globally iconic home commands enduring international attention and, by any measure, represents Nepal's most important visitor destination. It is against this backdrop that the KPLRM has prepared this Municipal Tourism Strategy, at what we consider to be a critical juncture in our history.

Two defining factors shape this moment. The first is infrastructure. Lukla airstrip and the neighbouring settlement of Chaurikharka are on the verge of connecting with the national road network. While this initial link is an unsealed road accessible primarily to four-wheel-drive vehicles, investment in a sealed surface will follow, accompanied by connectivity to the national electricity grid. These developments will open our Municipality's doors to hundreds of thousands of new visitors and thousands of new investors, bringing both opportunity and risk on a scale not previously experienced.

The second factor is climate change. The Hindu Kush Himalaya, the world's Third Pole, is among the fastest-warming regions on Earth, with glaciers disappearing 65% faster in the 2010s than the preceding decade.[1] The human consequences of this warming are already being felt. In August 2024, the Municipality's Thame village was struck by a glacial lake outburst flood (GLOF) that destroyed 25 households and lodges and severely damaged most of the village. The risk of additional GLOFs remains high, and more than 55% of residents surveyed in 2022 and 2025 identified climate change as the greatest threat to their wellbeing. In response, in 2025 — with support from UNDP and the Himalayan Trust — we developed a climate change Local Adaptation Plan of Action (LAPA). Implementation of the LAPA and this Tourism Strategy to manage identified risks, requires financial and technical resources beyond the budgets of the KPLRM, the Sagarmatha National Park (SNP), and our existing development partners.

Climate change and overtourism pose serious and compounding threats to our Municipality — threats that will inevitably attract global media scrutiny and place Nepal's tourism industry under an intensifying international spotlight. The central challenge for our Municipality and the Government of Nepal is to turn this pressure into an opportunity for positive transformational change.

The Khumbu's tourism system has been described in many ways, including as one of the world's most outstanding examples of community development and wellbeing through tourism.[2] Tourism has been central to our Municipality becoming home to Nepal's best rural education and health services. Amendments to the National Parks and Local Government Acts have further strengthened local governance, giving our residents greater voice and agency over our future. Building on these achievements, two dimensions of our identity make this solid foundation especially worthy and significant.

First, the Khumbu's Sherpas along with all our residents are Indigenous Peoples. As the World Bank has documented, Indigenous Peoples are typically marginalised from education, health services, and governance, and are frequently dependent on tourism as a primary source of income. Yet despite representing just 6% of the global population, Indigenous Peoples are the stewards of some 80% of the world's remaining biodiversity and intact ecosystems — the very assets upon which our residents, Nepal and the world depend to stabilise the Earth's climate. Thus, our Municipality will draw on our 2025 initiative to launch the Himalayan Climate Charter and harness the power of these exceptional narratives to secure the resources needed to implement the LAPA, the SNPBZ's Management Plan and this Tourism Strategy.

Second, the Khumbu's remarkable journey — from one of the most remote and inaccessible places on Earth to a site of enduring global significance — demonstrates our resilience and capacity for purposeful transformation. We recognise that attracting development partner

[1] Khumbu Pasang Lhamu Rural Municipality 2025. Local Adaptation Plans of Action

[2] Tourism, Development and Wellbeing: 30 years of development and change in Nepal's iconic Sagarmatha National Park

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funding and responsible private investment will require our tourism system to align progressively with internationally accepted good practice. In this regard, we acknowledge the work of leading global bodies — including the World Sustainable Hospitality Alliance, the World Travel and Tourism Council, UN Tourism, and the Global Sustainable Tourism Council — in advancing Nature Positive Tourism, Net Positive Hospitality, and Regenerative Tourism. While it will take time for our Municipality and stakeholders to develop full familiarity with the tools and processes required to deliver on these frameworks, this Strategy signals our clear commitment to the vision and principles underpinning them.

Importantly, our Municipality and residents believe that the Khumbu's position and identity as a Beyul — a Sacred Himalayan Landscape in the Mahayana Buddhist tradition — provides a profound and distinctive foundation to align our visions. We believe the values inherent in Beyul traditions, centred around reverent guardianship of place, align closely with the aspirations of Regenerative Tourism, offering a culturally rooted rationale for the approach this Strategy advocates.

Our Strategy gives expression to this vision through a set of guiding principles, programmes, priority projects, and activities structured within a long-term implementation framework (2026–2040) and a short-term action plan (2026–2029).

The Strategy was developed between May 2025 and May 2026 through a process that included a situation analysis, surveys of resident and community wellbeing, a visitor survey, a review of internationally recognised terms associated with good tourism practice, and extensive stakeholder consultation. Consultations were conducted at ward- and centre-levels, through key informant interviews, focus group meetings and workshops held across the KPLRM and in Kathmandu.

The Strategy opens with a situational analysis comprising a brief introduction to the KPLRM and the methodology underpinning the Strategy, followed by reviews of: (i) Nepal's tourism environment; (ii) the physical and human geography of our Municipality and its development status; (iii) the recently approved 2026–2030 SNPBZ Management Plan and the SNP's status as a UNESCO World Heritage site; (iv) the KPLRM's LAPA and the Himalayan Climate Charter; and (v) the evolution of the Municipality's tourism system. The section concludes with a strengths, weaknesses, opportunities, and risks (SWOR) analysis. Based on this integrated analysis and approach, Section II presents our Municipality's vision and guiding principles for tourism development, together with the programmes and actions required to realise them. Section III sets out implementation and monitoring arrangements, including the roles and responsibilities of key stakeholders. The long-term implementation framework and short-term action plan are included as Appendices I and II respectively, with priority projects for implementation detailed in Annex III. Additional Appendices are included as listed in the Table of Contents and described in the body of the Strategy.

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PART I STRATEGIC ISSUES

1.1 Context

Located in Nepal's eastern-most Koshi Province, the KPLRM is one of seven municipalities within the province's Solu-Khumbu District. Nepal's municipal structures were established in March 2017, following the restructuring of the Country's local government system. As the Solu-Khumbu's northern-most municipality, the KPLRM borders China's Tibetan Autonomous Region to the north and, rotating clockwise, neighbours the seven rural municipalities of Makalu and Mahakullung to the east, Mapya Dudhkoshi, Solu Dudhkunda to the south, and Umakunda and Gaurishankar to the west. As illustrated in Figure 1, the KPLRM has five administrative wards.

The KPLRM covers 1,539.11 km^2 – an area about the size of Greater London, or roughly three times the size of the Kathmandu Valley. Within this area, elevations range from 1,900m where the Dudhkoshi flows through the southern-most tip of the municipality, to 8,848m at the peak of Chomolongma at the top of the world.

The Municipality's landscapes are heavily shaped by the Dudhkoshi and its tributaries carving their way through narrow gorges and steepened valleys covering most of the KPLRM's rugged landscapes. Its topography transitions from forested valleys with agricultural sites typically clustered around settlements, through high-alpine grazing and scrub landscapes to rocky, barren mountainous terrain with lofty snow-covered peaks. The Municipality's north is dominated by glaciers, glacial moraines and, besides Chomolongma, the high peaks of Lhotse (8,516m), Lhotse Middle (8416m), Lhotsesar (8404m), Cho Oyu (8,201m) and seven additional summits over 7,000m.

Importantly, besides being home to the world's highest point, the KPLRM is home to the Sagarmatha National Park, a site of global significance owing to its inclusion on the UNESCO World Heritage list. This prestigious list embraces natural and cultural sites blessed with outstanding universal value. Besides recognising the SNP's natural and spiritual values embracing the exceptional beauty of the property's mountains, glaciers and valleys, UNESCO's SNP nomination criteria states,

> *"The intricate linkages of the Sherpa culture with the ecosystem are a major highlight of the park and they form the basis for the sustainable protection and management of the park for the benefit of the local communities."*

The SNP and World Heritage property's core area covers some 1,148 km^2 – aligning with Wards 4 and 5 in Figure 1. At the same time, however, many, perhaps most residents know little about this status or its meaning. This is largely owing to the limited visibility of UNESCO in the day-to-day presence of the park. Traditionally, the region has been known as the Khumbu, a Beyul – one of a few Sacred Himalayan Landscapes where the physical and spiritual worlds overlap. Beyuls were prescribed by the 8th-century master Padmasambhava, both as physical places and a state of mind, to serve as havens for spiritual transformation during times of crisis, plague, or conflict.

South of the Khumbu are Wards 2 and 3, which in addition to settlements and private land within the core area, form the SNP's buffer zone (SNPBZ). Ward 1 rests beyond the SNPBZ and serves as a critical transition area intimately linked to the Municipality's sustainable development.

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Owing to these unique and globally iconic assets, the KPLRM attracts growing numbers of domestic and international visitors. Included among these, are many repeat visitors, mountaineers and researchers examining wide-ranging phenomena of the natural and human environment.[3] With the imminent completion of the road to Chaurikhara and Lukla, just a few hours walk from the SNP, visitor pressure, not least in the form of new infrastructure can be expected to continue for decades to come.

Figure 1: The Khumbu Pasang Lhamu Rural Municipality

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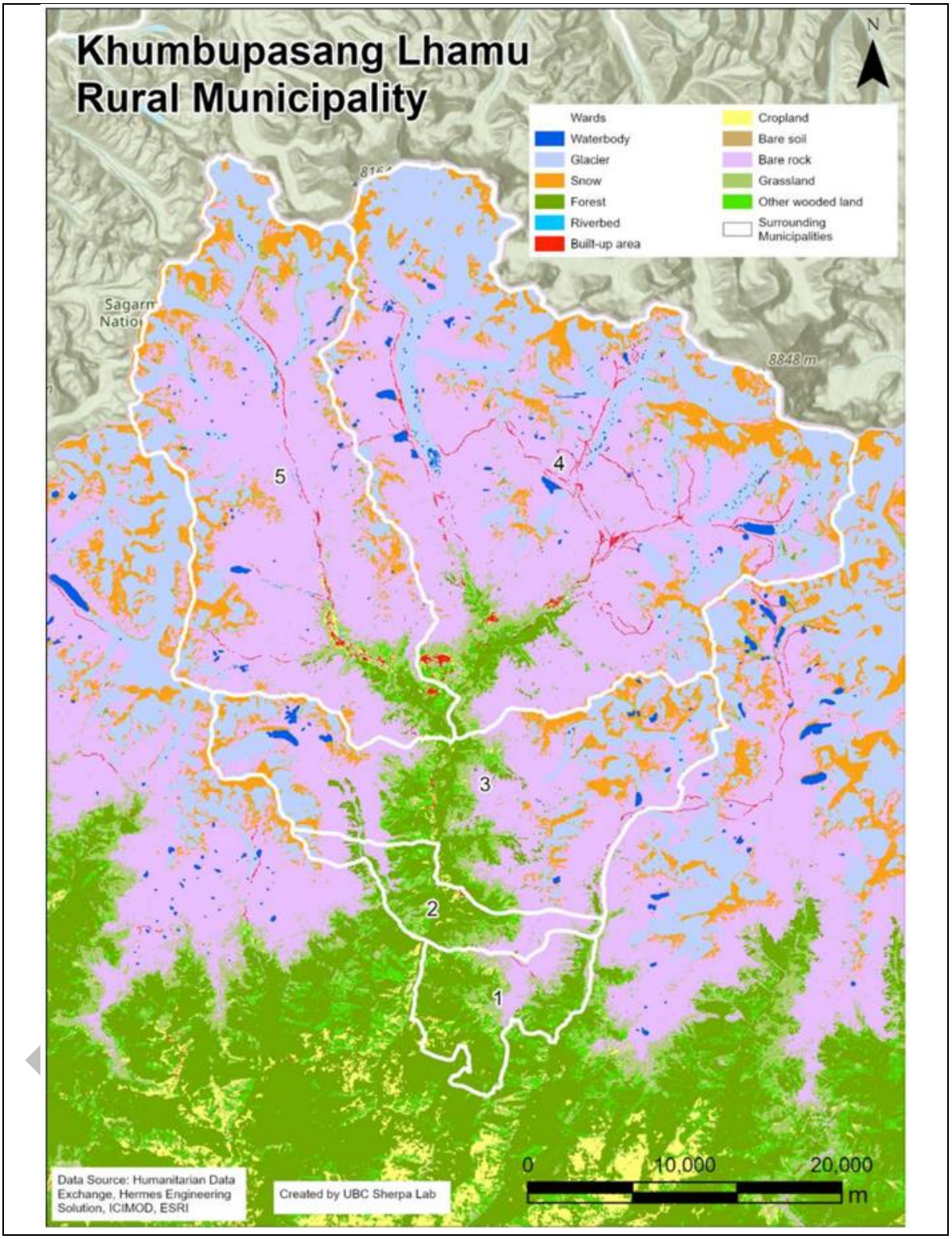
[3] See references above, also: Boustead, R. & Bhatta, S. 2021. "Assessment of the Social Impacts of Community Based Tourism: A Baseline Survey in the Sagarmatha (Everest) National Park Region, Nepal."; and reporting in Rogers & Atchison, 1998. "Towards Sustainable Tourism in the Everest Region of Nepal. IUCN Nepal.



Visitor growth is a priority of the Municipality, its residents and other stakeholders including trekking-related businesses, the Nepal Tourism Board, and policymakers of the Ministry of Culture, Tourism and Civil Aviation (MCTCA), the Solu-Khumbu District and Koshi Province. Focusing upon our host community, for example, a 2025 resident wellbeing survey reported over 90% of respondents want visitor numbers to increase.[4] In the same year, the Municipality

[4] See methodology below and resident and community wellbeing surveys sub-heading

received over 60,000 visitors, more than six times the number of our 8,720 residents whose livelihoods are tourism-dependent and spread across more than 70 settlements and 2,489 households. Besides Sherpa households, KPLRM is home to ethnic Magars, Rais and Tamang. Box 1 profiles population breakdown by ward, gender, ethnicity and literacy, illustrating Wards 2 and 4 are the most populous, and Wards 5 and 1 have the smallest populations. While Sherpas dominate all wards (especially 4 and 5), Rais and Magar reside mostly in Ward 1 while Tamang are present throughout especially Wards 2 and 3.

Box 1: Khumbu Pasang Lhamu Rural Municipality Population Breakdown and Profile

Population: 8,720 people – 2,489 households

- 4,391 (50.4%) are male;
- 4,329 (49.6%) are female

Five Administrative Wards

1. 1,557 people: 797m & 760f
2. 2,286 people: 1,147m & 1,139f
3. 1,610 people: 820m & 790f
4. 2,012 people: 976m & 1,1036f
5. 1,255 people: 651m & 604f

Ethnic groups	**Population**
Sherpa	5,489
Rai	1,069
Tamang	754
Magar	555

Overall literacy rate 74.9%

- male literacy 83.6%;
- female literacy 66.2%.

Source: 2011 and 2021 Nepal Census

Considering the unrelenting enthusiasm for visitor growth, the KPLRM recognises the many complexities and sometimes conflicting agendas of stakeholders within our tourism system. Reflecting on these complexities, our Municipality advocates an underlying, fundamental responsibility to develop tourism in ways that:

(i) improve the livelihoods and community wellbeing of our residents,
(ii) align with the management priorities of the SNP as a UNESCO World Heritage site, and
(iii) enable the Sherpa community to continue their role as the Khumbu's traditional Indigenous guardians, and thus retain and enhance the values, beliefs and meaning of the Khumbu as a Beyul.

While working to achieve these responsibilities, the Municipality acknowledges the implementation of our Strategy's vision will only be delivered through stakeholder engagement and the building of synergies. Synergies embracing partnership and cooperation among and between residents, the public and private sectors, visitors and development partners. In this regard, the Municipality acknowledges situations will arise when competing priorities to achieve business, community or conservation objectives will involve trade-offs that curb the aspirations of some stakeholders. In such instances, Municipal policy, actions and activities will be driven by evidence-based decision-making that aims to benefit the sustainable livelihoods of the greatest number KPLRM residents, align with SNP management priorities and maintain the integrity of the Khumbu as a Beyul.

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1.2 Methodology

As noted in the introduction, this Strategy was prepared over a full year embracing an inclusive and participatory approach consisting of interviews, focus group meetings and workshops at the ward-, municipal- and centre-levels. This included presentations and discussion of (i) the results of resident and community wellbeing surveys conducted in 2022 and 2025, (ii) initial results of a visitor survey, and (iii) in May 2026, an initial draft of the Strategy (together with a summary slide deck) being shared for feedback and suggestions with representatives of each

of the primary and secondary stakeholders listed in Table 6. The following sub-sections describe these inputs in further detail and are followed by a brief review of trends in sustainable tourism terminology and definitions guiding international good practice.

Resident and community wellbeing surveys

The KPLRM supported the deployment of an Organisation for Economic Cooperation and Development (OECD) recognised good practice Happiness Index survey between April and May 2022 and April and July 2025. A copy of the survey instrument deployed through an online approach supported by local enumerators is included as Annex IV. Both deployments included sets of (i) standard questions covering 11 wellbeing domains, (ii) seven tourism-focused questions centred around the way tourism is embraced in the UN Sustainable Development Goals (UNSDGs), (iii) five localised questions on topical development issues shaping the KPLRM's development, and (iv) the demographics of the respondents. Comprehensive results from both deployments are available online.[5a & 4b]

The survey was deployed in recognition of the systemic weakness of tourism destination development, which often fails to consider its impact on the quality of life of host communities.[6] In brief, global experience confirms tourism development routinely prioritises business and government interests over the needs and concerns of host communities. Consequently, a Happiness Index survey can be deployed among destination residents as part of a narrative and approach to focus the attention of all stakeholders, especially destination residents, on ways in which tourism might be developed to strengthen community wellbeing. Annex IV includes survey results illustrating the following key points.

- In 2022 the wellbeing of the 670 residents surveyed was stronger across all domains (except "economy") than all other respondents who completed the survey over the same period.
- In 2025 results from a survey of 587 residents were largely consistent with 2022, although "trust in government" joined "economy" as domains with weaker scores than all other survey takers over the same period.
- In 2025, the "life satisfaction" of KPLRM survey-takers was markedly higher at 69.1 points out of 100, compared to 53.11 points out of 100 for Nepal as a country as reported in the UN's annual World Happiness Report.

To illustrate the central purpose of the survey, Figure 2 depicts KPLRM scores across all domains, from low to high, for 2025. This and other survey results were used in stakeholder meetings and discussions to ask participants, "what tourism-related policies, actions and interventions are needed around the lowest scoring domains to help ensure tourism development strengthens community wellbeing?" Annex V takes the form of a presentation deck used in the December 2025 ward-level consultations. It embraces (i) material generated from the 2022 and 2025 survey findings, and (ii) wider material used to engage Municipal residents in the design of this Strategy. In summary, the destination wellbeing approach seeks to (a) focus the attention of all stakeholders on the wellbeing agenda, and to drive its development in ways that demonstrably and measurably strengthen community wellbeing, and (b) use survey data in evidence-based decision-making to improve the livelihoods and community wellbeing of KPLRM residents, especially the most vulnerable.

Figure 2: Khumbu Pasang Lhamu Rural Municipality Domian Scores Low to High 2025

[5a] Tourism, Development and Wellbeing: 30 years of development and change in Nepal's iconic Sagarmatha National Park

[3b] KPLRM GNH Wellbeing Survey Dashboard 2025 Data Analysis

[6] In the context of this Strategy, the three terms of "happiness", "wellbeing" and "quality of life" are considered to have the same meaning

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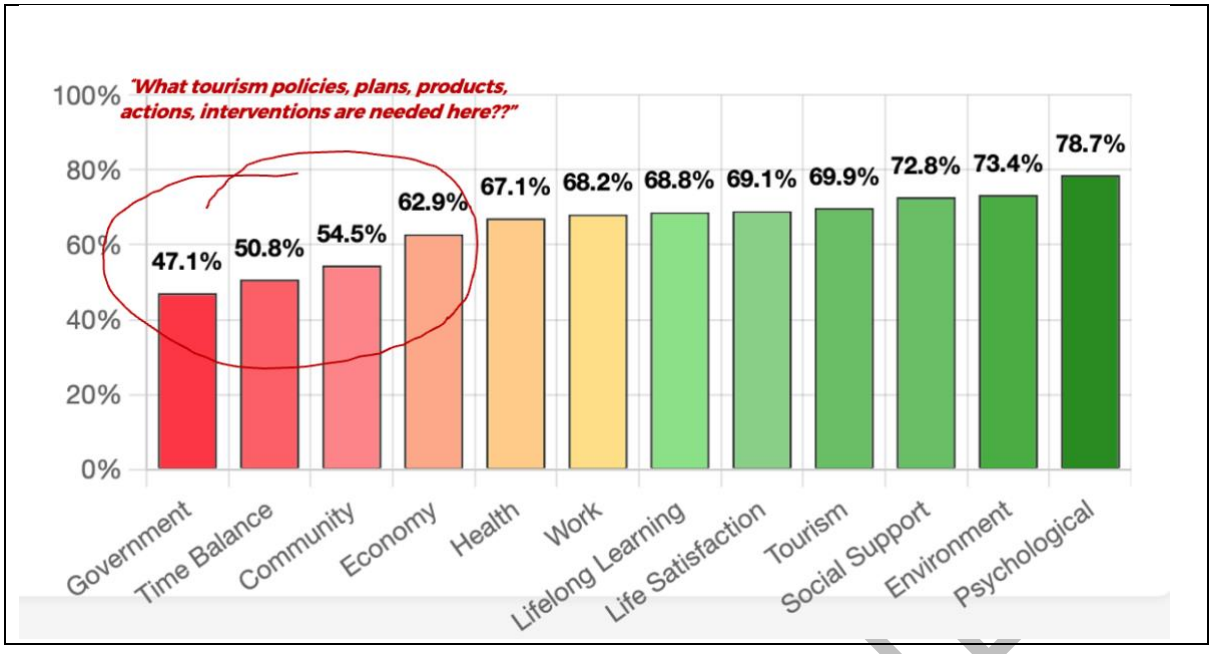

Visitor Survey

To help prepare this Strategy a visitor survey for independent and group visitors (assessing motivations, movements, length of stay, expectations and levels satisfaction and spending, and more) was deployed in 12 languages. The survey was deployed in the autumn trekking season of 2025, which yielded just 168 responses, and spring season of 2026 which, yielded an additional 88 responses. While summary survey findings are discussed below, the survey instrument and a more detailed overview of findings is included as Annex VI.

Trends in terminology to guide good practice in tourism

Since the term "sustainable tourism" was first used by UN Tourism (previously known as UNWTO) in the late 1980s, other terms such as "ecotourism", "responsible tourism" and "pro-poor tourism" have been widely adopted to create government policy, support planning objectives and guide good practice in tourism development. At the same time, private sector actors have often adopted these terms to market and promote their products and services – often leading to claims of "greenwashing" around what businesses and governments seek to promote, and what actually happens in practice in visitor destinations. To address these challenges, frameworks have been rigorously designed to enable sustainable tourism practices to be measured, and for tourism destinations and businesses (notably accommodation providers and tour operators) to be assessed and certified according to their adoption of sustainability practices and commitments. Established in 2007, the Global Sustainable Tourism Council has played a leading role in (i) the design and delivery of internationally recognised sustainability criteria, indicators and measures, and (ii) accrediting businesses and non-profits to review the daily operations of tourism businesses and destinations and certify them (or not) as sustainable. While adoption of such frameworks remains entirely voluntary, the process has allowed destinations and businesses with strong sustainability commitments to set themselves apart from those with poor sustainability practices,

Moving into the 2020s, to encourage greater scale in the take-up of sustainability practices, industry membership bodies such as the World Travel and Tourism Council and the World Sustainable Hospitality Alliance, have designed dedicated work-plans, to standardise measurements (for example, around water and energy consumption, carbon footprint and waste management) and deliver facilitatory tools and resources to their members. These bodies are highlighted for their work to promote "Nature Positive Tourism", "Net Positive Hospitality"

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and “Regenerative Tourism”. They’re committed to this work owing to the urgency of biodiversity loss, the climate crisis and the need conserve and regenerate what remains of the Earth’s natural capital. Box 2 presents definitions of the three terms, which the KPLRM recognises must inform and guide this strategy’s vision and guiding principles, including investments in its projects, programmes and activities.

Box 2: Definitions of Nature Positive Tourism, Net Positive Hospitality and Regenerative Tourism

Nature Positive Tourism

Nature Positive Tourism is a science-based approach that guides the transformation of the travel and tourism toward a future where tourism contributes to halting and reversing nature loss by 2030. Rather than focusing solely on minimizing environmental harm, it enables tourism businesses and destinations to understand, measure and manage their nature-related dependencies, impacts, risks, and opportunities across biodiversity, climate and freshwater systems.

By integrating these factors into decision-making, the approach helps direct tourism investment toward protecting and restoring ecosystems in the destinations on which the sector depends. In doing so, it supports ecosystem recovery, strengthens community resilience, and helps ensure the long-term sustainability and competitiveness of destinations.

Key aspects of Nature Positive Tourism include:

- **Understanding Dependencies, Impacts, Risks and Opportunities (DIROs):** Assessing how tourism activities depend on and affect natural systems, and identifying the risks and opportunities this creates for businesses and destinations.
- **Strategic Ecosystem Restoration:** Going beyond impact reduction by directing tourism investment toward protecting wildlife and restoring ecosystems in destinations where tourism pressures and ecological risks are greatest.
- **Biodiversity Alignment:** Supporting national and regional biodiversity strategies and contributing to global goals such as the Kunming-Montreal Global Biodiversity Framework, which aims to halt and reverse nature loss by 2030.
- **Collaborative Destination Stewardship:** Encouraging coordinated action between tourism businesses, governments, local communities, and conservation organisations to ensure tourism supports both nature protection and local livelihoods.
- **Integrated Climate - Nature Approach:** Addressing biodiversity loss, climate change, and freshwater pressures together, recognising that the long-term viability of travel and tourism depends on healthy and resilient ecosystems.
- **Regenerative Impact:** Ensuring that tourism operations, from city breaks to safaris, have a measurable, positive effect on the environment.

For further context around Nature Positive Tourism, see the World Travel and Tourism Council’s website

Net Positive Hospitality

Net positive hospitality is a regenerative business approach where hotels and tourism providers create a positive impact on the environment, society, and local economies, giving back more than they consume. It moves beyond merely reducing harm (sustainability) to actively restoring ecosystems, improving community well-being, and fostering prosperity.

Key Aspects of Net Positive Hospitality:

- **Holistic Framework (People, Planet, Place, Prosperity):** It integrates environmental and social goals to ensure that initiatives like carbon reduction or water stewardship also benefit local employees and communities.
- **Regenerative Action:** It focuses on restoration—for example, improving biodiversity, replenishing water sources, and fostering community resilience rather than just minimizing damage.
- **The Pathway to Net Positive:** Led by the Sustainable Hospitality Alliance, the industry uses a four-stage roadmap to help hotels, regardless of size, advance from basic efficiency to regenerative, net-positive impacts.
- **Beyond Zero Impact:** The core philosophy is that "zero" impact is no longer sufficient; the industry must actively contribute to a better future

For further context around Net Positive Hospitality, see the World Sustainable Hospitality website

Regenerative Tourism

Regenerative tourism goes beyond traditional sustainability by actively improving destinations, aiming to leave ecosystems, communities, and cultures better than they were found. It focuses on reversing harm, restoring biodiversity, and fostering thriving communities, rather than just minimizing negative impacts. This model ensures that travel feeds back into the local environment.

Key Elements of Regenerative Tourism

- **Leaving a Better Footprint:** The primary goal is a positive, or "plus," impact—enhancing the destination through actions like planting, cleaning, or conserving.
- **Ecosystem Restoration:** Actively improving natural resources, such as surveying reef health, protecting wildlife, or restoring habitats.
- **Community Empowerment:** Supporting local, indigenous-led, or locally owned businesses to ensure economic benefits stay within the community.
- **Cultural Preservation:** Deep engagement with local cultures, valuing authentic heritage rather than merely consuming tourist-oriented entertainment.
- **Holistic Approach:** A shift from seeing tourism as a transactional industry to a "living system" where tourists and hosts are interconnected guardians of the land.

For further context around Regenerative Tourism, see the Netherlands Government CBI (promotion of imports) website

1.3 Nepal Tourism

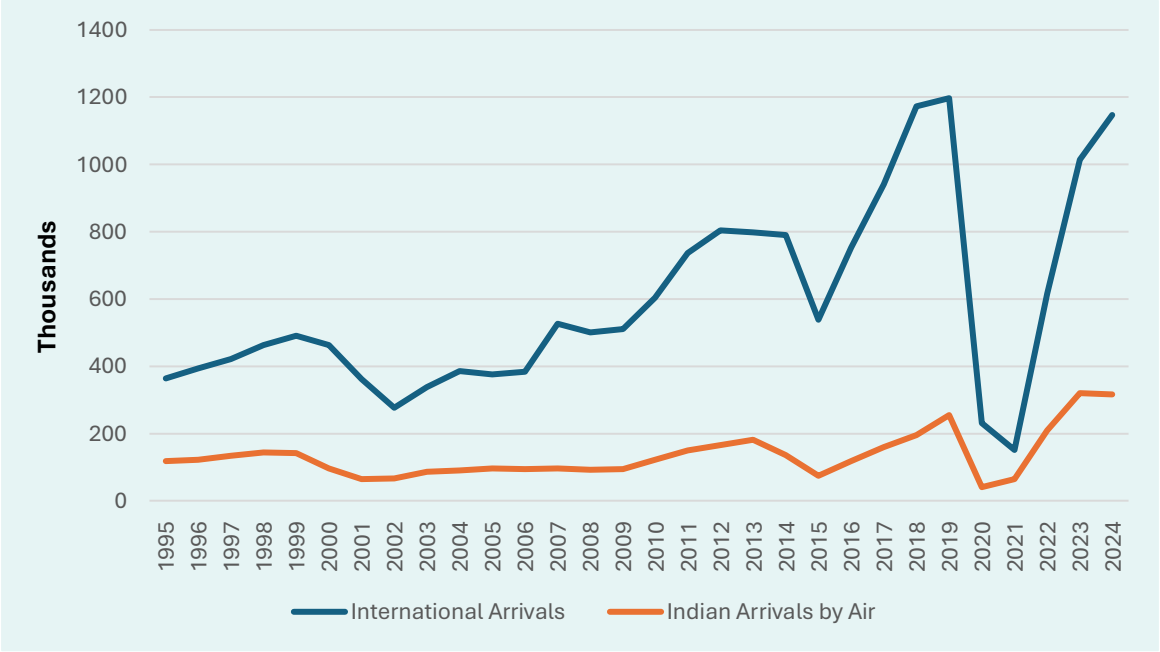
The KPLRM's tourism system is influenced and guided by national tourism policy, issues and trends, which in turn are influenced by global travel and tourism issues and trends.

Globally, the travel and tourism industry is a labour-intensive sector enjoying almost uninterrupted growth up until the COVID-19 pandemic. In 2019, visitor movements across international borders reached 1.5 billion, with the sector contributing over 10% to global GDP and around one in ten jobs worldwide. Post COVID-19, the industry is experiencing robust recovery with 2025 marking a new record of 1.52 billion international arrivals. Growing visitor

demand and improved connectivity are expected to fuel further growth, with the United States and China as primary outbound markets. Within Asia-Pacific, China and South Korea are projected to be major source markets.[7] Contrasting with this positive outlook, the travel industry continues to be viewed as highly volatile, vulnerable and sensitive to a range of factors including geopolitical conflict, economic turmoil, higher travel costs, future pandemics, and natural disasters. The latter exacerbated by the intensifying effects of climate change, which can be expected to push recreational travel decision-making toward regional rather than long-haul travel.[8]

Turning to Nepal tourism, Figure 3 depicts an overall growth in Nepal's international visitor arrivals over 20 years from 363,395 arrivals in 1995 to almost 1,15m arrivals in 2024. While the graph illustrates a tripling of arrivals over this period, significant downturns occurred owing to domestic armed conflict and political instability in the early 2000s, the 2015 earthquake and the COVID-19 pandemic. The Figure also illustrates a steady growth in the Indian market by air, which while growing from 117,260 arrivals in 1995 to 316,964 in 2024, experienced similar declines in the early 2000s, 2015 and for 2020/21. These numbers show that in 2024, the Indian market accounted for roughly one third (27.69%) of all arrivals. Other main markets in 2024, were USA (9.69%) followed by China (8.8%), the UK (4.7%), Australia (3.83%) and Germany (2.6%) as the country with second largest European market share. Collectively, Europe accounts for around 13% of all arrivals. The largest Asian markets beyond India, were South Korea (2.36%), Thailand (2.6%) and Japan (1.99%).[9]

Figure 3: Nepal International Visitor Arrivals and Indian Arrivals by Air 1995 - 2024



In terms of national tourism planning and policies that the KPLRM's tourism plan must align with, the government's 2016-2025 National Tourism Strategic Plan sets out a vision for Nepal:

- *"to be a leading tourism destination in the region and developing tourism as a significant contributor to the economy, and*

[7] https://www.untourism.int/un-tourism-world-tourism-barometer-data

[8] https://wttc.org/sustainability/climate

[9] Nepal Tourism Statistics 2024. Ministry of Culture, Tourism and Civil Aviation

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- *to diversify current tourism offerings wider from the existing main hubs and provide a range of experiences and interests of international visitors from key economies.*"

The Plan recognises:

- the increasing importance of tourism to the country's economy in terms of export earnings, sales of goods and services, foreign exchange earnings and employment, and
- that Nepal's tourism economy is built on the strengths of it natural and cultural assets, most notably its high mountains offering opportunities for soft and hard adventure – and its wealth of cultural and religious resources,

The strategic plan sets out nine key interventions to improve the tourism economy through 11 strategic goals, focusing upon strengthening (i) sustainable development, (ii) branding, (iii) income and employment, (iv) investment, (v) service quality, (vi) infrastructure, (vii) institutional and regulatory processes, (viii) cultural heritage preservation and promotion and, lastly, (ix) minimising tourism's impact upon the environment. The strategic plan's aim of attracting 2.5 million international visitors by 2025 has however not materialised. Less than half that projected number were recorded in 2024, not least owing to consequences linked to the COVID-19 pandemic.

In terms of implications for the KPLRM, the strategic plan's fundamental goal to grow international visitor arrivals points to further visitor growth for the Municipality. Other noteworthy implications and direct mentions of the Municipality's assets in the Strategic Plan include the following.

- The KPLRM is part of a core triangle of primary destinations along with Pokhara (and the Annapurna's) and Bharatpur (with Chitwan and Lumbini) that are positioned around Kathmandu,
- Recognition of the importance of the SNP as the country's first natural World Heritage site (inscribed in 1979 along with two cultural sites in the Kathmandu valley).
- An intent for Nepal to target short-haul, easy reach visitor markets from China together with South and South-East Asia.
- A need to improve tourism-related human resources, especially around tour guiding, trekking, ecotourism, national parks and adventure tourism.
- The SNP is listed as one of Nepal's four core trekking areas.
- Recognition of the Sagarmatha Pollution Control Committee (SPCC) as an excellent example of community participation and engagement in tourism management.
- A need to strengthen community engagement and local participation in visitor economy supply chains and marketing systems.
- A goal to develop "*sustainable cultural tourism*" to attract "*different groups of tourists*".
- To reduce environmental pressures through (i) product diversification, and (ii) encourage good environmental practice through a National Award on Tourism and Environment.
- "*Mount Everest*" is included among a handful of locations that need to address environmental concerns, and where infrastructure and human resource improvements are needed to cope with growing visitor pressure.
- While "*Mount Everest*" is one of the nation's two unique assets, the strategic plan recognises that its trekking routes have "*limited capacity, which is often saturated, particularly in the peak season*". (pp. 89)
- Lukla is viewed as a gateway not solely to the SNP but also to the neighbouring Makalu Barun National Park and Gaurishankar Conservation Area.
- Images of Mt Everest along with a handful of other key national assets should be adopted as "*brand icons*" and be given priority on visual designs that promote Nepal.

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- The Everest marathon should continue to be promoted as part of Nepal's sports tourism offering.

While an updated version of the strategic plan has yet to be produced, the government released a revised National Tourism Policy in 2025. The policy emphasises the shared responsibility of federal, provincial and local governments to develop tourism in ways that: (i) align with federal governance; (ii) strengthen inter-government coordination; (iii) develop quality infrastructure; (iv) diversify tourism products; (v) promotes Nepal's comparative advantages; (vi) ensures sustainable, inclusive, and environment-friendly tourism; (vii) expands cultural tourism; (viii) creates employment opportunities; (ix) attracts domestic and foreign investment; (x) adapts to changing visitor preferences and technology; (xi) addresses emerging tourism trends such as spiritual-, sports-, health-, and educational-tourism, and; (xiii) promotes private-sector leadership. The policy's vision is for Nepal to be a "*unique tourist destination*", while its mission is:

"To develop Nepal as an attractive, safe, high-value, sustainable tourist destination offering lifetime experiences."

Further, the policy's goal is to increase tourism's contribution to the national economy through five key objectives, namely to: (i) identify, develop, promote, and diversify tourism products; (ii) develop quality, safe tourism infrastructure and services; (iii) promote sustainable and resilient tourism; (iv) improve governance efficiency in tourism; and, (v) generate employment and inclusive economic growth through tourism.

In terms of financing tourism development, the policy advocates the mobilisation of domestic resources, and *"as necessary"* foreign resources. The latter being targeted towards infrastructure and service delivery, with public-private partnerships (PPPs) applied especially in rural and areas where prioritised by "*provincial governments, local levels, cooperatives, and the community sector"*. Focusing upon these financial arrangements, the policy emphasises, *"The private sector shall be encouraged to contribute, under Corporate Social Responsibility (CSR), to environmental conservation and human resource development in the tourism sector."*

The policy goes on to set out the tourism-related roles and responsibilities of federal, provincial and local government, with the top two tiers assuming responsibility for policy formulation, legal and regulatory procedures, promotion and infrastructure investment at their respective levels. Municipal responsibilities include construction and operation of local-level infrastructure, regulation and coordination of local institutions, tourism promotion, and coordination and cooperation with the private sector. In the case of the KPLRM, which has assets of the highest national importance, the policy is somewhat ambiguous as to where ultimate responsibility rests for approval or non-approval of major infrastructure that might be construed of national or provincial importance. This said, the policy declares, *"Local governments shall be responsible for tourism fees within their jurisdiction, as well as for the identification and development of local tourism products and infrastructure"*.

Focusing upon risk management, the policy states local-level climate adaptation plans should be prepared and implemented in coordination with local stakeholders. This includes establishing disaster early warning systems through climate-related programmes, innovative technologies and digital security systems.

In conclusion, the KPLRM Tourism Strategy is guided and informed by, and fully consistent with, the above national framework.

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1.4 The Khumbu Pasang Lhamu Rural Municipality

Development and change within the KPLRM is almost entirely tourism dependent. The nature of our tourism system influences almost every aspect of individual, household and community wellbeing. Thus, KPLRM is committed to developing tourism in ways that strengthen community wellbeing, not least through the provision of public services. The following sub-sections provide a brief history of the region and an overview of public service provision.

History, Human Geography, Agriculture

The Municipality's topography and physical landscape were introduced above with a snapshot of our human population, administrative boundaries and the Khumbu's status as a Beyul, national park and UNESCO World Heritage site. Figure 3 builds on this introduction, depicting main settlements together with the 12 main trekking trails (a total length of 160km[10]) and roads connecting with them, plus other landscape features including rivers, mountain peaks, lakes and airstrips.

From a historical perspective, the Khumbu's first settlements appeared sometime between the 13th and 15th centuries, following the migration of Sherpa ancestors from Tibet's Kham region. Initial settlers established pasturelands, yak-herding and transhumance which was practiced alongside growing potatoes and trading salt and wool with Tibet. Settlements expanded when monasteries were founded in Thame, Pangboche and Gyphede and later spread to other sites in and around the region.[11] While the opening of Nepal to mountaineering expeditions in 1949, and the first ascent of Chomolungma in 1953 ushered in an era of profound change, the Khumbu's status as a Beyul has continued. A status maintained today through ceremony and ritual, including (i) the placing of Bumpa sacred vessels around the Khumbu under the guidance of the late Tengboche Rimpoche, and (ii) Khumbu's ceremonial calendar embracing the festivals of Losar, Nyungne, Manirimdu, Dumjie, Yarchang and Yarne, Dorsem, and Losar Pulu. These and other cultural expressions conserve, protect and celebrate the Khumbu's sanctity.

In short, as recognised in the World Heritage nomination criteria, the Khumbu serves as the Sherpa and Buddhist heartland of the Municipality. South of the Khumbu, as shown in Box 1, households include other ethnic and religious groups that have, over many generations, settled in the region. The ongoing expansion of Lukla as a main access point, for example, has greatly expanded the settlement's population and ethnic mix. With the completion of the road, it can be expected settlement populations and ethnic diversity will increase.

From an agricultural perspective the region's economy has transformed from one of subsistence farming and animal husbandry to a tourism-induced cash economy. While potatoes persist as the dominant crop (grown throughout the KPLRM), other staples include barley, buckwheat and wheat. The tourism transition has also caused an expansion of vegetable production, notably through the introduction of greenhouses and plastic tunnel farming. Although a supply and demand study of local produce has yet to be undertaken, to further convert supply chains to value chains, it is significant to note

(i) a lack of road access has traditionally meant organic fertilisers are used in favour of more expensive chemical fertilisers, this practice has however started to change;[12]
(ii) animal rearing for meat consumption has been stifled owing to a lack of cold storage facilities;
(iii) some goat rearing is practiced,

[10] Khumbu Pasang Lhamu Rural Municipality 2025. Local Adaptation Plans of Action – pp 33

[11] Khumbu Pasang Lhamu Rural Municipality 2025. Local Adaptation Plans of Action

[12] Khumbu Pasang Lhamu Rural Municipality 2025. Local Adaptation Plans of Action

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(iv) Jersey cows have recently been introduced, and
(v) livestock farming, focused upon yaks, naks, zopkio, zum and chauri, has experienced significant decline, not least owing to the growing use of helicopters as a major disruptor of the tourism system.[13]

Public services

Schools and education

The region's first schools were opened in the early 1960s following Sherpa requests for support to Sir Edmund Hillary and the creation of the Himalayan Trust. While local governments have more recently assumed overall responsibility for managing the municipality's network of educational services (currently embracing 13 public schools), the Trust continues to support three secondary and 10 basic schools. It's noteworthy to emphasise the early introduction of education services has underpinned the Sherpa's considerable economic success with tourism and the wider development system. This said, while the Himalayan Trust and other development partners continue to enhance the KPLRM's education provision, many wealthier households send their children to schools in Kathmandu in pursuit of better opportunities.

Health

Similar to the provision of education services, the region's first hospital was opened in Khunde in 1966 with support from the Himalayan Trust. The Municipality is presently home to, "*4 community hospitals, 1 private hospital, 3 government health posts, 1 dental clinic, 4 community health units, 2 outreach immunization clinics, and 2 village clinics. Government birthing centers are operational at Kharikhola Community Hospital, Chaurikharka Health Post, and Namche Health Post. A total of 33 Female Community Health Volunteers are actively engaged in health services. The number of malnourished children is approaching zero, and 75% of households can reach a health post within 30 minutes or less from their residence*."[14] Of these services, the Himalayan Trust continues to support Khunde Hospital together with Thame, Phortse and Puiyan health posts and Namche Dental clinic. In addition, through seasonal operations at Periche and the Everest Base Camp, the Himalayan Rescue Association (HRA) provides medical services, primarily aimed at treating and preventing altitude-related illnesses for trekkers, mountaineers, and residents.

Water

"*About 85% of the citizens in the rural municipality use safe drinking water, and 61% of households have access to at least one tap. Since the formation of the government, 7 drinking water projects have been completed.*"[15] The construction and delivery of improved water services including many retaining tanks, has led to the installation of fire-hydrants in the main settlements of every ward.

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Roads

Unsealed roads were first constructed in Ward 1 in the early 2000s. Today's network consists of 39km including 14km – passing from Mapya Dudhkosi Municipality in the south through Ward 1 to Surke in Ward 2. The final stage of this unsealed road will reach Chaurikharka and Lukla in 2026. The Municipality has no intention to further extend the road. It is not clear when the road will be sealed or safety barriers installed on more perilous sections. Until such time:

[13] Tourism, Development and Wellbeing: 30 years of development and change in Nepal's iconic Sagarmatha National Park

[14] Khumbu Pasang Lhamu Rural Municipality 2025. Local Adaptation Plans of Action

[15] Khumbu Pasang Lhamu Rural Municipality 2025. Local Adaptation Plans of Action

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- the road will be largely restricted to seasonal, non-monsoonal use,
- it is unlikely that outbound operators in source markets will permit their clients to travel between Thaam Danda and Surke,
- from a visitation perspective, the road will be used primarily by:
    - budget visitors unwilling to pay for air-tickets that are more costly,
    - visitors leaving the region, whose departures are delayed by flight cancelations,
    - self-drive adventure visitors from India, Nepal and elsewhere via SUVs and motorbikes, for example,
- a key consequence of the road, will be the supply of goods such as building materials and foodstuffs that can be imported far-more cheaply than by air.

In addition to this "tourist road", (a) 25km of unsealed road have been opened connecting farming sites to agricultural markets, and (b) xxkm are being developed to access a hydro-electricity site opposite Lukla A further xxkm are scheduled to be developed to connect additional agricultural sites.

Electricity

KPLRM has a total of 11 small and micro-hydropower projects collectively generating 1.53 megawatts of electricity. Work has commenced on two additional plants, namely at Nakchung opposite Lukla and the Ama Dablam Hydro that together will generate almost 2 megawatts. The latter supplying the settlements of Pangboche, Periche, Dingboche, Duglha, Lobuche, Tengboche, Deboche and Phortse. While some 95% of municipal households have access to electricity, households and lodges at higher elevations rely on solar and diesel generators. Around 30% of households still rely on firewood. Only 15% of households use electricity for cooking, with the remainder use LPG gas as a main energy source.[16] A detailed survey has been undertaken to plan for the connection of the Municipality's electricity network to the national grid. Consideration is also being given to the integration of solar and micro hydro into the municipal energy system to further reduce dependency on imported fossil fuels.

The Sagarmatha National Park

The SNP was established in 1976 to protect the Khumbu's fragile ecosystem at a time when, compared to today, visitation was low but growing steadily and threatening the region's pine and juniper forests. World Heritage inscription followed in 1979. More recently in 2007, the Gokyo lakes and wetland has been designated as a Ramsar site. This site spans *"an area of 7,700 hectares at altitudes ranging from 4,710m to 4950m. The lakes are situated at the base of Mt. Cho Oyo, the world's sixth highest mountain. Gokyo is the most significant wetland and is culturally important, being regarded as the abode of the snake-god. It is a system of glacial lakes, including six main lakes and among the cluster of six lakes, Thonak Lake being the largest is one of the highest freshwater lake systems in the world."* [17]

Since the SNP's formation its administration has formulated a total of xx management plans. The current thorough and comprehensive plan prepared in 2025, sets out a vision, goals and key objectives together with a series of detailed activity plans to 2030. "*The plan envisions to maintain and enhance the area's outstanding universal value of the Park. To achieve this vision, the goal is set to conserve and maintain the park's biological and cultural values, as well as its scenic beauty, for the benefit of present and future generations. The specific objectives of the management are:*

[16] Khumbu Pasang Lhamu Rural Municipality 2025. Local Adaptation Plans of Action

[17] Sagarmatha National Park and its Buffer Zone Management Plan. 2082/83-2086/87 (2026-2030)

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- *To conserve biodiversity with a special focus on nationally protected and globally threatened wildlife species and their habitats, maintaining ecological functions and processes;*
- *To promote sustainable tourism and regulate it for maintaining ecological integrity and cultural heritage;*
- *To enhance community stewardship on biodiversity conservation by raising awareness and improving livelihood of people; and*
- *To build climate resiliency of ecosystem and community.*
- *To strengthen institutional capacity through research, capacity building, coordination and collaboration*."[18]

Thus, broadly speaking, the vision and goals of the SNPBZ management plan fully align with our Municipality's vision to maintain, develop and enhance the Khumbu as a Beyul.

To achieve its conservation *through* development vision, the SNPBZ management plan includes sections on: zonal (habitat) management; research, monitoring and evaluation; species conservation (notably, snow leopards, musk deer and red panda); tourism; climate change and buffer-zone management. Prior to a review of the plan's tourism components, attention is drawn to the SNPBZ's exceptional natural capital. The intention is to highlight the natural capital this tourism strategy aims to protect and conserve. Prior to highlighting these assets, focus is given to the significance of SNP's buffer zone.

In line with a 1993 amendment to Nepal's 1973 National Parks and Wildlife Conservation Act, the SNP's buffer zone was formerly declared in 2002 to mitigate conflicts between park authorities and local communities, promote sustainable resource use, and introduce the revenue sharing mechanism described in Box 3. Significantly, however, following the COVID-19 pandemic and changes to Nepal's 2017 Local Government Operation Act (enabling municipal governments to raise taxes from, among other things, tourism-related activities), the percentage of park revenue recycled for local conservation and development programmes, has declined from 30-50% to less than 20%. Given the many (i) serious and complex conservation challenges faced by the Municipality and SNP administration, and (ii) competing budgetary demands to fulfil conservation objectives, the KPLRM strongly advocates a return to the 30-50% budget allocation.

Box 3: Overview of Nepal's Buffer-Zone Revenue Generation and Spending System

Section 25Ka of Nepal's National Park and Wildlife Conservation Act 1972 states that 30-50% of the income earned by a national park can be spent on community development activities within the national park and its buffer zone. Income is generated, for example, from visitor entry fees, permits granted to harvest forest resources and fines issued for breaking park laws and regulations.

As part of this process, in consultation with local authorities and communities, national park wardens form User Groups in settlement areas and a User Committee in each KPLRM ward. The SNP has 28 User Groups and three User Committees.

Above the User Committees, one Buffer-Zone Management Committee is formed composed of the chairpersons of each Committee. A local representative serves as the chair of the Committee, while the park warden works as Member Secretary. Generally, local representatives are elected to serve five-year terms on the User Groups and Committees.

[18] Sagarmatha National Park and its Buffer Zone Management Plan. 2082/83-2086/87 (2026-2030)

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The User Groups and Committees work with the park administration to propose and approve an annual work-plan to spend the revenue earned by the park over the previous year. It is prepared with separate programmes and budget allocations as follows. Work plans must also align with the wider five-year SNP management plan, prepared by the warden in consultation with local communities and wider stakeholders, and approved by the Department of National Parks and Wildlife Conservation.

(a)	Conservation Program	30 percent
(b)	Community Development Program	30 percent
(c)	Income generating and Skill Development Program	20 percent
(d)	Conservation Education Program	10 percent
(e)	Administrative Expenses	10 percent

Focusing upon the SNPBZ's flora, the site "*hosts 160 recorded plant species, including 62 medicinal and aromatic plants, with six species listed as threatened under the IUCN Red List, four protected by the Government of Nepal, and four under CITES Annex II. The region is also rich in fungi, with 150 mushroom species documented between Lukla (2,480 m) and Pangboche (4,000 m). Forests cover less than 10% of the total area, primarily below 3,500 m in less disturbed valley gorges.*"[19]

In terms of wildlife, "*the park's extreme elevation makes it globally significant for high-altitude biodiversity. A total of 37 mammal species, 11 reptiles, 7 amphibians, and 30 butterfly species have been recorded, alongside 219 bird species. Noteworthy mammals include the Snow leopard (Panthera uncia), Musk deer (Moschus chrysogaster), and Red panda (Ailurus fulgens), with recent surveys estimating 4 snow leopards, 185 musk deer, 257 Himalayan tahr (Hemitragus jemlahicus), and around 105 red pandas. SNP is also designated as an Important Bird and Biodiversity Area (IBA), supporting iconic species such as the Himalayan monal (Lophophorus impejanus), Snow partridge (Lerwa lerwa), Blood pheasant (Ithaginis cruentus), Yellow-billed chough (Pyrrhocorax graculus), and Himalayan griffon (Gypshimalayensis), with the wetlands of Gokyo providing vital stopover sites for migratory birds like the Ferruginous duck (Aythya nyroca) and Pallas's fish eagle (Haliaeetus leucoryphus). Despite the harsh conditions, herpeto fauna such as the Himalayan pit viper and high-altitude amphibians also inhabit the park, showcasing remarkable adaptation to the alpine environment.*"[20]

Tourism and the 2026-2030 SNPBZ Management Plan

Tourism is mentioned throughout the plan, on approximately two-thirds of its 85 main pages. Mention typically (i) highlights problems where tourism is negatively impacting the park, and (ii) advocates ecotourism-related solutions to address these challenges. The executive summary emphasises the park faces multiple tourism-related challenges. "*Key concerns include park protection, management of critical wildlife habitats, sustainable tourism and infrastructure development, waste management, risks associated with glacial lake outburst floods, and livelihood enhancement for local populations. This management plan aims to respond effectively to these pressing issues.*"[21]

Significantly, in terms of implementation, the plan acknowledges that of the 68 approved SNP staff positions only 35 are currently appointed: meaning the SNP's administration team has an almost 50% shortage of human resources. To help address this difficult challenge, a key objective

[19] Sagarmatha National Park and its Buffer Zone Management Plan. 2082/83-2086/87 (2026-2030)

[20] Sagarmatha National Park and its Buffer Zone Management Plan. 2082/83-2086/87 (2026-2030)

[21] Sagarmatha National Park and its Buffer Zone Management Plan. 2082/83-2086/87 (2026-2030) page v

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of the Plan is "*To enhance community stewardship on biodiversity conservation by raising awareness and improving livelihood of people*".

In this regard, the KPLRM recognises:

(i) its responsibility to engage with its residents and work diligently with all stakeholders to address the SNP's conservation challenges, and

(ii) that by strongly and purposefully advocating the concept of Beyul, new opportunities may be found to deliver win-wins for the SNP and the Municipality's residents.

As a starting point to breathe new life into this approach, Table 1 highlights "*major problems, gaps and issues"* identified in SNPBZ management plan (that this tourism strategy also aims to address) and lists alongside them the solutions proposed therein. Of the 20 problems listed 10 directly relate to tourism activity. The purpose of including this Table here, is to highlight key tourism and conservation issues, rather than diligently mention every tourism-related recommendation cited in the Plan. The major problems, gaps and issues column includes wording as written in the SNPBZ management plan. Not all management problems or gaps have tourism-related solutions.

Before reviewing Table 1, attention is briefly drawn to the relevance of SNP-related research. *"SNP is one of the most well-studied mountain protected areas (PAs) in Nepal, receiving more attention from national and international researchers compared to other mountain PAs in the country. However, most research findings are scattered, and many results remain unknown to the park managers. The park has very limited research infrastructure, with no permanent research stations except for the Ev-K2-CNR/NAST Pyramid Research Laboratory. Referring to the APR of the last five years, there were 21 research studies undertaken in the park and its BZ related to biodiversity, climate change, high altitude wetland, tourism and glacial lakes in the last 5 years."*[22] Thus, in brief, the Park has significant and ongoing research activity and, therefore, potential for research tourism.

Table 1: SNP Management Problems, Gaps and Issues and Tourism-related Solutions Advocated in the Plan

	Major problems, gaps and issues	***Tourism-related Solutions advocated in the SNP Management Plan***
1	Biotic pressure from tourism activities in sensitive area for musk deer, snow leopard and other wildlife species.	• Research (site specific frameworks) • Assess Limits of Acceptable Change (LAC) • Snow leopard & Red panda tourism • Improved interpretation • Regulate commercial helicopter flights • Develop and disseminate visitor code of conduct
2	Inadequate study on snow leopard, Himalayan black beer, Grey wolf.	• Research tourism
3	Limited research and baseline data exist on hydrological functions, glaciers, wetlands, and climate-related hazards such as GLOFs.	• Research tourism
4	Insufficient funding for research and weak integration of research findings into management.	• Identify priorities for research tourism • Improve coordination with researchers • Form BZMC tourism management unit

[22] SNP Management Plan 2026 – page 21

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5	Harsh climatic condition that hinders staff mobility for park patrolling with low coverage.	
6	Inadequacy of infrastructure and limited budget for its maintenance.	
7	Lack of tourism policy to deal with the increasing number of tourist.	• Study tourism impact on wildlife behaviour in core areas • Study tourism impact on ecology to determine LAC • Study to identify indicators for negative impacts such as crowd, noise and dust • Promote SNP to international, regional and national markets • Disseminate visitors to other SNP routes besides EBC • Develop code of conduct for hotel building
8	Increasing demands for new tourism activities such as sky glider, Bungee jumping, snow boating, rock climbing, ice climbing, Paragliding etc..	• Promote adventure tourism • Feasibility study for each of these activities • Study on product diversification and extending length of stay
9	Garbage management problem due to large number of visitors.	• Construct waste collection centres • Construct material recovery and re-cycling centres • Develop interpretation materials and code of conduct for visitors
10	Insufficient exploration of tourism opportunities in the buffer zone.	• Study economic impact of tourism in buffer zone • Promote homestays and product diversification in less visited settlements • Promote adventure tourism in BZ
11	Lack of separate unit and dedicated staff to look after the tourism management.	• Establish SNP tourism management unit to manage interpretation activities • Form BZMC tourism management unit
12	Inadequate livelihood opportunities for the local people living in off-route settlements.	• Study socio-economic condition of locals • Promote homestays and product diversification in less visited settlements
13	Increasing number of human wildlife conflicts mainly livestock depredation by wolf.	• Tourism and conservation education in schools
14	Insufficient incentives, rewards, amenities and welfare programs to motivate staff.	• Establish SNP tourism management unit to manage interpretation activities
15	Lack of clear policy for Human Resource Development (HRD).	• Train selected staff on ecotourism • Staff capacity building on visitor management
16	Low level of intervention for BZ management due to limited budget.	
17	Unregulated tourism growth and diversification of trekking routes.	• Impact management research leading to improved regulation
18	Rising local development demands creating challenges in ensuring environmentally friendly infrastructure.	• Collaborate with RM & BZMC to prioritise policies and actions • Organise study tours to other PAs • Form BZMC tourism management unit • Develop construction standards for visitor accommodation
19	Lack of electrification and communication in the tourist route, destination and for conservation communication.	

20	Limited systems for visitor tracking and rescue operations.	• Conduct training on visitor tracking
12 Additional Tourism Issues the SNP Management Plan Highlights (pp18)		
A	High tourism pressure in Everest base camp route posing tremendous pressure in wildlife and its habitat.	• Research (site specific frameworks) • Assess LAC • Disseminate visitors to other SNP routes besides EBC • Promote treks into Gaurishankar Makalu Barun
B	Limited interpretation facilities in the park.	• Improve visitor interpretation • Support SNP souvenir shop in Lukla
C	Lack of gender friendly tourism facilities in the core areas.	
D	Overcrowding of the visitors especially during peak season affecting wilderness experience and visitors' satisfaction.	• Disseminate visitors to other SNP routes besides EBC • Study visitor perception of SNP and locals • Promote treks linking with Gaurishankar and Makalu Barun
E	Limited no. of hotel accommodation in Lobuche and Gorakshep areas.	• Construct accommodation facilities including porter shelters at these sites – and also bases of Renjola, Tashi Lapcha Nangpala passes • Develop construction standards for visitor accommodation
F	Congestion and dust pollution on trekking trails from packed animals; including mules and horses;	• Study to identify indicators for negative impacts such as crowd, noise and dust
G	The dung of mules and horses on the trekking trail especially above Namche does not decay readily affecting visitor satisfaction;	• Study to identify indicators for negative impacts such as crowd, noise and dust • Limit horse renting to sick trekkers only
H	Lack of tourism diversification and tourist product development;	• Study on product diversification and extending length of stay • Erect trail marker poles on glacier paths • Develop red panda circuit in BZ • Promote spiritual tourism workshops and events • Promote treks linking with Gaurishankar and Makalu Barun
I	On the bad weather, tourists who rely on air transport are frequently stranded at airports for several days;	• Improved stakeholder coordination to fly / drive visitors from Lukla / Surke
J	Lack of tourism policy and dedicated institutional setup to deal with the increasing number of tourists in the park.	• Form BZMC tourism management unit • Strengthen interaction with secondary and wider stakeholders • Explore "low-volume high-value" tourism
K	Lack of clear mechanism to share benefits derived from tourism among poor and disadvantaged groups;	• Study socio-economic condition of locals • Product diversification in low-visitor sites
L	Low level of investment by other institutions such as tourism sectors and local Government.	• Strengthen interaction with primary, secondary and wider stakeholders

Conclusions inferred from Table 1, and a wider review of the management plan's tourism-related content, include the following.

- There are some contradictions between the problems and issues identified and the solutions proposed. For example, overcrowding is cited as a fundamental problem, yet:
    - promotion of the SNP at international, regional and national events is advocated, which are highly likely to generate increased visitation;
    - policies to grow the visitor market by introducing new forms of adventure tourism are advocated, some of which including mountain-biking and snow-boating are likely to increase negative impacts or be incompatible with conservation goals and the standing of the Khumbu as a Beyul;
    - little attention is directed to addressing the challenging issue of seasonality.
- While the plan regularly mentions threats associated with "*unregulated tourism*", it often fails to mention specific instances where improved regulation is needed.
- Although the plan is comprehensive in its analysis of tourism issues, it typically offers "business as usual" solutions (such as additional research, improved interpretation or building more accommodation at Lobuche and Gorak Shep) and comes up short in terms of any fundamental or radical solutions to address underlying problems.
- The Plan proposes a wide range of actions and interventions (from targeted research and stronger interpretation to improved stakeholder coordination and construction standards for new accommodation) that the KPLRM acknowledges are greatly needed to strengthen tourism and conservation management.

Finally, Table 12 below reviews each of the issues included in Table 1 and aligns them, line by line, with the Strategic Programmes and Key Objectives proposed as solutions in this Strategy to address and manage them.

World Heritage Convention Resolutions and Decisions on the SNP

UNESCO's World Heritage Committee meets annually to decide on new site nominations, review the state of conservation of currently listed sites, and manage the World Heritage Fund. The following paragraphs provide an overview of concerns about the SNP embraced in its 47th session convened in Paris in July 2025.

The World Heritage Committee notes the following factors currently affect the property: *"air pollution; air transport infrastructure; forestry / wood production; illegal activities; impacts of tourism / visitor / recreation; input of excess energy; livestock farming / grazing of domesticated animals; major visitor accommodation and associated infrastructure; mining; climate change impacts; quarrying; solid waste; subsistence wild plant collection; human-wildlife conflict; and other threats."*[23]

Focusing specifically upon tourism-related issues, the 47th session noted the need for a new SNP management plan with chapters on tourism, a mitigation plan for the Kongde View Resort and interventions to reduce firewood collection and promote alternative energy. The Committee requests the State Party to "*support a strategic sustainable tourism management approach by:*

a) Providing an update of the planned development of a Tourism Management Plan,
b) Undertaking a visitor carrying capacity study to establish an appropriate carrying capacity for the property, especially during the peak season, and use the findings to inform the Tourism Management Plan,
c) Ensuring that the Tourism Management Plan aligns with the revised Management Plan for the property;"

[23] https://whc.unesco.org/en/soc/4675/?__cf_chl_tk=NCRhH0E17qUOuBKCIheelaGBgmSghEn7EabnyDG70WE-1771218353-1.0.1.1-Wq7IFgikDN75O3KDBQYQER5.DAfxQGGIdS2XJf9NuLI

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Specifically on helicopter activity, the Committee *"acknowledges that helicopters are important for rescue and emergency works in the property, however notes with concern that the World Heritage Centre has received third-party information regarding unrestricted helicopter operations, and also reiterates its request to the State Party to provide information on monitoring and regulation of tourism-related helicopter traffic within the property and the nationally designated buffer zones of the National Park".*[24]

Noting the above, the KPLRM is leading the design of this tourism strategy, that aligns with the 2026-2030 SNPBZ Management Plan and meets the requirements of the World Heritage Committee. However, noting the need to embrace and as far as possible address the concerns raised above, (a no mention is made herein regarding the Kongde View Resort, and (b) the Municipality emphasises that the call for a visitor carry capacity study is ambiguous and lacking in detail. The KPLRM acknowledges there are different types of carrying capacity (for example, environmental, social, physical, psychological) and that globally few if any destinations have designed and successfully implemented a carrying capacity policy. In terms of identifying a peak-season visitor carrying capacity based upon the number of beds available in wards 2–5, sections below depict lodge growth between 1993 and 2025 and provide data illustrating there are currently around 10,000 beds available across wards 2-5. Thus, based upon this availability, it might be concluded the current peak visitor carrying capacity is 10,000 visitors per day.

Climate change, the KPLRM's Local Adaptation Plan of Action and the Himalayan Climate Charter

Prepared in 2025, KPLRM's climate change Local Adaptation Plan of Action is detailed and comprehensive. Its methodology adopted a gender equality, disability and social inclusion (GEDSI) framework to underpin a "*climate-resilient and inclusive society*" and facilitate the implementation of adaptive interventions as prescribed at the national level.

Climate change and global warming pose a growing, substantial threat to the KPLRM. The LAPA report quotes other sources in stating, "*In the Hindu Kush Himalaya, scientific reports have concluded that: glaciers disappeared 65% faster in the 2010s than in the previous decade; mountain communities are already experiencing major adverse impacts such as loss and damage to lives, property, heritage and infrastructure; and floods and landslides are projected to increase.*" This conclusion highlights serious issues that in all probability contributed to the catastrophic August 2024 Thame valley GLOF. Further, more than 55% of respondents to the resident and community wellbeing survey identified climate change as the number one threat to community wellbeing. Consistent with this tourism strategy's aims and objectives including embracing Khumbu as a Beyul, the LAPA:

"….highlights a wellbeing-focused community-centered approach to climate change adaptation that have emerged from community consultations. [The LAPA] incorporates local values and ethics that supports wellbeing of all beings, humans and non-humans, noting the GEDSI practice already embedded in Indigenous socio-cultural systems of KPLRM. This GEDSI-LAPA is based on the values of the KPLRM residents that recognize the ecosystem as an interdependent whole, and its maintenance as a requirement for the wellbeing of all sentient beings."[25]

[24] Bullet 5, WHC 47 COM 7B.13
https://whc.unesco.org/en/soc/4675/?__cf_chl_tk=NCRhH0E17qUOuBKCIheelaGBgmSghEn7EabnyDG70WE-1771218353-1.0.1.1-Wq7IFgikDN75O3KDBQYQER5.DAfxQGGIdS2XJf9NuLI

[25] Khumbu Pasang Lhamu Rural Municipality 2025. Local Adaptation Plans of Action – PP 17/18

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Thus, the KPLRM recognises that the goals and objectives of (i) the LAPA, (ii) the SNPBZ management plan, (iii) the SNP as a World Heritage site align with each other and this tourism strategy's vision, goals and objective. Moreover, the LAPA highlights the central role of yaks in maintaining the municipality's ecosystem, and threats to yak herding that are causing a substantial decline in this activity.

Turning to the detail of the LAPA, the report highlights the main (i) climate change effects and impacts, and (ii) prioritises adaptation action plans. In brief, the KPLRM is highly vulnerable to GLOFs, riverbank erosion and warming temperatures that make agricultural and animal husbandry livelihoods even more challenging. Moreover, key adaptive actions are all high-cost programmes, including (i) the physical lowering of glacial lakes and (ii) the installation of fire-fighting apparatus, emergency early warning systems and measures to fortify riverbanks and landslide-prone areas. Alongside these capital-intensive interventions, the LAPA prioritises trainings, for example, around organic, resilient and productive agricultural practices, as well as reforestation of barren lands, construction and maintenance of trails and a variety of research needs.

Focusing specifically on tourism, the LAPA acknowledges tourism is our Municipality's principal employer alongside other key livelihoods of mountaineering, agriculture and animal husbandry. It states that traditional agricultural practices have significantly declined owing to the growing importance of the cash economy, unpredictable weather patterns and increased crop destruction by wildlife.[26] Tourism, along with natural and cultural heritage, is therefore embraced as one of the LAPA's eight programme sectors. However, given tourism is a multi-faceted activity with many connections to everyday life, the LAPA also includes many additional and important tourism-related recommendations. Thus, Table 2 shows examples of LAPA actions with strong tourism linkages. The Table highlights the priority ranking of proposed interventions on a scale of I (highest priority) to VI (lowest priority).

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Table 2: Key examples of LAPA tourism-related recommendations and implementation priorities

	Examples of LAPA Recommended Interventions	*LAPA Implementation Priority*					
		I	*II*	*III*	*IV*	*V*	*VI*
1	Support market creation for agricultural products from Ward 1 to upper Khumbu				■		
2	Promote local organic agriculture and produce in restaurants						■
3	Promote yak / nak milk and wool	■					
4	Create policies to certify local organic produce	■					
5	Regenerate barren agricultural land through cooperative farming	■					
6	Recognise and certify indigenous crops (potatoes, barley)			■			
7	Introduce alternative crops		■				
8	Introduce agricultural grants		■				
9	Establish food cold storage facilities				■		
10	Conduct re-afforestation programmes			■			
11	Support habitat protection for endangered species such as Red Panda				■		

[26] Khumbu Pasang Lhamu Rural Municipality 2025. Local Adaptation Plans of Action – pp 43

12	Expedite national grid connectivity	■					
13	Establish / activate disaster reduction management committees	■					
14	Monitor risk and hazardous zones / glacial lakes	■					
15	Construct gabion walls in high risk / hazardous sites			■			
16	Improve access to safe drinking water		■				
17	Establish new environment stations (for waste management / recycling)				■		
18	Maintain existing waste management centres		■				
19	Maintain sewage systems in densely populated villages			■			
20	Construct public toilets on main trails				■		
21	Improve site / town plans and introduce building controls			■			
22	Discourage single use plastics			■			
23	Provide trainings on circular economy	■					
24	Create hotel associations at tole level			■			
25	Explore possibility of a two-way trail, system on either side of Dudh Khosi			■			
26	Explore possibility of Lukla-Namche ropeway						■
27	Create policy for electric vehicles only in KPLRM						■
28	Promote religious and cultural heritage tourism			■			
29	Create user friendly app for access to weather, visitor interpretation and emergency / sage trekking information				■		
30	Subsidise resident use biodegradable prayer flags	■					
31	Establish a heritage fund to maintain monuments	■					
32	Provide financial support and incentives to support and retain cultural dances, songs and language	■					
33	Establish social security system for mountaineers and guides		■				
34	Construct a museum celebrating all local ethnic groups					■	

In conclusion, Table 2 is indicative of the LAPA's wide ranging recommendations across its eight sectors. Wider reading of the report emphasises the inter-connectedness of multiple aspects of the KPLRM (tourism and) development system. Sections that follow highlight how interventions included in Table 2 are embraced in this tourism strategy. Table 13 also reviews the recommendations in Table 2 and aligns them, line by line, with the Strategic Programmes and Key Objectives proposed as solutions in this Strategy to address and manage them.

The Himalayan Climate Charter

On the 5th July 2025, at a dedicated event in Kathmandu, the KPLRM partnered with Black Yak, SPCC and the Nepal Mountaineering Association to convene the "Himalayan Climate Charter 2025: Summit for Earth". The event was joined by 263 participants, bringing together mountaineers, scientists, researchers, policymakers, Indigenous Peoples and local communities to discuss the intersection of indigenous knowledge and modern technology in conservation of Khumbu region. Objectives of the Summit were to:

- share the outcomes of cleanups and other conservation initiatives in Khumbu region;
- strengthen partnerships between local communities, governments and international
- organisations;
- bridge the gap between modern science and indigenous knowledge;
- launch the Himalayan Climate Charter 2025 as a global call to action;
- initiate and commit on a joint climate action approach by signing the Himalayan Climate Charter 2025 declaration.

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Summit discussions raised many issues, including the future of the Khumbu as a Beyul, and proposed solutions to mountaineering and climate challenges facing the region. As set out in this Strategy, the convenors will stage a second Summit in Namche Bazar in June 2026. The goal of these events is to continue to highlight climate-related threats impacting mountain communities across the Hindu Kush Himalaya and carry forward solutions that should be implemented across the region.

1.5 KPLRM Tourism

Owing to the sheer power and iconic strengths of the Municipality's natural and cultural assets, the region has experienced decades of steady, yet sustained visitor growth. Besides its unique selling points, growth is driven by (i) access improvements, (ii) other infrastructure investments (such as en-suite accommodation), (iii) positive visitor feedback, and (iv) stronger institutional capability, notably the management capacity of primary (and to a lesser extent secondary) stakeholders. Sections below consider each of these factors.

Access, seasonality, arrivals by visitor type

Improvements to Lukla airport, including the opening of a designated helicopter landing space and a range of air-safety-related upgrades, enabled 46,615 domestic flights and 204,114 passenger movements in and out of Lukla in 2024.[27] 89,535 of these movements were incoming. Changes to flight schedules, compelling peak-season visitors to fly the shorter Ramecchap and Lukla route, has also contributed to movement growth. The advent of municipal road building has further shaped visitor trends, not least a significant downturn in overnight visitors to Ward 1. As already noted, the completion of the unsealed road to Chaurikharka and Lukla guarantees on-going changes to the KPLRM's tourism system, driven by a highly probable and substantial growth in visitor demand once the road has a sealed surface.

Centring upon arrivals to date, Figure 4 depicts international market growth over the last 2.5 decades. Despite dips associated with the Maoist insurgency, the Nepal earthquake and the COVID-19 pandemic, data show a near doubling of visitors from 25,291 arrivals in 2000 to 58,979 in 2024. The 2000-2023 data profiles visitor numbers entering the SNP, whereas the 2024 figure is the number of trekking permits issued by the KPLRM. Neither figure includes domestic visitors, which have increased significantly over the last five years.

Figure 4: International Visitors to the Sagarmatha National Park 2000 to 2024

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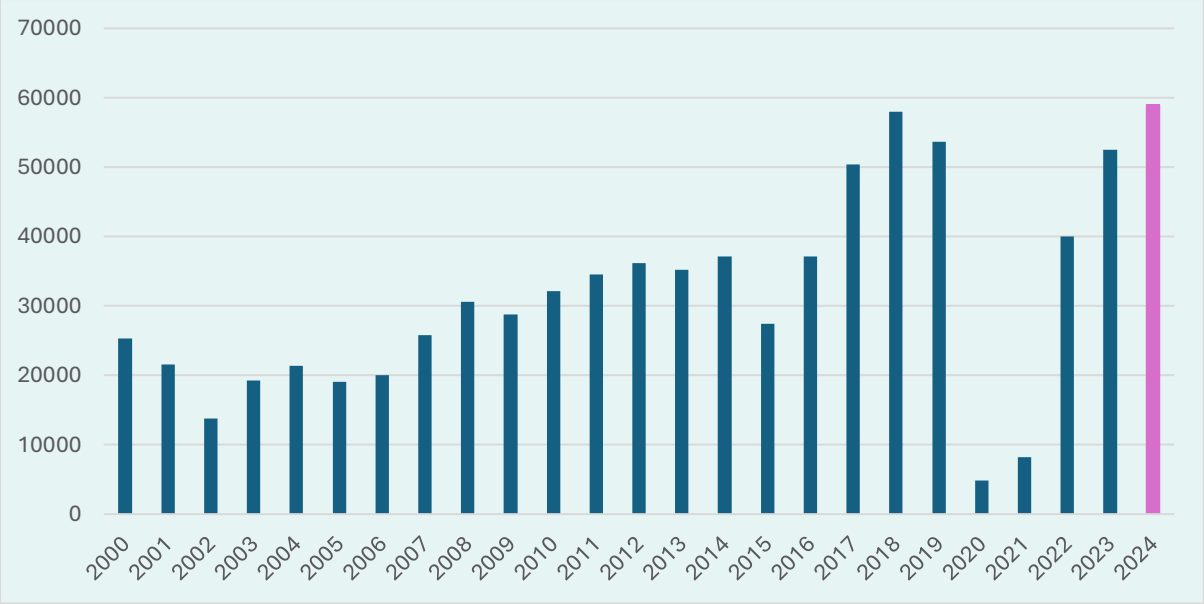
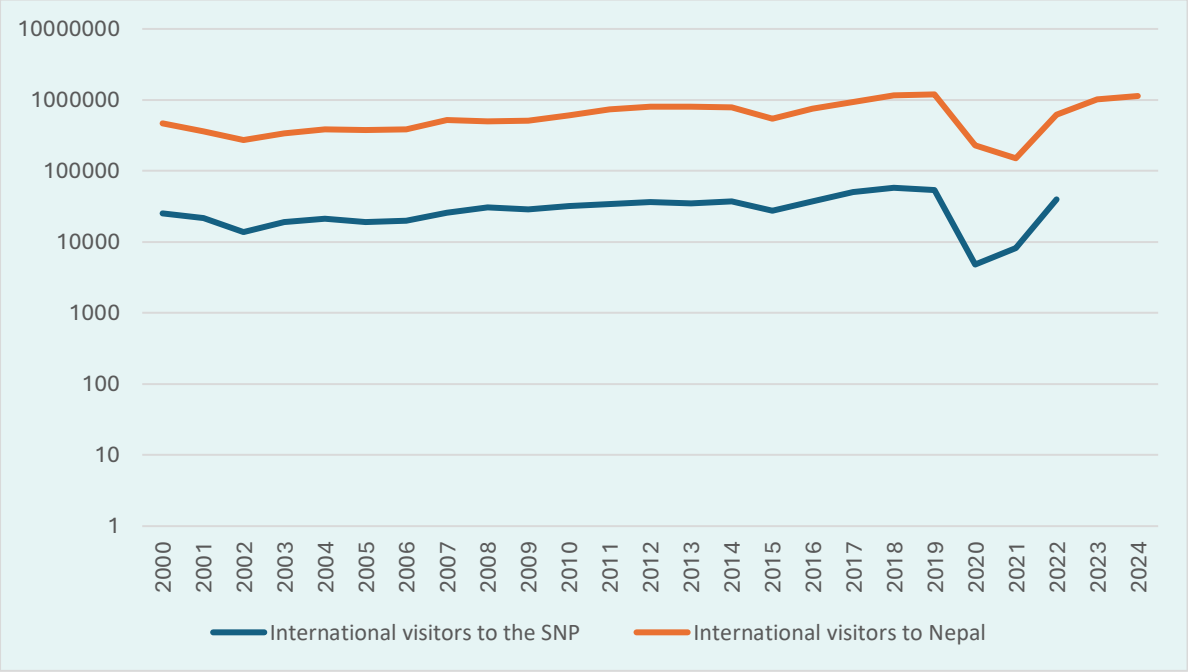
[27] Nepal Tourism Statistics 2024.



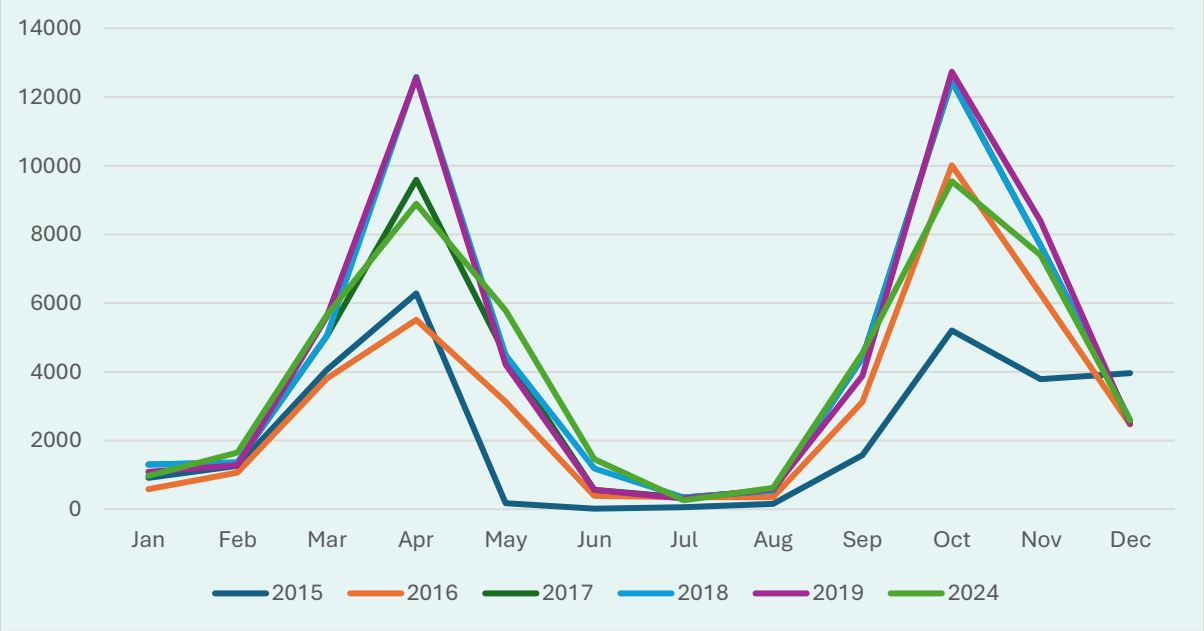
To illustrate how growth in international visitors to the SNP mirrors the growth in Nepal's international visitors, Figure 5 uses a logarithmic scale to contrast these arrivals. Despite access improvements being a key growth factor, it demonstrates how any (i) a growth in Nepal arrivals is likely to lead to a growth in KPLRM arrivals, and (ii) any downturn in Nepal arrivals will likely be mirrored by a drop in KPLRM arrivals.

Figure 5: International Visitors to the Sagarmatha National Park Vs Nepal International Arrivals 2000 - 2024



Next, attention is drawn to SNP visitors by month between 2015 and 2024. Figure 6 depicts striking seasonality: meaning employment and room occupancy are very low for six months each year. The need to address this marked seasonality and achieve a more balanced level of visitation throughout the year is a major challenge and objective of this Tourism Strategy.

Figure 6: Visitors to the Sagarmatha National Park by Month, 2015 - 2024



Turning to visitor nationalities, Figure 7 profiles the top 12 visitor markets for the two Nepali financial years from mid-July 2023 to mid-July 2024, and mid-July 2024 to mid-July 2025. The illustration uses KPLRM data, to show the USA, Germany and India were the largest markets in 2023/24, whereas USA, UK and Australia were the top three markets in 2024/25. It's noted there may be data errors, as it seems unlikely that:

(i) Denmark, ranked 4th with 4,018 visitors in 2023/24, would drop to 15th with only 710 visitors in 2024/25,

(ii) visitor numbers for the UK and Australia would double over the two years, and

(iii) German arrivals would drop by almost two-thirds over the two years.

Nevertheless, the data is clear in that most of the Municipality's visitors come from the USA, Europe, India, China and Australia.

Figure 7: Top Visitor Nationalities to KPLRM 2023/24 and 2024/25

	USA	Germany	india	Denmark	Poland	China	UK	France	Japan	Australia	Canada	Russia
2023/24	8168	7176	4388	4018	3852	3141	3129	2285	2150	2133	1572	234
2024/25	5708	2570	3972	710	2591	3979	5486	2432	977	4629	2341	1314

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Building on this picture of trekking tourism, Table 3 profiles trends in selected trekking-peak and mountaineering tourism between 2015 and 2024. It is stressed that MCTCA issues climbing permits for the higher mountains while the NMA issues permits for smaller trekking-peaks (5,587m to 6,654m). In other words, the KPLRM has little or no influence over the number of mountaineering visitors. Although the Table doesn't itemise data for all KPLRM peaks, it illustrates overall mountaineering revenue has grown from US$2.94 million in 2015, to more than US$6.14million in 2024. The Table also illustrates a growth to over 7,500 climbers per year in 2024, representing 12.76% of KPLRM international visitors. Most of these climbers employ local climbing guides, of whom most are local Sherpas.

In summary, the demand for tourism-related employment linked to trekking, trekking-peak and mountaineering, notably through accommodation provision (including lodge construction), guiding, food and wider service (supply-chain) provision, trail construction, carpentry, plumbing etc. is considerable, and typically growing enough year on year to incentivise business investment. Although no figures are available, it is highly likely that private investment in the tourism system is growing year on year. While it is problematic to measure this investment, efforts to calculate visitor spending into the economy are described below.

Table 3: Climbers and Revenue (US$) for key Trekking and Mountaineering Peaks in the KPLRM, 2015, 2017, 2019 and 2024

Peaks	2015		2017		2019		2024	
	Climbers	Revenue (US$)	Climbers	Revenue (US$)	Climbers	Revenue (US$)	Climbers	Revenue (US$)
Key Trekking Peaks								
Island Peak	406	50,035	2,817	472,897	2,639	455,977	2,374	399,890
Mera Peak	210	26,195	1,502	240,159	1,728	285,055	2,192	370,960
Kwangde			5	890	2	250	2	250
Lobuje East	109	16,649	706	128,992	966	186,180	1,648	296,905
Lobuche West	32	4,000	90	15,320	94	16,071	13	2,640
TOTAL	***757***	***96,879***	***5,120***	***858,258***	***5,429***	***943,533***	***6,229***	***1,070,645***
	Climbers	Revenue	Climbers	Revenue	Climbers	Revenue	Climbers	Revenue
Key Mountaineering Peaks								
Ama Dablam	402	160,800	328	127,250	402	159,200	615	238,179
Cholatse	2	250	38	5,000	42	5,768	61	2,000
Cho Oyu							5	5,400
Kangtega	3	600			2	400		
Lhotse	124	176,535	120	162,178	13	11,700	156	279,000
Nuptse	38	17,650	37	20,150	45	24,400	34	20,400
Pumori	13	3,250	9	3,750	11	5,500	4	2,000
Sagarmatha	359	2,481,000	377	2,923,500	397	4,058,000	422	4,529,125
TOTAL	***941***	***2,840,085***	***909***	***3,241,828***	***912***	***4,264,968***	***1,297***	***5,076,104***
TOTAL ALL	**1,698**	**2,936,964**	**6,029**	**4,100,086**	**6,341**	**5,208,501**	**7,526**	**6,146,749**

All data from Nepal Tourism Statistics 2015, 2017, 2019 & 2024 produced by the Ministry of Culture, Tourism and Civil Aviation.

[1] Figure quoted is for all trekking peaks in the KPLRM, not just the five listed in the table.

[2] Figure quoted is for all mountaineering peaks in the Khumbu, not just the eight listed in the table.

Accommodation and wider infrastructure

As noted, almost all stakeholders aim to attract more visitors to seek greater benefit from the tourism system. This includes, for example, households continuously investing to upgrade sleeping facilities (from old dormitories and tents to ensuite rooms in ever larger lodges, some currently with 50+ rooms), businesses investing in internet services, municipal investments in improved trails, bridges and roads, as well as national investments in Lukla airport. As decades have passed, commentators have flagged concerns, notably in terms of wide-ranging environmental and socio-cultural impacts. In the 1990's, for example, a UNDP report

recommended SNP visitor numbers shouldn't exceed 15,000 visitors per year, with a peak daily volume of 3,000 visitors.[28] In response, development partners have financed, for example, hydroelectricity and water-supply projects, incinerators and waste pits, porter-shelters and health and education services. Most infrastructure, whether large or small, contributes to the quality, standing and resilience of the tourism (and conservation) system. As visitor numbers continue to grow, KPLRM recognises that public and private investment will need to be supplemented by additional development partner support to help assure a sustainable future for the Municipality as Nepal's most visible visitor attraction.

To illustrate trends in visitor movements and critical infrastructure expansion, Table 4 and Figure 8 illustrate lodge growth in selected settlements in Wards 2–5 between 1993 and 2025. The Table includes total bed numbers across these settlements for 2025. Unsurprisingly, the data illustrate marked growth in accommodation provision in the settlements of Lukla, Phakding, Namche and Khumjung. While data for other key overnight stops such as Tengboche, Periche, Dingboche, Lobuche, Gorakshep and Gokyo don't illustrate marked growth in lodge numbers, it is important to note that total bed numbers (and the size of lodges) in these locations has been observed to have grown significantly over this period. Focusing on the carrying capacity according to bedspace in Wards 2–5, Table 5 illustrates the total number of lodges and beds across each ward for 2025. The Table illustrates that the carrying capacity of wards 2–5, in terms of beds available, is 9,862. This figure can likely be rounded up to some 10,000 beds (or visitors), as the 2025 data source confirms under-reporting of bed numbers in some locations including Thadokoshi, Ghat and Khunde, for example. Referencing the SNP core area (wards 4 and 5), the data illustrates the park has bed capacity for some 6,763 visitors.

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https://www.academia.edu/151734/Tourism_sustainability_and_health_impact_in_high_altitude_ACE_destinations_a_case_study_of_Nepals_Sagarmatha_National_Park

Table 4: Lodge Growth in Selected Settlements 1993 – 2025 and Total Number of Beds in Selected Settlements 2025

Settlement	1993	2025	
	Lodges	Lodges	Beds
Surke	5	3	32
Lukla	25	39	1,299
Chaurikharka	4	3	48
Choblung	6	8	77
Phakding / Rangding	14	24	830
Benekar	3	6	92
Monjo	6	8	255
Jorsale	3	12	115
Namche	25	55	1,769
Thamo / Phurte	2	6	81
Thame	5	9	201
Thame Teng	0	1	22
Khunde	2	4	71
Khumjung	4	19	504
Dole	4	13	309
Luza	2	1	28
Machhermo	3	5	170
Thare	1	2	24
Gokyo	5	4	285
Phortse	3	9	208
Tengboche	5	6	269
Debouche	4	3	124
Pangboche	11	8	272
Somare	2	5	44
Periche	5	6	288
Dingboche	8	10	381
Chhukkung	3	6	217
Dhugla	2	1	62
Lobuche	4	9	453
Gorak Shep	3	5	250
TOTAL	**169**	**290**	**8,780**

Source: 1993 data from, Rogers, P & Atchison, J (1998) "Towards Sustainable Tourism

Table 5: Number of Lodges and Beds by Ward, 2025

Wards	Lodges	Beds
Ward 2	45	1,389
Ward 3	90	1,710
Ward 4	139	4,527
Ward 5	82	2,236
SNP Core Area Wards 4 and 5	221	6,763
TOTAL	**357**	**9,862**

Source: 2025 data from the KPLRM

Visitor survey

Most municipality visitors (89% of those surveyed) enjoy a positive experience and promote the destination through word-of-mouth recommendations. Almost a fifth (19%) of survey respondents had visited the Khumbu more than once. Table 6 summarises key survey conclusions in terms of visitor satisfaction. It illustrates the region's natural and cultural assets, as well as upgrades to service provision are the primary selling (demand) points. Conversely, issues around waste management and accommodation standards (especially at high altitude), the role of helicopters, treatment of porters and pack animals, and transparent pricing are all threats to product quality, and areas for improvement. Significantly, especially in terms of addressing seasonality and the promotion of the Khumbu as a Beyul, richer more accessible cultural interpretation is also flagged as a priority.

Focusing upon accommodation respondents were asked if they stayed in high-end, mid-range or budget accommodation. Mean scores for level of satisfaction on a scale of 1-5 (one being lowest, 5 being highest) were 3.5, 3.49 and 3.35 respectively, illustrating greater satisfaction with better quality accommodation – but not an especially marked difference between the three (subjective) categories.

83% of respondents feel the SNP entry fee is set about right, while 81% feel the Municipal trekking fees is set about right. Importantly however, 11% consider the fees too low, while 59% would pay more if they could see how funds are spent.

Annex VI provides a more detailed analysis of survey findings.

Table 6: Visitor Feedback – Summary of (a) Positives and (b) Areas for Improvement

	Positive aspects of the visitor experience	Areas for improvement
1	Powerful landscapes	Pollution: litter, plastics, pack animals, helicopters
2	Warm hospitality	Accommodation, toilet and hygiene standards – notably at high altitudes
3	Rich cultural heritage	Cultural & monastic interpretation
4	Adventure & physical challenge	A "go to" and "reliable" safety information source (for weather, acclimatisation, trail info.)
5	Good availability of essential and other services	Porter and animal welfare concerns
6	Emotional, spiritual experience	Transparent pricing and operational challenges (flights, water, internet)
7	Authentic cultural landscapes	

In terms of visitor spend into the Municipality, it's important to note this varies between independent and group trekkers, with the latter typically paying accommodation, food, porter and guide expenses via lump sum payments to a trekking (tour) company. Thus, average daily visitor spend for independent trekkers is calculated by adding expenditure on accommodation, porters and/or guides, souvenirs and other additional expenses, whereas for group trekkers average daily spend is calculated by adding expenditure on souvenirs and additional spend only. Through this approach, the average daily spend of independent trekkers is estimated to be US$57.98 with a lower average daily spend for group trekkers being US$12.51. It is emphasised the latter figure is incomplete as it does not capture spending by the trekking company on accommodation, food, guide and portering, which are unknowns. Thus, additional work is

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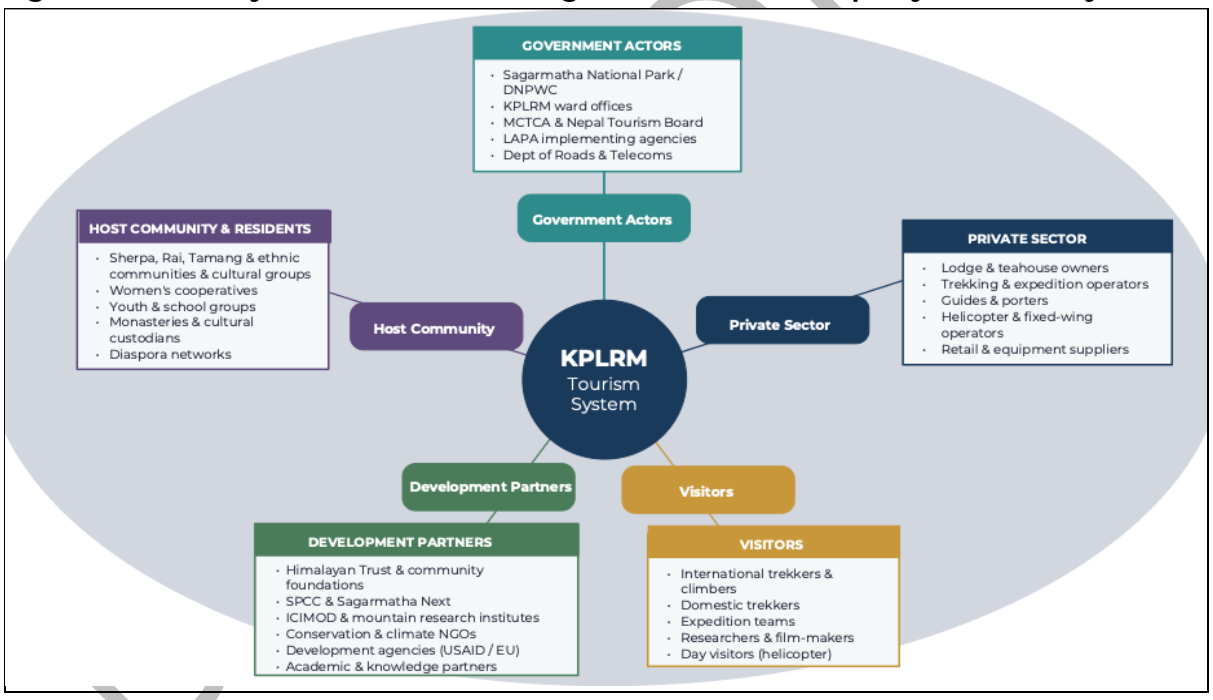
needed to capture more accurate figures. However, based upon the municipality's data that xx% of the 58,979 visitors in 2024 were recorded as independent trekkers and xxxx were recorded as group trekkers, it is crudely estimated visitor spending into the Municipality's economy in 2024 was some US$xxxxxx

Stakeholders and institutional capacity

As emphasised, travel and tourism is a complex, multifaceted and dynamic industry with wide-ranging stakeholders. Such is the stakeholder range and mix (with their differing motivations, roles, influence and power), no single stakeholder controls a destination's tourism system. Rather, five different stakeholder groups – namely government actors, the private sector, the host community, visitors and development partners – interact with one another causing change to the system, with each responding to opportunities and challenges as they arise. Figure 10 illustrates the membership of these groups for the KPLRM. Building on this illustration, Box 4 briefly characterises the roles of these stakeholders, while Table 7 goes into further detail listing each stakeholder by category with comments on their primary interests. This is followed by Table 8 centring upon critical issues and challenges highlighted in this review and by the stakeholders during the Strategy's consultation process. The KPLRM acknowledges that the successful implementation of this Strategy will be measured by the extent to which the challenges highlighted are heeded and addressed.

Figure 10: Summary of the Khumbu Pasang Lhamu Rural Municipality's Tourism System



Box 3: Summary of Stakeholder Roles

Government actors create the policy and regulatory environment that allows the system to develop. They also: invest in infrastructure and public services, advocate monitoring and evaluation and inclusive consultation to set out future policy and manage the sector's positive and negative impacts to strengthen sustainable tourism and community wellbeing.

The private sector invests in goods and services to satisfy visitor demands within the policy and regulatory environment. The primary motivation of the private sector is to generate profits through income and employment. Different businesses, whether large or small, have

differing perceptions of, and commitments to, responsible, sustainable and regenerative tourism.

The host community engages with the government, the private sector, visitors and other households to actively or passively support or object to the way in which the tourism system is developing.

Visitors to the KPLRM influence the tourism system in multiple ways, notably through their motivation, expectations and behaviour, as well as their willingness to pay for goods and services. The latter being influenced by information received about the destination, how they perceive it's being managed and their personal commitment to responsible practices.

Development partners invest in the development system to strengthen sustainability, especially in terms of environmental protection and the delivery of social services to promote host community wellbeing. Their inputs often arise as a result of (i) a lack of government financial and human resources, and (ii) concern around the negative impacts of private sector and visitor actions and activity.

Table 7: Khumbu Pasang Lhamu Rural Municipality Stakeholders and their Primary Interests

Category	*Stakeholders*	*Primary interests*
PRIMARY		
Government	• KPLRM (municipal and ward governance) • SNP • Ministry of Culture, Tourism and Civil Aviation • Department of National Parks and Wildlife Conservation • Nepal Tourism Board	• Promote sustainable development • Improve residents' quality of life and wellbeing • Conserve and maintain the SNPBZ's biological and cultural assets and values • Promote investment and sustainable tourism • Promote and manage mountaineering • Regulate KPLRM airspace • Generate tourism-related taxes
Private sector: (medium and small businesses)	• Lodge and restaurant owners and managers • Trekking companies (inbound / domestic) • Tour companies (outbound in originating markets) • Mountaineering companies (inbound and outbound) • Airlines • Helicopter companies • Khumbu Bujili Company	• Deliver visitor services • Generate income and employment • Business development • Keep pace with issues and trends influencing business viability and profitability • Passenger and cargo movements • Electricity generation and supply
Private sector: (micro businesses / informal sector)	• Trekking guides • Mountaineering guides	• Deliver visitor services • Generate income • Business development • Keep pace with issues and trends influencing business viability and profitability
Community groups	• SNPBZ institutions • Lodge associations • Yak herders' association	• Raise awareness of tourism and conservation issues • Design and deliver projects and programmes to support SNPBZ conservation objectives

		• Represent member views and opinions • Promote profitability and responsible business practices • Sustain traditional livelihood
NGOs / development partners	• SPCC • Sagarmatha Next	• Waste management • Protect SNPBZ & KPLRM's fragile ecosystem • Icefall management • Monitor and regulate mountaineering activities • Climate related research,
SECONDARY		
Government	• Tourist Police • District government • Provincial government	• Manage visitor safety and security • Promote sustainable development • Promote investment and sustainable tourism • Improve residents' quality of life and wellbeing
Private sector	• Trekking Agents Association of Nepal • Nepal Mountaineering Association	• Represent member views and opinions • Keep pace with issues and trends influencing business viability and profitability • Lobby government for improved business conditions • Improve members' business-related skills and knowledge • Promote mountain safety
Private Sector (micro businesses / informal sector)	• Lodge employees • Porters • Farmers • Yak herders • Shopkeepers • Souvenir / crafts men & women • Labourers	• Generate income • Business development • Honour and retain traditional livelihoods
Community groups	• Women's groups • Youth groups • Health groups • Monastery groups • Ethnic groups	• Represent member views and opinions • Lobby KPLRM for improved conditions and interests as group name suggests • Environmental-, socio-cultural- and community-wellbeing
NGOs / development partners	• Himalayan Trust • Himalayan Rescue Association • UNESCO World Heritage Committee • Other development partners	• Strengthen educational and health services and opportunities • Disaster relief • Treat and prevent altitude-related illnesses and deliver first aid • Conserve and maintain the SNPBZ's biological and cultural assets and values • Promote sustainable tourism development and community wellbeing

Table 8: Stakeholders and Key Tourism-Related Challenges

Stakeholder	Main challenges
KPLRM	• Limited human resources with tourism systems planning expertise

Stakeholder	Main challenges
Municipal & ward governance	• Insufficient financial resources to address infrastructure, management and monitoring needs across all five wards • Building controls and construction guidelines are needed, especially at high-altitude sites • Waste management systems require new solutions and capital investment across the Municipality • Communications and transparency around budget allocation and project management need strengthening • Study tours needed to expose community leaders and officers to management solutions elsewhere
SNP / DNPWC *Sagarmatha National Park & buffer zone administration*	• Biodiversity and ecosystems facing acute localised pressures around high-use settlements and on key species • Policies and regulations for managing visitor growth at high-altitude sites are inadequate or absent • Interpretation infrastructure is limited and insubstantial • Garbage management at waste pits must be systematically improved • Helicopter noise and activity pose unknown impacts on biodiversity and ecosystem integrity • Research needs are many and varied; coordination among research actors is insufficient • A dedicated tourism management unit, or personnel with deep ecotourism experience, is needed within the park to strengthen governance
MCTCA / NTB *Ministry of Culture, Tourism & Civil Aviation; Nepal Tourism Board*	• Conflicts of interest between maximising mountaineering tax revenue and managing environmental impacts • Aviation regulation affected by patronage and cronyism, limiting effective helicopter oversight • Environmental, cultural and governance risks are insufficiently communicated to operators and outbound markets • Deeper coordination between national tourism policy and KPLRM's regenerative tourism objectives is needed
Lodge owners & hospitality businesses *Lodges, restaurants, teahouses*	• Building guidelines and operational manuals for environmental sustainability are largely absent • Lease and management agreements for rented lodges typically lack environmental and operational standards • Low-season occupancy is too low; support needed to develop quality cultural tourism during shoulder and low-season months • Awareness of sustainable and regenerative tourism certification schemes is limited • High competition makes investment in quality staff training financially difficult
Trekking & mountaineering operators *Inbound / domestic operators, Kathmandu-based companies*	• Kathmandu-based companies undercut local operators by selling trekking packages at minimum prices • Local guides and porters employed through outside operators receive reduced wages and fewer welfare protections • Knowledge of Beyul traditions, cultural interpretation and responsible tourism protocols varies widely and is frequently lacking • Environmental, cultural and governance risks not adequately communicated to clients pre-departure
Guides & porters *Trekking guides, mountaineering guides, porters*	• Guide knowledge and cultural awareness of the destination varies widely; ongoing training and upgrading is needed • Porters remain among the most economically vulnerable members of the tourism workforce • Welfare provisions — shelter, equipment, insurance, minimum pay — are insufficient and especially problematic at high-altitude sites

Stakeholder	Main challenges
	• High competition for employment; many positions are poorly paid or seasonally insecure
Helicopter companies & airlines *Commercial and rescue helicopter operators, domestic airlines*	• Helicopter activity threatens ecosystem integrity and community wellbeing across wards 2–5 • Powerful shareholder networks and political connections limit effective regulation of helicopter operations • Rescue helicopter overuse raises questions about regulation of this activity and incentive structures that may encourage risky behaviour
Residents & communities *All five ward communities, households, social groups*	• Outmigration of Sherpas and loss of traditional culture, language, dance, and song is a major concern • Non-Sherpa acquisition of land and businesses is perceived as a cultural and economic threat • High competition for tourism employment; many jobs remain poorly paid or inaccessible • Waste management is an ongoing problem; new infrastructure and community solutions are needed • Youth require vocational skills training in plumbing, electrification and other trades • Community engagement in local governance is strong, but more transparency in public investment is needed • Helicopter activity is widely viewed as a threat to both ecosystems and community wellbeing
Visitors *International, domestic, diaspora, researchers*	• Visitors receive limited information about the Khumbu's Beyul identity, cultural protocols and ecological significance • Weather, safety and route information is inconsistent and often hard to access in the field • Visitor expectations formed by external operators often focus on trekking achievement over cultural immersion • Clearer guidance needed on responsible behaviour, Beyul protocols and Leave No Trace expectations
NGOs & development partners *SPCC, Sagarmatha Next, Himalayan Trust, UNESCO, international donors*	• Icefall management and mountaineering safety monitoring require ongoing investment and coordination (SPCC) • Waste management infrastructure improvements are urgent and capital-intensive (SPCC, Sagarmatha Next) • Conservation, health, education and community wellbeing programmes are under-resourced relative to need • Engagement and coordination among development partners and alignment with KPLRM strategy priorities, could be significantly strengthened

Source: KPLRM ward consultations, SNPBZ Management Plan 2026–2030, LAPA, and stakeholder interviews 2025–2026

1.6 Strengths, Constraints, Opportunities and Risks

Before presenting the vision, principles and strategic programmes to guide the further development of our Municipal tourism system, this section summarises the strengths and opportunities for the KPLRM to build upon, the constraints to overcome and the risks to manage (Table 9).

Table 9: Strengths, Constraints, Opportunities and Risks

Strengths	***Constraints***
• Sustainable tourism is a national priority. • Nepal's most important visitor destination. • Unique, outstanding natural and cultural heritage. • Renowned hospitality. • Commitment to regenerative tourism and good governance. • On-going international media attention • Good governance – Sherpas engaged in all aspects of their development	• Lack of trained human resources. • Insufficient coordination among and between the public and private sectors. • High seasonality. • Shortage of accommodation at higher altitude. • Insufficient public services, notably around waste management and energy supply. • Limited public funds
Opportunities	***Risks***
• Robust market demand. • Build upon the Municipality's outstanding development characteristics. • Align and promote Khumbu's standing as a Beyul with Regenerative Tourism. • Pilot best practice approaches for replication across Nepal. • Income and employment creation. • Leverage international media. • Technology and intercultural exchange with visitors.	• Too many visitor arrivals. • Insufficient development partner buy-in. • Negative environmental, social and economic impacts. • Damaging international media coverage. • SNPBZ placed on World Heritage "in danger" list. • Global instability and climate change. • Natural disasters.

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Sustainable tourism development is a priority of the government of Nepal owing to its contribution to foreign exchange earnings, employment, rural development opportunities and infrastructure improvements. Nepal's policy priorities to attract higher spending visitors, deliver environmentally sustainable tourism and continue positioning the Khumbu and SNP as a flagship destination promoting "brand Nepal" are clearly stated. These points auger well for the Municipality, which confirms sustainable, regenerative tourism is of the highest priority owing to the dependency of our residents on expanding income and employment opportunities, and wide-ranging additional benefits including market linkages to agricultural produce and local handicrafts, innovations in technology, and fostering of friendships and intercultural understanding between our residents and visitors from around the world. Moreover, increased visitation and entrepreneurial innovation generate significant public revenue from taxes and fees, which the Municipality requires to improve community wellbeing and the conservation and preservation of the KPLRM's revered natural and cultural heritage. The Municipality is proud of our residents' engagement in all aspects of our development – national park management (SNPBZ Buffer Zone committee), trekking, accommodation and restaurant businesses, SPCC, Himalayan Trust (health and education programmes), hydro-electric programmes, agricultural diversification and more besides.

At the same time our Municipality recognises there are constraints and risks requiring focused attention to ensure our tourism system develops responsibly, most notably in ways that

demonstrably enhance our Beyul qualities through development (or, deliver conservation *through* development) and serve as a model for replication to other mountain destinations in Nepal. To overcome and effectively manage these constraints and risks, our Municipality will continue to support investments in people and appropriate infrastructure that allow the Municipality to maximise the benefits of regenerative tourism and minimise negative impacts. KPLRM will strengthen measures to prevent, respond to, and recover from natural disasters for the benefit of our residents and to build confidence among visitors and investors. In our effort to deliver a regenerative tourism system, our municipality will work to mitigate the effects of climate change and use tourism as a tool to strengthen the management of the SNPBZ. To support effective policymaking that delivers conservation *through* development, our Municipality will continuously improve our tourism and destination wellbeing information system, especially the timely and accurate collection, reporting and dissemination of statistics embracing economic as well as community wellbeing indicators and analysis. Although the pace of visitor and investment growth owing to the completion of the road carry risks, we will work to address these risks by constantly improving good governance through transparency, open access to information, public participation and consultation, and upholding the rule of law.

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PART II THE WAY FORWARD

This section of the Strategy describes our Municipality's tourism vision along with the principles and strategic programmes to guide the purposeful development of our tourism system. All programmes align with Nepal's national policy framework, the 2026 – 2030 SNPBZ Management Plan and Nepal's commitments to the UNESCO World Heritage Committee. The goal of the Strategy is to maximise tourism's contribution to resident livelihoods and wellbeing, align with SNPBZ and UNESCO's management priorities, and preserve the Khumbu's identity as a Beyul. The following sections describe actions needed to achieve "quick-wins", together with key objectives for strengthening the institutional environment, developing human resources, strengthening safeguards and site management, diversifying the tourism product, improving tourism infrastructure, and establishing the Municipality's Beyul identity and Regenerative Tourism system.

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2.1 Vision Statement

The Strategy's long-term goal underpins KPLRM's commitment to develop a regenerative tourism system. It has been developed through a wide stakeholder consultation process and enjoys the strong support of our national and provincial government. Our vision states that:

Option 1	*"We intend to use regenerative tourism principles to guide development and make the Municipality a better place to live – to provide more year-round employment and greater business opportunities for all our people, to contribute to the conservation of our natural and cultural heritage, and the standing of the Khumbu as a Beyul. We warmly welcome those who appreciate and enjoy our heritage, our traditional way of life, and who travel with respect."*
Option 2	*"We intend to harness the Khumbu's standing as Beyul to design and deliver a year-round regenerative tourism system that benefits the wellbeing of all our residents through diversified employment opportunities. We are committed to the conservation of our natural and cultural heritage that underpins and attracts visitors from around the World, who we warmly welcome to share our beliefs and support the delivery of a regenerative future for all our children."*
Option 3	*"Our Municipality is a Beyul — a sacred Himalayan landscape held in trust for all humanity — where tourism is guided by Sherpa and Indigenous values, and where every visitor strengthens the wellbeing of our people and the health of our environment. By 2040, the Municipality will be celebrated as Nepal's, and the world's, most compelling proof that conservation and community prosperity are one and the same ambition."*

2.2 Guiding Principles

While much has been written on the topic of regenerative tourism with different practitioners and academics variously describing what such principles should look like, the KPLRM has

adopted the following seven principles. These particular principles align with those developed and endorsed in the 2022 APEC Tourism Ministerial Framework. The principles carry our vision forward and serve to underpin the design and delivery of a regenerative tourism system for our Municipality. They emphasise our commitment to

- respecting local custodians and traditions;
- promoting sustainable and responsible travel;
- encouraging open information exchange;
- investing in workforce development and inclusion;
- leveraging innovation for environmental and social wellbeing;
- building public-private partnerships for investment; and
- strengthening destination resilience for future shocks.

NOTE: Alternatively, the best option with these principles is to present various samples of guiding principles to a KPLRM convened focus group, and have the participants identify what's right for the KPLRM. Here's one more example – 5 key guiding principles of regenerative tourism include:

- Place-Based & Ecological Regeneration: Focusing on the unique, living system of a location rather than a standardized model. This includes active restoration of ecosystems, such as reforestation and improving biodiversity.
- Community-Centric & Co-Design: Involving local residents and indigenous communities in decision-making to ensure tourism benefits them. It focuses on cultural preservation and authentic, respectful experiences.
- Systems Thinking & Interconnectedness: Viewing tourism as part of a larger, interconnected, and living system (nature, economy, society). It requires moving from a mindset of exploiting resources to one of stewardship.
- Reciprocity & Value Creation: Ensuring tourism leaves a place better than it was found, returning value rather than just minimizing harm.
- Long-Term Stewardship: Prioritizing long-term ecological, social, and economic health over short-term growth.

Developed from https://www.tandfonline.com/doi/full/10.1080/14616688.2024.2381071#d1e250

To develop our Municipality as a year-round destination with diversified tourism activity across every ward, KPLRM will focus upon promoting practices that align with our vision and guiding principles to expand the availability of quality tourism products and services. Table 10 provides an overview of products prioritised for development across each Ward, which will be promoted based upon partnership, research and the readiness of our local entrepreneurs and residents. The extent to which off-season or niche market products (e.g., Beyul tourism, meditation tourism, agro-tourism, volunteer tourism, citizen science and research tourism, and meetings, incentives and events tourism) are developed, will depend on (i) market interest, (ii) the articulation of coherent strategies for these niche markets, and (iii) linkages and partnerships between outbound and in-bound tour companies and other enterprises in the tourism system. In particular, KPLRM seeks to promote partnerships between international tourism enterprises

with a proven track record of supporting regenerative tourism and locally established inbound trekking companies, accommodation providers and other tourism-related services.

Table 10: Tourism Products, Types and Main Locations

Products	Types	Wards				
		1	2	3	4	5
Hard adventure tourism	Mountaineering, trekking peak, Everest marathon				■	■
	Canyoning	■				
	Rock-climbing	■				■
Soft adventure tourism	Trekking	■	■	■	■	■
	Zip-wire, bungee jump, abseiling	■	■	■		
	Mountain-biking / e-bikes, horse-riding	■	■	■		
	Motor-bike tours	■	■			
Nature-based activities	Research tourism, citizen science, birdwatching, voluntourism	■	■	■	■	■
	Wildlife tourism			■	■	■
	Agro-tourism	■	■	■		
	Scenic drives to viewpoints	■	■			
Cultural tourism	Beyul tourism				■	■
	Festival tourism, meditation, homestays, herbal / medicinal tours, food tourism, pilgrimage	■	■	■	■	■
MICE tourism	Meetings, events, incentive			■	■	■

(MICE – meetings, incentives, conferences and exhibitions)

In terms of diversifying and growing visitor markets, KPLRM welcomes domestic and international visitors from around the world. In pursuit of the delivery of our regenerative tourism system, the Municipality will closely monitor the expansion of tourism-related activities and encourage forms of quality tourism that are consistent with municipal development objectives. Value and yield for our families and households will take precedence over simply increasing the volume of visitors. Hence the Municipality will emphasise a balance between the need to ensure the wellbeing of our households, communities, natural heritage and standing of the Khumbu as a Beyul, and the need to boost visitor numbers, spending and movements throughout the municipality.

To help ensure that increasing tourism's value, yield and contribution to community wellbeing takes precedent over only increasing the volume of annual visitors, destination and site-specific indicators will be progressively developed to guide regenerative tourism policies and management practices. These mechanisms will include steps, measures and indicators to assess and guide the operations of accommodation providers and trekking and mountaineering businesses, as well as management practices to strengthen local supply chains or improve waste management, for example. Moreover, mechanisms to strengthen resident participation in decision-making and transparently in the management of Municipal and SNP budgets will be introduced to support the implementation of the Strategy, attract development partner investment and, where necessary, moderate visitor growth in sites experiencing acute development pressures. Based upon experience gained during the implementation of the Strategy, and in consultation with our stakeholders, the KPLRM will further define the nature and extent of tourism activity that best suits the needs of the Municipality and the SNPBZ as a UNESCO World Heritage site.

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2.3 Strategic Programmes

Table 11 summarises the strategic programmes and key objectives of the Tourism Strategy. While each programme and set of objectives is presented as a separate pillar, they are interconnected and must be viewed as an integrated set of actions requiring strong coordination in timing and implementation. Combined with support from businesses, civil society, residents and development partners, robust and sustained political commitments at all levels of government will provide a foundation for the successful implementation of the strategy.

Table 11: Tourism Vision, Guiding Principles, Strategic Programmes and Key Objectives

VISION					
To be inserted					
GUIDING PRINCIPLES					
To be inserted			*To be inserted*		
STRATEGIC PROGRAMMES					
1. **Strengthen the institutional environment**	2. **Develop human resources**	3. **Strengthen safeguards and site management**	4. **Diversify the tourism product**	5. **Improve tourism infrastructure**	6. **Establish the Beyul and regenerative identity**
1.1 Establish a tourism destination management organisation	2.1 Build the capability of the destination management organisation	3.1 Develop a Chaurikhaka, Muse and Lukla urban plan	4.1 Develop Beyul-focused products and actions	5.1 Seal the Salleri to Chaurikharka road surface	6.1 Develop a Beyul interpretative strategy and place story
1.2 Establish a unified lodge association s	2.2 Deliver hospitality and lodge management training	3.2 Prepare plans for high-alpine site and settlements	4.2 Develop wildlife tourism	5.2 Review lodge capacity and standards at high-altitude sites	6.2 Develop a complementary SNPBZ interpretive strategy
1.3 Strengthen information systems and metrics	2.3 Deliver data management training	3.3 Prepare glacier and river risk assessments	4.3 Develop research and citizen science tourism	5.3 Develop soft-adventure infrastructure for Ward 1	6.3 Develop the Chaurikharka and Lukla place story
1.4 Strengthen accommodation concession and management agreements	2.4 Deliver community wellbeing training	3.4 Strengthen supply chains	4.4 Develop a detailed tourism plan for Ward 1	5.4 Establish an ethnic museum and cultural centre	6.4 Develop a comprehensive visitor app
1.5 Strengthen municipal communication and transparency	2.5 Appoint a vocational training officer	3.5 Design an online accommodation booking platform for peak periods	4.5 Develop medicinal plant and healing tours	5.5 Deliver the Chaurikharka-Namche ropeway	6.5 Develop a marketing storybook for trekking and mountaineering companies
1.6 Improve tourism's legal and regulatory environment	2.6 Appoint a cultural conservation officer	3.6 Strengthen working conditions for porters	4.6 Develop Yak & Nak tours and products	5.6 Conduct a feasibility study for the Chaurikharka-Chedingma cable car	6.6 Launch a destination website and digital presence
	2.7 Appoint a tourism in schools' officer		4.7 Address issues of undercutting by Kathmandu-	5.7 Establish solar charging points on high passes	6.7 Establish a Beyul responsible tourism

			based trekking operators		certification mark
	2.8 Appoint a regenerative tourism officer			5.8 Improve waste management infrastructure	6.8 Develop a media and press relations strategy
				5.9 Develop an alternative Jorsale to Lukla trail	6.9 Engage the global Sherpa diaspora as brand ambassadors
				5.10 Improve telecommunications	6.10 Convene an annual Himalayan Climate Charter Summit and an international conference on Indigenous Peoples, tourism and wellbeing

Key objectives positioned under each strategic programme represent the "best-fit" for institutional arrangements and are organised to produce a coordinated response to the many challenges ahead. It is emphasised that no one strategic programme is more important than another: they are interrelated and have equal importance. Similarly, implementation of the Strategy will mainstream six cross-cutting themes:

Gender equity. All tourism policies and development planning will include gender analysis. Women and men will have equal access to economic opportunities, skills training, employment, resources and decision-making.

Environmental sustainability. All tourism-related policies and plans will progressively embrace safeguards and procedures to facilitate sound environmental practices.

Partnerships. Partnerships between public and private sectors, development partners and community groups will be encouraged to address development issues, facilitate investment and build synergies at all levels.

Innovative financing. Mechanisms such as public-private partnerships, micro-contributions, and appropriate taxes and user fees will be promoted to secure the widest possible funding base to support the Strategy's implementation.

Indigenous governance. Every opportunity will be taken to build synergies with best practice projects and programmes seeking to empower and celebrate the resources and wellbeing of Indigenous People locally and worldwide. As the gatekeepers of the world's remaining biodiversity and ecosystems that underpin climate change mitigation, emphasis will be given to the exchange of knowledge especially lessons on good Indigenous governance. These measures will be taken to (i) reembrace and empower Beyul traditions, (ii) inform interpretation, product development, branding and marketing efforts, and (iii) facilitate access to financial and technical resources.

Engagement. Steps will be taken to ensure prior and informed consultations are made with relevant stakeholders, as well as the provision of timely and accurate disclosure of information,

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to promote gender and ethnic inclusiveness, and enable the inclusion of stakeholder views into transparent and accountable decision-making processes.

The following sections describe the priority issues addressed by each strategic programme, and Annex I provides further details on the implementation of each key objective, The framework also suggests indicative time frames for implementation, the stakeholders to be engaged (with the lead agency also highlighted) and a set of performance indicators. Activities for immediate implementation are set out in the short-term action plan covering (2026 – 2030) (Annex I).

It is recognised that the Municipality's and Nepal's development partners can play important supportive roles in the successful implementation of the Strategy. Priority activities that require development partner support are highlighted in Annex I.

Strategic Programme 1: Strengthen the Institutional Environment

Our Municipality's tourism system is dynamic and complex due in part to growing visitor numbers, business expectations and landscape pressures, and the wide range of stakeholders engaged in our policy and institutional environment. These challenges are expected to become more complex with the completion of the road to Chaurikhaka and the steady growth in visitors and business opportunities this will bring. In this context, our tourism system requires a wide range of measures to strengthen the institutional environment, ensure effective coordination in tourism planning and development, and achieve our Municipality's wider development goals. Six key objectives, all delivered within the next three years, aim to strengthen tourism planning and management practices.

Key Objective 1.1: Establish a tourism destination management organisation

We recognise our visitor assets – our landscapes, trails, cultural sites, wildlife, lodges, hotels and transport systems – are owned and managed by different actors, including our residents, the SNP administration, private operators and local NGOs, and that our World Heritage status comes with legal obligations. To address an increasingly complex management challenge, the Municipality will establish a Destination Management Organisation (DMO). The DMO will be guided by an advisory board composed of government, private sector and community leaders. The board will be chaired by the Municipality and meet quarterly to deliver policy and, through coordination with other stakeholders, oversee the implementation of this Strategy's work-plans. An administrative unit will be established beneath the board, assuming responsibility for the implementation of the board's decisions and mandate. To build management capability during its formative years, the DMO will seek technical assistance and support from a trusted development partner. The DMO will be financed through mixed sources including Municipal and SNPBZ budgets and an increase in the Municipal trekking fee. This action also aims to enhance coordination with and among our development partners.

Key Objective 1.2: Establish unified lodge associations

In recent years municipal lodge owners have formed committees in settlements including Lukla, Namche and Dingboche. Efforts to establish lodge associations will gain pace and purpose with (i) additional committees set up in Phakding, Khumjung / Khunde, Tengboche / Debouche, Gokyo, Loboche / Dhugla, Puyain and Kharikhola, and (ii) five ward level associations established to capture lodge owners and managers in locations beyond these settlements.

The committees and associations will represent member interests including (i) staff training needs, improving service standards and environmental practices, and (ii) coordinating the implementation of numerous actions included in this Strategy. An elected representative from each ward-level association will sit on the DMO board, while an officer from the DMOs

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administrative unit will be appointed to support the affairs and activities of each committee and association. Short-term aims of this objective include prioritising and delivering training and capacity building needs. Medium-term aims include preparing a foundation for the introduction of (i) an online booking system that may be needed to control visitation during peak periods, and (ii) a sustainable tourism certification system to incentivise, regulate and award sustainable and regenerative practices.

Key Objective 1.3: Strengthen information systems and metrics

This objective stresses the need for timely and accurate market intelligence and regular performance reporting to inform policymaking including investment decision-making. The KPLRM currently collects a range of visitor data through its issuance of trekking permits to all international visitors and has piloted a digital trekking card system to track visitor movements through the municipality and for visitors to use when checking into accommodation. Data collected through these means has however yet to be processed in a reliable, comprehensive and timely manner, and the trekking card system has yet to be fully embedded and institutionalised. A comprehensive review of existing tourism-related information gathering and reporting systems will be conducted alongside an assessment of future information needs. The review will consider opportunities to (i) improve visitor safety, (ii) embrace an on-line platform to purchase trekking permits, (iii) deliver a comprehensive visitor information system embracing the delivery of a visitor app supplying weather reports as well as cultural and natural heritage information and interpretation, (iv) the steps needed to establish an online booking platform for accommodation across the municipality, and (v) opportunities to finance elements of this system through commercial sponsorship.

Key Objective 1.4: Strengthen accommodation concession and management agreements

The growth in visitor accommodation across the Municipality coupled with trends for families to migrate to Kathmandu or overseas has led to an accompanying growth in the number of lodges leased to businesses and entrepreneurs from outside the Municipality. Moreover, a shortage of bed space in high alpine areas has led to calls for the National Park to build new accommodation units and lease them to businesses through concession agreements. The Municipality will seek development partner support to design model management and concession agreements, that can be used by business owners or the SNP Administration as templates to facilitate good practice in terms of the environmental, socio-cultural, staffing and economic operations of these businesses.

Key Objective 1.5: Strengthen municipal communications and transparency

The Municipality will develop systems and protocols to improve communication channels with all our residents, both in terms of in terms of (i) understanding resident expectations to prioritise tourism-related needs and development spending, and (b) communicating through regular (periodic) updates to residents on the implementation and delivery of the policies, projects and programmes embraced in this Strategy. A priority of this objective will be the take up a Municipality wellbeing dashboard that presents the results of annual resident wellbeing surveys and encourages resident engagement with survey results and potential wellbeing outcomes of future investments.

Key Objective 1.6: Improve tourism's legal and regulatory environment

Measures to strengthen tourism's legal and regulatory environment will focus upon an enabling business environment that (i) incentivises investment in regenerative tourism principles and practices, and (ii) prepares the ground for the introduction of a regenerative tourism certification system described below. To support the expansion of local employment, the Municipality will streamline its licensing procedures for accommodation, restaurants, and other tourism-related enterprises, thus promoting greater entrepreneurial activity. The Municipality

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will develop safeguards that align with Nepal's labour standards and demonstrate sensitivity to the needs of women and people with disabilities.

Strategic Programme 2: Develop Human Resources

Over past decades, our region has established a formidable reputation as a globally renowned destination. We are well-known for quality trekking and accommodation services and, especially the warm and generous hospitality of our workforce. An ongoing growth in visitor, business and employee numbers, including a growing reliance upon migratory workers, underscores a fundamental need to build workforce capacity. This need serves as a foundation to (i) accommodate the road-building underway, (ii) address seasonality, diversify the tourism product and achieve a greater spread of visitor numbers throughout the year, and (iii) facilitate the transition to a genuinely regenerative tourism system. Put simply, the strategic programmes of this Strategy can be carried forward only to the extent that our tourism workforce has the human resource capacity to implement the activities prescribed herein. In this context, the KPLRM will work to ensure our businesses and public and private employees have the necessary capacities to deliver quality visitor experiences and, at the same time, protect and enhance our unique natural, social, economic and cultural assets and capital. Short-term programmes will be designed to fill immediate gaps, often with an emphasis upon online learning opportunities. Activities to build capacity are set out under eight key objectives to be delivered over the next three years.

Key Objective 2.1: Build the capability of the destination management organisation

As Nepal's most renowned and media-profiled destination, it is critical our destination adjusts smoothly to the changes the road connection will bring. The process to establish a Municipal DMO will begin with an audit and needs assessment at two management levels. Firstly, to assess the knowledge needs of board members to ensure their familiarity with the roles and responsibilities of similar DMOs worldwide: and, secondly, to set out the staff positions and job descriptions required to manage, on a daily basis, the DMO's administrative unit.

Once the audit is complete, a further phase will commence setting out the means to progressively deliver the knowledge and skill sets required by board members and administrative officers. The complete report will be shared and discussed with agencies represented on the board and development partners interested to support the DMO during its formative period.

Focusing upon the DMO's administrative unit, the KPLRM recognises a range of staff positions are needed to cover priority work areas. While it is not yet clear which responsibility areas will fall under the DMO and which will be absorbed within our Municipal office, the key objectives that follow highlight areas where (i) the delivery of knowledge and skills training is a priority, and (ii) responsibility areas are needed to oversee knowledge development and skills delivery within our tourism system. Attention will be given to ensuring women and marginalised groups are represented on the board and within the administrative unit.

Key Objective 2.2: Deliver hospitality and lodge management training

Acknowledging calls for hospitality and lodge management training from across the Municipality, trainings will be organised on a seasonal basis covering topics including health and safety, food hygiene, menu writing, cooking, housekeeping and cleaning, waste management, responsible use of local produce, barista training, book-keeping, accounting and financial management. Where resources permit, in person training programmes will be supplemented by online learning resources made available via the Municipality's website with step-by-step guides to ensure progressive learning, from basic to advanced levels. Consistent

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with the Strategy's commitment to gender equity, emphasis will be placed on supporting women lodge owners, managers and staff. Lodge committees and associations established under Strategic Programme 1 will serve as the primary vehicle for coordinating training needs and delivery.

Key Objective 2.3: Deliver data management training

The Municipality recognises the adage, "*you can't manage what you can't measure*" and that reliable measurements underpin good governance and decision-making. As the Municipality strengthens its information systems under Strategic Programme 1, a corresponding investment in data management skills across the DMO, Municipality, ward offices and key partner agencies is essential. Linking with Key Objective 1.3, a small team of municipal employees will be trained in data harvesting, storage, analysis and reporting. The team will be responsible for managing a range of data-related tasks covering GIS and mapping needs, visitor arrivals and feedback surveys, and resident and community wellbeing surveys. This capability will underpin the evidence-based policy making and transparent reporting commitments central to this Strategy. Where possible, training will be delivered in partnership with Nepal's tourism agencies and regional academic institutions and will be designed to build lasting in-house capacity rather than dependence on external consultants. In addition, looking to the medium term, the team will be (i) trained in issues and approaches related to business and destination sustainability reporting, and (ii) training and enabling accommodation businesses to adopt sustainability reporting.

Key Objective 2.4: Deliver community wellbeing training

Tourism growth brings significant opportunities for our communities but also risks to social cohesion, cultural integrity and community wellbeing. As visitor numbers and business activity expand, and as labour migration into the Municipality increases, the Municipality recognises the importance of equipping community leaders, ward representatives and service providers with the knowledge and skills to identify, monitor and respond to emerging wellbeing pressures. The KPLRM will appoint and train a small team of personnel in (i) wellbeing science, policy and practice, (ii) Beyul traditions and practices, and (iii) linkages and synergies between these knowledge areas. Having selected residents keen to engage with this agenda, the Municipality will oversee candidates' training using online resources available free of charge.[29] Once personal commitment to this agenda is assured, education and training sponsorships will be sought to deepen knowledge acquisition and learning, notably around community wellbeing assessments and the application of wellbeing policy screening tools. Connections will be made to the KPLRM's GEDSI-LAPA commitments, ensuring that community wellbeing training is integrated with the Municipality's broader climate resilience and social inclusion objectives. This will include biannual meetings in each ward to share progress with this key objective to residents and community groups, thus creating a fertile ground for annual deployment of the Municipal wellbeing survey.

Key Objective 2.5: Appoint a vocational training officer

An expanding visitor economy will be accompanied by a growing demand for tourism-related services and vocational skills beyond the basic hospitality services referenced in key objective 2.2, such as plumbing, electricians, massage, beauty, wellness, trail maintenance, IT and telecommunications. To ensure coordinated access to quality training that meets the growing needs of Municipal residents, a vocational training officer will be appointed to prioritise training needs and, where appropriate, facilitate training delivery or provide guidance on training and career options. The Officer will be responsible for mapping current skill gaps, designing and coordinating training programmes in partnership with government agencies, NGOs, private

[29] See for example: https://wellbeingeconomycourse.org

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operators and development partners, and monitoring the uptake and outcomes of training activities. Priority will be given to identifying and supporting training pathways for women, youth and residents in wards currently underserved by tourism employment opportunities, consistent with the Strategy's gender equity and inclusive growth principles.

Key Objective 2.6: Appoint a cultural conservation officer

Besides positioning the Khumbu's standing as a Beyul at the heart of this strategy, the Municipality welcomes resident calls to celebrate and promote the culture and traditions of non-Sherpa indigenous groups. A cultural conservation officer will be appointed to liaise with cultural and religious groups throughout the KPLRM and prioritise steps and actions to ensure tangible and intangible practices and traditions (i) become rich and integral components of the visitor experience, and (ii) are passed on through successive generations of our residents. This position signals the Municipality's conviction that cultural conservation is not a peripheral concern but a foundation of our tourism system. The officer will also oversee and coordinate the timely delivery of all cultural product development and diversification initiatives covered in the Strategy. The Officer will work in close coordination with the Regenerative Tourism Officer and the Tourism in Schools Officer.

Key Objective 2.7: Appoint a tourism in schools' officer

As a tourism dependent Municipality our future rests not simply with this industry but also with the knowledge, dreams and aspirations our youngest residents. In short, the long-term sustainability of our tourism system depends upon the engagement and commitment of the next generation of residents, entrepreneurs and stewards. The Municipality will prioritise the appointment of a Tourism in Schools Officer to develop and deliver education programmes that connect young people with their natural, cultural and heritage assets, build pride in the Khumbu's identity as a Beyul, and introduce foundational concepts of sustainable and regenerative tourism. School-based programmes will complement the Municipality's broader community engagement and cultural conservation efforts, and will aim to inspire young people — particularly girls — to consider careers in tourism, conservation, data management, and community wellbeing and leadership. The Officer will work in partnership with school principals, teachers, the Cultural Conservation Officer and relevant NGOs (especially UNESCO) to embed tourism-related learning within the existing curriculum and through extra-curricular activities. If practicable, this role will be combined with Key Objective 2.5 to appoint a vocational training officer.

Key Objective 2.8: Appoint a regenerative tourism officer

A foundational goal of this strategy is for the Municipality to progressively align with the concepts of nature positive tourism, net positive hospitality and regenerative tourism. The transition from conventional tourism management to a genuinely regenerative tourism system is the most ambitious and transformative objective of this Strategy. It requires not only new policies but a fundamental shift in the values, knowledge and practices of the entire tourism workforce — from lodge owners and trekking guides to ward representatives and Municipal staff. The Municipality will prioritise the appointment of a Regenerative Tourism Officer to lead this transition, providing the dedicated expertise and advocacy needed to embed regenerative principles across all six strategic programmes. The officer will (i) create networks with development partners and destinations actively working in this space, (ii) liaise with all Municipal stakeholders, notably the SNPBZ institutions, lodge management groups, other community- and key interest groups, and (iii) set out road maps and timelines for each group, to build their knowledge and familiarity with these concepts, and the steps and actions needed to commence and strengthen their application. This appointment reflects the Municipality's determination that regenerative tourism is not an aspiration for the future but a practical commitment that begins now.

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Strategic Programme 3: Strengthen Safeguards and Site Management

Due to the absence of necessary technical and financial resources to apply appropriate social and especially environmental safeguards, several sites and settlements within the Municipality face challenges in managing the negative impacts of tourism growth. At the same time, other sites with tourism potential cannot attract sufficient visitor numbers, due to low market awareness, insufficient investment, and a lack of detailed planning. To diversify the Municipality's product offering, attract more or higher spending visitors, and avoid negative impacts, the KPLRM will work to strengthen site and destination planning. Planning will aim to promote conservation through development and ensure that regulations and management systems keep pace with changing conditions. Similarly, to remain attractive and competitive in the global marketplace, the Strategy advocates destination planning that embraces climate change issues identified in the LAPA and focuses on regenerative growth to reduce carbon emissions. Six key objectives are set out below to strengthen safeguards and site management. Work on each objective will commence in the next three years but will likely take three to five years to complete.

Key Objective 3.1: Develop a Chaurikharka, Muse and Lukla urban plan

The completion of the "Everest Road" connecting Chaurikharka, Muse and Lukla to the District headquarters and beyond presents one of the most significant and sensitive planning challenges facing the Municipality. Without a coherent urban plan, unmanaged growth risks degrading the very qualities — landscape character, cultural integrity, environmental condition — that underpin the destination's appeal. While the initial unsealed surface is unlikely to bring immediate growth in visitor arrivals, investment to seal the road will follow – and preparation of an urban plan is an urgent priority. The Municipality has commissioned an integrated urban plan that establishes clear guidelines for land use, building design and materials, energy supply, waste and wastewater management, public space, pedestrian movement and signage. The plan will draw on the SNP Management Plan's call for construction standards aligned with the fragile Himalayan terrain, the community preference for road construction to be limited to Chaurikharka expressed consistently across ward consultations, and the LAPA's guidance on climate-resilient settlement planning. An enforceable strategic masterplan with a 20-year planning horizon will be finalised by the end of 2026, and will deliver (i) a strategic masterplan with a clear spatial framework, (ii) a transport and mobility framework, (iii) an infrastructure development plan, (iv) building byelaws, (v) zoning and development control regulations, (vi) slope-based construction regulations, (vii) cultural and architectural guidelines, (viii) environmental and service provisions, (ix) cold climate and high altitude building standards, and (x) a health and safety compliance framework. The masterplan, prepared through a participatory process, will serve as an investment framework and be underpinned by a "place story" that links directly to the Municipality's Beyul vision of what Chaurikharka, Muse and Lukla will look like in 10-20 years.

Key Objective 3.2: Prepare plans for high-alpine sites and settlements

Visitor growth brings especially acute management issues to high altitude sites and settlements where visitors concentrate in sensitive and fragile environments. Ward consultations, the SNPBZ Management Plan and the LAPA highlight the need for site-specific plans that define building thresholds and standards with environmental management requirements before further development proceeds. The KPLRM will work with the park administration to produce site and settlement plans for high pressure sites including Dingboche, Dhugla, Lobuche, Gorak Shep, Chukkung, Gokyo, and Machermo. These plans will address issues related to (i) projected growth in demand for accommodation, (ii) culturally and environmentally sensitive building styles and materials, (iii) the regulation and proper capture

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of solid-, grey- and human-waste, (iii) avoiding building competition undermining opportunities for quality tourism; and, (iv) ensuring a spread of accommodation price-points for different levels of visitor spend. The plans will also address the needs of guides and porters, consistent with the ward consultation feedback identifying a persistent lack of appropriate facilities and welfare provisions at high-altitude sites.

Key Objective 3.3: Prepare glacier and river risk assessments

As set out in the Municipality's climate change LAPA, KPLRM acknowledges glaciers in wards 3-5 are melting and glacial lakes are expanding, posing an unknown risk to municipal residents and visitors. KPLRM will commission comprehensive glacier and river risk assessments covering especially wards 3-5, with particular attention to settlements, trekking routes, accommodation facilities and critical infrastructure in the most exposed locations. Assessments will be conducted in coordination with the SNP administration, ICIMOD and the Department of Hydrology and Meteorology, and building on work already underway under the Green Climate Fund-approved project for Lumding Tsho. Findings will inform site management plans, early warning system investments, emergency preparedness protocols and be updated on a regular cycle as glacier conditions continue to change.

Key Objective 3.4: Strengthen supply chains

The KPLRM's tourism system has always enjoyed strong linkages with its agro-pastoral farming traditions. While these linkages have often benefitted from increased demand for food stuffs and innovations that have, for example, diversified and increased vegetable production, change has not always been positive. Road building has disrupted farming practices across Ward 1 and the introduction of chemicals has started to undermine our potential to continue to promote the Municipality as an organic farming economy. Ward consultations consistently identified the need to develop local agricultural production, cold storage, processing facilities and market linkages to (i) supply the tourism sector more effectively, and (ii) reduce the destination's carbon footprint.

Supply chain linkages to the KPLRM's arts and crafts has also seen positive and negative change with growing demand for traditional paintings and yak wool products on the one hand and increases in imported mass-produced souvenirs on the other.

To maximise the potential of our supply chains and ensure the greatest benefits reach households across the Municipality, a comprehensive supply chain analysis will be undertaken consisting of the following five elements.

i. A meat and poultry analysis to assess consumption levels in Wards 2-5, and the extent to which demand for these products can be met within the KPLRM and neighbouring municipalities. This will include a needs assessment regarding abattoir and cold-storage facilities to maximise benefits to KPLRM and neighbouring municipalities.
ii. A vegetable, pulses and grain analysis to assess consumption levels in Wards 2-5, and the extent to which demand for such produce can be met within the KPLRM and neighbouring municipalities. To maximise benefits to local farmers, focus will be given to maintaining and enhancing organic produce, and will consider capacity building and training needs together with organic certification issues and considerations. The study will also explore the demand for innovation in supply chains, such as the demand for coffee and the ability to source coffee beans from neighbouring municipalities.
iii. An analysis of additional food stuffs and drinks neither grown nor produced locally that are typically imported from Kathmandu or other metropolitan areas.

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iv. An analysis of consumables used by lodging businesses such as gas, kerosene, batteries, light bulbs, tissue paper, bed linen, soaps, detergents and cleaning products, tableware and other items consumed by accommodation providers on an annual basis.
v. An analysis of handicraft, souvenir and adventure gear consumption and supply. In particular, and in terms of promoting local skill sets and training needs, attention will be given to the value of locally produced items against the value of imported items (both domestic and internationally).

Among other outcomes, the study will inform strategies to (i) maximise income opportunities for local farmers, (ii) reduce leakage of visitor spending from the Municipality, and (iii) inform critical transportation issues including the viability of a ropeway connecting Lukla/Chaurikharka with Namche Bazar. In short, the study will directly support the Strategy's regenerative tourism objectives.

Key Objective 3.5: Design an online accommodation booking platform for peak periods
The concentration of approximately 75% of annual visitors into two short peak seasons creates significant management challenges, including overcrowding on trekking routes, pressure on water and waste systems, uneven revenue distribution and a degraded visitor experience at popular sites. An online accommodation booking platform, designed specifically to manage demand during peak periods, could deliver a practical tool to distribute visitors more evenly across sites and seasons, while giving accommodation providers greater visibility and forward planning capacity. KPLRM will seek development partner support to commission a feasibility study to define the technical, institutional and financial requirements of such a platform, assess comparable systems operating in other mountain destinations, and identify the most appropriate model for our requirements. The study will examine linkages with the digital trekking permit system already piloted and consider opportunities to integrate booking, visitor tracking and environmental monitoring functions within a single platform. Development of the platform will be sequenced with the establishment and capability building of lodge associations, which will serve as the primary interface between accommodation providers and the development of any booking system.

Key Objective 3.6: Strengthen working conditions for porters
Porters provide the backbone of the Municipality's trekking economy, yet remain among the most economically vulnerable and least protected members of the tourism workforce. Ward consultations and the SNP Management Plan highlight the absence of adequate welfare provisions — sufficient shelter, clean facilities, insurance coverage and fair wages — as a persistent and serious concern. KPLRM recognises that its standing as a regenerative tourism destination is fundamentally incompatible with the continued marginalisation of the people whose labour enables the destination to function. The Municipality will work with our lodge associations, trekking companies, the SNP administration and relevant national agencies to develop and enforce minimum standards for porter welfare, covering load limits, accommodation, insurance, equipment provision and payment terms. Consistent with recommendations raised in ward consultations, the Municipality will advocate for a portion of the trekking- or SNP entrance fee-revenue to be directed toward porter welfare provisions. Any standards or codes of conduct adopted will be promoted through inbound and outbound trekking operators, with a view to their becoming part of a responsible tourism certification framework over the medium term (with compliance potentially included as a criterion in the sustainable tourism certification system developed under Strategic Programme 1).

Strategic Programme 4: Diversify the Tourism Product

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Nepal's international media profile rests heavily on issues and trends around mountaineering on the world's highest mountain. Similarly, the KPLRM's international reputation rests overwhelmingly on a single product – the Everest Base Camp trek. While this route will remain the foundation of the destination's appeal, the dominance of the Base Camp trek creates structural vulnerabilities — seasonal concentration, spatial crowding, limited economic spread, and an over-reliance on a visitor profile focused on trekking achievement rather than cultural immersion or ecological awareness. Diversifying the tourism product is an economic imperative and a conservation strategy to protect the Khumbu's natural capital and cultural heritage. By developing compelling experiences throughout the Khumbu's four main valleys and throughout the year, the Municipality aims to distribute visitor flows more equitably, extend the average length of stay, increase average-visitor yield, and reduce pressure on the most heavily visited sites and seasons.

Diversification must, however, be pursued with care and intention. New products will only strengthen the destination if they are grounded in the Khumbu's authentic identity — its Beyul heritage, its living Buddhist traditions, its exceptional biodiversity, its Indigenous agricultural and pastoral practices, and the accumulated ecological knowledge of the Sherpas and other ethnic communities. Products developed without this grounding risk commodifying the very qualities that make the Khumbu irreplaceable. Equally, the economic benefits of new tourism products must be structured to flow to local families, households and entrepreneurs, rather than being captured by intermediaries operating beyond the Municipality.

The southern end of the Municipality meanwhile, presents a different set of opportunities and challenges. The completion of the road through Ward 1 opens visitation areas that have thus far been overlooked, that also require careful planning to manage the form and pace of change that road-connectivity will bring. The following seven key objectives aim to broaden and deepen our tourism offer in ways that are consistent with our regenerative tourism vision. Each of the objectives will commence within the next three years but will likely take longer to achieve their full aims.

Key Objective 4.1: Develop Beyul-focused products and actions

The designation of the Khumbu as a Beyul — a sacred landscape blessed by Guru Rinpoche and held in trust for future generations — is a distinctive and powerful tourism asset. It forms the conceptual foundation for the regenerative tourism system this Strategy aims to build. Yet the Beyul concept is currently hidden or invisible to most visitors, who pass through this sacred landscape with little awareness of its spiritual significance, its governance traditions, or the responsibilities placed upon all who enter it.

The Municipality will develop a dedicated Beyul tourism product, narrative and supporting actions to give this concept practical expression across the destination's management systems. The approach will be developed in close consultation with monastery leaders, cultural practitioners, community elders and ward representatives, ensuring its framing and application reflect community values and aspirations rather than external commercial interests. It will identify appropriate forms of visitor engagement with Beyul traditions — including monastery visits, pilgrimage routes, augmented and audio experiences, cultural festivals packaged together as sacred landscape experiences — while establishing clear protocols to protect the sanctity of place. The Beyul tourism approach and its product will connect the Khumbu, as the outer Beyul to the Rowaling Valley as the inner Beyul. Its development will be guided, managed and developed through the work of the Cultural Conservation Officer, the Regenerative Tourism Officer and branding and marketing objectives set out in Strategic Programme 6.

Objective 4.2: Develop wildlife tourism

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KPLRM's exceptional biodiversity represents one of the Municipality's most underleveraged tourism assets. The SNPBZ is home to a remarkable array of wildlife, including snow leopards, red pandas, and musk deer — three globally significant charismatic species that serve as powerful draws for high-value wildlife tourism in comparable Himalayan destinations. The SNP's designation as an Important Bird and Biodiversity Area, supporting 219 recorded species including the Himalayan monal, blood pheasant, and yellow-billed chough, also strengthen the Khumbu's potential as a wildlife destination. The Gokyo Ramsar wetlands provide vital habitat for migratory species including the ferruginous duck and Pallas's fish eagle, adding a further dimension to the wildlife offering.

The KPLRM recognises that carefully designed wildlife experiences serve as management tools that deliver conservation outcomes. Demand for snow leopard tracking experiences, for example, has grown significantly across the Himalayan region, attracting small numbers of highly motivated visitors willing to pay premium prices for extended, expert-guided expeditions. Red Panda trails and tours also offer good potential in the SNPBZ. The Municipality will work with the SNP, motivated residents and specialist wildlife operators to develop dedicated wildlife circuits centred on flagship species, with community members trained and employed as wildlife guides and trackers. This approach directly supports the SNP Management Plan's objective to enhance community stewardship of biodiversity, while generating livelihoods that provide a tangible economic incentive for the protection of key species and their habitats.

In developing these products, the KPLRM will draw on the Beyul tradition of reverent guardianship of all living beings as a culturally rooted framework for wildlife stewardship. Interpretive materials, visitor- and tour operator codes of conduct, and guiding standards will be developed in consultation with the SNP and Indigenous knowledge holders. The Municipality (and DMO) will also explore linkages between wildlife tourism and the scientific research community, building on the Khumbu's established role as a site of international ecological study. Visitor numbers on wildlife circuits will be managed conservatively, prioritising depth of experience and conservation integrity over volume.

Key Objective 4.3: Develop research and citizen science tourism

Building upon the objective to promote Wildlife Tourism, the Municipality acknowledges it is a living laboratory for climate science, high-altitude biology and glaciology. This objective aims to address the weakness identified in the SNPBZ management plan, noting that many research projects are undertaken without the results being shared locally. The opportunity to harness research tourism is enhanced by the enthusiasm of tour guides, university-related visitors and residents with high interest in the SNPBZ's natural capital. Consultations with these stakeholders confirm opportunities to initiate community or citizen science tours, whereby interested tour leaders, guides and residents, work in coordination with the SNP, university colleagues and community groups to gather research data collated via app's such as iNaturalist. Using such apps, data harvested from personal observation during tours – from specialist research tours to general trekking tours – is fed into a data base linked to specific research projects, that in turn are linked to the research needs and priorities of the SNPBZ management plan. Thus, the Municipality, or rather the DMO, will appoint an officer prioritised in Strategic Programme 2 to coordinate and drive the potential of research tourism and educational tours aimed at school and university groups.

Key Objective 4.4: Develop a detailed tourism plan for Ward 1

Ward 1, centred upon Kharikhola's terraced landscapes, occupies a distinctive position within the Municipality: lower in altitude, more biologically diverse, home to a rich mix of ethnic communities and traditional agricultural practices, and increasingly accessible with the completion of road. These qualities give Ward 1 a distinctive tourism character quite different

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from the high-altitude trekking zones further north, and a corresponding potential to attract visitors – especially Indian and Nepali – seeking scenic rides (car, motorbike, cycle), cultural immersion, agro-tourism, hiking and nature-based experiences at lower elevations. Ward consultation participants in Kharikhola expressed strong interest in welcoming visitors while maintaining cultural traditions and community ethics. The meetings identified a range of product and infrastructure needs including trail development, homestay support, cultural tourism and soft-adventure sites, organic farming and cold storage facilities. The Municipality will develop a dedicated tourism strategy for Ward 1 that capitalises on these assets and opportunities while managing the pace and character of development that improved road access will inevitably accelerate. The plan will address land use, infrastructure needs, feasibility studies, product development, supply chain linkages to the wider municipality, and the training and capacity building needs of local entrepreneurs and residents. It will be developed through (i) participatory planning processes ensuring Ward 1 communities shape the tourism future of their own area, and (ii) product verification steps to ensure buy-in from investors and tour companies in the capital.

Key Objective 4.5: Develop medicinal plant and healing tours

The forests, meadows and high-altitude landscapes of the Khumbu contain an extraordinary diversity of medicinal plants, many of which have been used for centuries within Sherpa and other Indigenous healing traditions. This knowledge — held by traditional healers, community elders and monastery practitioners — constitutes a remarkable and largely untapped cultural and tourism asset. At the same time, the LAPA and the SNPBZ Management Plan identify illegal and unsustainable harvesting of medicinal plants as a growing conservation concern. Developing a carefully designed medicinal plant and healing tour product offers the Municipality an opportunity to address both dimensions simultaneously: generating economic value from this heritage in a way that incentivises its protection, celebrates Indigenous ecological knowledge, and offers visitors a genuinely distinctive and immersive experience. Tours and their story lines will be developed in close partnership with traditional knowledge holders, ensuring that intellectual property rights are respected, that communities rather than outside operators capture the primary economic benefit, and that access to sensitive sites and knowledge is managed according to community protocols. The product will be positioned within the broader Beyul tourism framework and connect with the Municipality's interpretation and branding objectives.

Key Objective 4.6: Develop Yak and Nak tours and products

Yaks and naks are the most iconic and culturally significant animals of the Himalaya — central to Sherpa heritage, pastoral traditions, the high-altitude economy, and to the lived identity of the Khumbu's communities. This heritage is however experiencing unparalleled pressure. The LAPA reports alarming disease outbreaks affecting yak herds, climate-driven changes to high pastures, work competition from helicopter activity, and a gradual retreat from traditional herding practices as younger generations seek alternative, less physical livelihoods. Developing tourism products centred on yak and nak culture — including herding experiences, dairy and cheese production visits, high pasture treks, and cultural storytelling — offers a means of sustaining the economic viability of these traditions while giving visitors access to unique individualised experiences. The Municipality will work with herding communities, Shyangboche's Yak Genetic Resource Centre and relevant NGOs to design and develop this product suite. Particular attention will be given to engaging the global Sherpa diaspora as a market and advocacy community: diaspora members in Kathmandu, across Nepal and in countries including the United States, the United Kingdom, Australia and Japan represent a significant and untapped source of culturally motivated visitors with strong connections to the Khumbu and a demonstrated willingness to invest in its future. Programming and marketing tailored to diaspora visitors will be developed as a distinct component of this objective.

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Key Objective 4.7: Address issues of undercutting by Kathmandu-based trekking operators
The practice of Kathmandu-based trekking companies selling low-cost trekking packages that undercut other operators, bypass local guides and minimise benefit to municipal households is a persistent and damaging structural challenge. Ward consultations were unambiguous: the race to the bottom in trekking package pricing degrades service quality, undermines the livelihoods of local guides, porters and accommodation providers, and is fundamentally incompatible with the regenerative tourism approach this Strategy aims to build. Addressing this challenge requires action at multiple levels. The Municipality will work the lodge associations, trekking guide associations and relevant national bodies — including the Trekking Agencies Association of Nepal (TAAN) and the NTB — to develop and advocate for minimum pricing standards, transparent fee structures and quality accreditation systems that reward operators who invest in local employment, training and environmental standards. The Municipality will also work with outbound operators in source markets and travel trade partners to promote locally owned and locally operated trekking services as the preferred and responsible choice for visitors, embedding this expectation within the destination's broader regenerative tourism identity. Looking to the medium term, measures will be reinforced by the sustainable tourism certification framework to be developed under Strategic Programme 1, which will provide operators and visitors with a credible and transparent signal of quality and local commitment.

Strategic Programme 5: Improve Tourism Infrastructure
The quality and reliability of tourism infrastructure — trails, bridges, waste management facilities, energy supply, water provision, visitor shelters and high-altitude accommodation — determines the extent to which our tourism system functions safely, sustainably and equitably. Our infrastructure landscape is currently uneven in quality and incomplete in coverage: the most visited corridors carry the heaviest burdens, the most remote sites are least served, and years of under-investment have left some of the system's most critical assets — the high-altitude trekking routes and the lodges that serve them — carrying a load they were never designed to sustain.

The completion of the road to Chaurikharka and Lukla changes the infrastructure equation in two important ways. It creates new possibilities for goods transport, waste management and visitor access that were previously impractical at any reasonable cost. And it accelerates the urgency of planning: investment at the road-head and along the road corridor must be guided by a coherent vision if the road's arrival is to strengthen rather than belittle the destination's sustainability credentials. Ten key objectives set out foundational investments to deliver our Strategy's tourism vision. While each objective will commence within the next three years most will require a longer completion period.

Key Objective 5.1: Seal the Salleri to Chaurikharka road surface
The unsealed Salleri to Chaurikharka road represents a pressing challenge for the Municipality's transport and goods supply infrastructure. In wet seasons and times of high visitation the unsealed surface and lack of safety barriers create dangerous conditions for all vehicles. It restricts the reliable movement of goods and agricultural produce, and causes dust, noise and road-conditions that were consistently raised in ward consultations as concerns affecting resident quality of life and the visitor experience. The road's full economic and tourism potential — including its role to enable connectivity to the national grid, and as the foundation for the Chedingma cable-car and ropeway goods system proposed here as Key Objectives 5.5 and 5.6 — cannot be realised until the surface is sealed and year-round reliable operation is assured.

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The Municipality will work with provincial and federal road authorities, and development partners where needed, to complete the sealing of the road surface to a standard appropriate for mountain highways. Design standards will incorporate climate-resilience provisions consistent with the LAPA's projections, including slope stabilisation, drainage management and bridge reinforcements adequate to withstand projected increases in extreme rainfall events. The work will be implemented in close coordination with the Chaurikharka–Muse–Lukla urban planning under Key Objective 3.1, ensuring that road standards align with the cultural landscape vision set out in the masterplan.

Key Objective 5.2: Review lodge capacity and standards at high-altitude sites
High-altitude lodges in wards 4–5 provide the backbone of the EBC trekking economy, yet the pace of accommodation development has outrun the regulatory and planning frameworks needed to manage it. Ward consultations and the SNP Management Plan consistently highlight the absence of building standards, sanitation systems and carrying-capacity limits appropriate to the fragile environments in which these lodges operate. The result is a pattern of ad-hoc construction, inadequate waste disposal and a steady erosion of the landscape character that visitors seek to experience.

The Municipality will commission a lodge accommodation review for key high-altitude sites — including Namche, Khumjung, Khunde, Tengboche, Pangboche, Dingboche, Periche, Lobuche, Dhugla, Gorak Shep, Phortse, Luza, Machermo, Gokyo and Thame — to establish the existing accommodation supply, assess environmental carrying capacity issues, and define the planning standards, building typologies and sanitation requirements that should govern future development. The review will be undertaken in close coordination with the SNP, SPCC, lodge committees and ward representatives. Where existing accommodation is insufficient to meet peak-season demand without degrading the environment, or where sites require temporary alternatives while longer-term plans are prepared, the Municipality and the SNP will identify appropriate locations for well-designed tented and glamping facilities. These temporary solutions will be subject to strict environmental standards, operated by locally owned enterprises, and designed to be removed without trace at the end of their permitted operating period. Their development will be sequenced with, and governed by, the high-altitude site plans to be prepared under Key Objective 3.2.

Key Objective 5.3: Develop soft-adventure infrastructure for Ward 1
The completion of the road through Ward 1 increases the accessibility of the southern end of the Municipality to a visitor profile — including Indian and domestic tourists, cyclists and soft-adventure seekers — that has historically had little opportunity to travel to the region. Ward 1 consultations confirmed strong community appetite for soft-adventure tourism that generates local income without degrading cultural or natural assets.

The Municipality aims to develop a network of mountain-biking circuits, motorbike trails, scenic viewpoints, rest and refreshment areas, and at least one extended zipwire experience, taking advantage of Ward 1's dramatic Dudh Koshi valley terrain, its forest cover, and the cultural and agricultural landscapes around Kharikhola. Investment will be guided by the detailed tourism plan for Ward 1 developed under Key Objective 4.4, ensuring that soft-adventure development is integrated with broader land use, supply chain and training priorities. Viewpoints and rest areas will be constructed using locally sourced materials and traditional building methods. Trails will be designed to be multi-use, serving trekkers and nature-based visitors as well as cyclists. The Municipality will seek NGO and private-sector co-financing for the trail network, with management responsibilities devolved to local community entrepreneurs once operational capacity allows.

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Key Objective 5.4: Establish an ethnic museum and cultural centre
The Municipality's cultural and ethnic heritage — Sherpa Buddhist traditions, Rai and Tamang customs, traditional arts, crafts, dance and oral literature — is among our most distinctive assets, yet the infrastructure to celebrate, interpret and share this heritage with visitors and to the next generation of residents is entirely missing. Ward consultations across the Municipality called for greater investment in cultural facilities. This was especially prominent in Ward 2 where the need for a dedicated space that serves as a living cultural centre for residents and as an interpretive facility for visitors was clearly articulated.

The Municipality will establish an ethnic museum and cultural centre designed to host exhibitions of traditional arts and crafts, live performances of dance and music, demonstrations of traditional skills, and a permanent collection representing the cultural heritage of all ethnic communities in the Municipality. The centre will be designed as a multi-purpose community facility, available for cultural festivals, creative workshops, school and community events as well as for daily visitor engagement. Its architectural design will draw on traditional Himalayan building forms and locally sourced materials. The cultural centre initiative will be overseen by the Cultural Conservation Officer appointed under Key Objective 2.6 and will serve as a primary installation for the Beyul Tourism interpretation network developed under Key Objectives 4.1 and 6.1. The Municipality will engage national and international cultural heritage donors and development partners to co-finance the centre, while ensuring that its governance and programming remain firmly under the direction of local communities and cultural groups.

Key Objective 5.5: Deliver the Chaurikharka–Namche ropeway
The transportation of goods from the Chaurikharka road-head to Namche currently depends overwhelmingly on recently introduced mule trains — a system that imposes significant safety and ecological costs, not least in the form of foul-smelling urine and defecation. The SNP Management Plan calls explicitly for measures to minimise the negative impact of mule transport. The road's arrival at Chaurikharka offers, for the first time, a realistic foundation for a mechanised goods-transport solution that could transform the efficiency and sustainability of the supply chain.

The Municipality will establish a public-private partnership in the form of a ropeway connecting Chaurikharka and Namche Bazar. The ropeway will proceed following a detailed study to assess the technical, financial, environmental and social dimensions of the investment, drawing on comparable ropeway systems operating in the wider Himalayan region and mountain environments elsewhere. It will evaluate the ropeway's potential to: (i) transport commercial goods and fresh produce northward, reducing dependence on mule trains and helicopter flights; (ii) facilitate the southward removal of waste and recyclable materials, directly supporting the waste management objectives set out in Key Objective 5.7; and (iii) generate operating revenue through a fee structure that ensures long-term financial sustainability. The study will also examine linkages with the supply chain analysis commissioned under Key Objective 3.4.

Key Objective 5.6: Conduct a feasibility study for the Chaurikharka–Chedingma cable car
A cable-car connection from Chaurikharka westward across the Dudh Koshi gorge to Chedingma — reaching approximately 4,200 metres — introduces an entirely new visitor experience to the KPLRM. With the road's arrival, the experience will deflect and significantly ease visitor pressure on Namche Bazar, core areas of the SNP and the main Lukla-Namche corridor. The Chedingma viewpoint offers stunning views of the Municipality's 8,000m peaks, while the journey itself will provide unparalleled views of the western and eastern slopes of the

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Dudh Koshi valley's landscapes and cultural heritage sites, whose outstanding panoramas are invisible to the great majority of visitors.

The Municipality will commission an independent feasibility study for this investment, examining technical alignment, structural requirements, environmental sensitivity and community support. The study will pay particular attention to minimising visual and ecological impact on the landscape — a landscape of globally recognised outstanding universal value — and will engage the SNP administration, UNESCO advisers and ward representatives from the earliest stage of planning. It will also assess the economic case for the experience, including: taxation options to support SNPBZ integrated conservation and development programmes; the potential to extend the visitor length of stay; and the opening of new accommodation facilities. The project will be subject to a rigorous environmental and social impact assessments and be considered for approval only if the study confirms the high probability of net benefits to conservation and community wellbeing goals.

Key Objective 5.7: Establish solar charging points on high passes
Visitors crossing the Khumbu's high passes — including Renjo La, Cho La and Kongma La — are among our most exposed and committed trekkers. They are also increasingly dependent on personal electronic devices: GPS units, satellite communicators, smartphones and emergency beacons. Device failure in remote high-altitude environments represents a genuine safety risk. The absence of reliable charging infrastructure causes lodge owners to run diesel or petrol generators, contributing to noise, air quality degradation and carbon emissions in some of the SNPBZ's most ecologically sensitive locations.

The Municipality, working in partnership with the SNP, SPCC and ward representatives, will install solar-powered charging points at or near each of the key high pass routes. Each facility will be designed to blend with the landscape, be robust enough to withstand extreme weather conditions, and be managed and maintained by SPCC (or the DMO) who will receive a modest service fee. The charging points will be integrated with the Municipality's visitor safety and emergency tracking infrastructure, consistent with the telecommunications objectives set out in Key Objective 5.10, and will carry interpretive signage reinforcing Leave No Trace principles and Beyul stewardship ethics that underpin the destination's identity.

Key Objective 5.8: Improve waste management infrastructure
Waste management remains one of the most visible and persistent environmental challenges facing the KPLRM. Ward consultations, the SNP Management Plan and the LAPA highlight the inadequacy of waste infrastructure: insufficient waste pits, overloaded collection points, the absence of systematic recycling systems, and poor distribution of waste bins along trekking corridors. The problem is structural rather than behavioural — even residents and visitors with strong conservation commitments cannot manage waste responsibly where infrastructure is absent.

Working closely with SPCC, the Municipality will undertake a systematic upgrade of its waste management infrastructure across all five wards, comprising three complementary investments. First, waste collection points and community waste pits along trekking corridors will be upgraded to meet minimum sanitation standards, with additional collection points installed at intervals consistent with usage patterns. Second, materials recovery facilities and recycling stations — consistent with the SNP Management Plan's specific recommendations for stations at Pangboche and Lukla — will be established to separate, process and where possible monetise recyclable material before its southward transport. Third, a distribution programme for standardised, durable waste bins will equip lodges, shelters, households and viewpoints across the Municipality with fit-for-purpose waste containment. The programme will be

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delivered in close coordination with the SNP administration and will link directly to the ropeway goods-transport system proposed in Key Objective 5.5, which offers the most cost-effective mechanism for the southward return of collected waste from Namche to the road-head.

Key Objective 5.9: Develop an alternative Jorsale to Lukla trail

The main trail from Lukla northward to Namche is the Municipality's most heavily trafficked pedestrian route, accommodating trekkers, porters, guides, mule trains and residents. Congestion at peak periods degrades the visitor experience, increases erosion and accident risk, and offers visitors little opportunity to engage with the valley's natural and cultural landscape beyond the narrow main corridor.

The Municipality will develop an alternative trail on the west bank of the Dudh Koshi from Jorsale to Lukla, passing through communities and landscapes currently invisible our visitors. This west-bank route will be designed as a genuine alternative itinerary — not merely a variant diversion — with lodges, rest points and interpretation infrastructure designed to support multi-day use. Its development will be managed in close coordination with the SNP administration and in full alignment with the SNP Management Plan's explicit call to open and promote alternative routes to distribute visitor flows beyond main corridors. The trail will be built to the standards recommended under Key Objective 3.2, with particular attention to drainage, surface materials, bridge integrity and seasonal closure protocols. West-bank communities whose land the trail passes through will be engaged as primary planning partners.

Key Objective 5.10: Improve telecommunications and internet connectivity

Reliable telecommunications and internet connectivity are not merely a commercial convenience for the KPLRM — they are an operational requirement for nearly every dimension of the regenerative tourism system this Strategy seeks to build. Ward consultations across all wards identified poor connectivity as a barrier to business development, safety management, training and education, healthcare provision and community governance. The Municipality's own administrative and monitoring functions are also constrained by this deficit.

The Municipality will seek the interest of a development partner to deliver a comprehensive telecommunications and connectivity improvement plan, implemented in partnership with relevant national agencies, mobile network operators and development partners. The plan will address six priority use cases: (i) *visitor safety and tracking* — reliable connectivity enabling trekkers and guides to communicate in emergencies, supporting the digital trekking permit system and integration with the SNP's visitor management systems; (ii) *weather and GLOF alert services* — real-time severe weather and glacial lake outburst flood early warnings for lodges, residents, guides, porters, and visitors, consistent with the climate risk management objectives of the LAPA; (iii) *lodge pre-booking and reservation systems* — reliable connectivity enabling lodge operators to participate in the online accommodation booking platform developed under Key Objective 3.5; (iv) *community health access* — telemedicine and health information services for residents in remote wards, reducing the health access gap identified consistently across ward consultations; (v) *governance and administration* — secure connectivity enabling the Municipality to operate its reporting, budgeting and performance monitoring systems across all five wards; and (vi) *online training and research* — enabling delivery of the vocational and professional development programmes under Strategic Programme 2 to residents who cannot travel to Namche or Kathmandu, and supporting the citizen science data collection and university research partnerships envisaged in Key Objective 4.3. The connectivity plan will be treated as foundational infrastructure whose delivery enables, and must therefore be sequenced ahead of, numerous other objectives across the Strategy.

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Strategic Programme 6: Establish the Beyul and Regenerative Identity

The Khumbu's unique and powerful identity (brand) is currently reduced and packaged, in most visitors' minds, to a single achievement: reaching Everest Base Camp. In short, the mountain dominates international media coverage, driving visitor decisions and defining the destination's reputation in ways that are a source of exceptional strength – but also a strategic and seasonal vulnerability. The real Khumbu — a Beyul, a sacred hidden valley, blessed by Guru Rinpoche and held in trust by its communities; a landscape of ecological complexity and cultural depth; home to living Buddhist traditions, Indigenous ecological knowledge, pastoral heritage and remarkable biodiversity — is largely ignored or hidden from the visitors who pass through it.

This invisibility has growing consequences. It limits the spread of tourism, concentrating visitor spending and investment on the EBC and Gokyo corridors. It constrains the visitor profile, attracting primarily achievement-focused trekkers rather than the culturally curious, ecologically motivated and spiritually inclined visitors for whom the Khumbu's deeper offer would resonate most powerfully. In a time of global change and climate crisis, it denies the destination the market position it deserves, and international partnership opportunities that will come when its place story is understood and valued for what it truly is.

Establishing the Beyul and regenerative identity is, in one sense, an act of truthfulness: giving the world an accurate history lesson and place story. But it is also a strategic imperative. The identity this tourism strategy aims to build is not just a marketing veneer applied to the surface of the destination; it is the outward expression of the governance, stewardship and management commitments of the whole Strategy. Its qualities are (a) relevant to Indigenous tourism destinations, the hosts of critical cultural and ecological assets, around the world, and (b) align with the global movement of the tourism industry toward nature positive tourism, net positive hospitality and regenerative tourism. Thus, the credibility of the identity rests purely and simply on the authenticity of the Khumbu as a Beyul. Ten key objectives set out the actions to develop, communicate and protect the Khumbu's identity as the world's most significant Beyul; providing a benchmark for regenerative tourism across the greater Himalayan region. As with Strategic Programme 5, work will commence one each objective within the next three years, but several will take longer to complete.

Key Objective 6.1: Develop a Beyul interpretive strategy and place story

The Beyul concept — the designation of the Khumbu as a sacred landscape — is the philosophical and cultural foundation of the entire Strategy. It is also, at present, almost entirely absent from the visitor experience. Most trekkers complete the EBC route with no knowledge of what a Beyul is, no understanding of the responsibilities the concept places on all who enter it, and no awareness of the extraordinary spiritual and ecological significance of the landscape through which they are walking. This gap between the destination's true character and the story it tells the world is the central challenge this objective addresses.

Our Municipality will prepare a comprehensive Beyul interpretive strategy and place story journey to gives this concept practical, beautiful and accessible expression across the entire visitor experience — from pre-trip information and booking materials to trailside interpretation, lodge content, guide narratives and departure experiences. The place story will be developed in deep consultation with monastery leaders, lamas, cultural practitioners, community elders and ward representatives, ensuring it reflects community values and traditional knowledge rather than external commercial framing. It will (a) establish a consistent narrative and vocabulary that carries across all subsequent interpretation, branding and marketing products developed under this Strategic Programme, and (b) be explicitly aligned with the guiding principles of regenerative tourism — positioning the Khumbu as a destination in which every visitor is also a steward. The design of the Beyul Interpretive Strategy will be supported by the Municipality's

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development partners, and overseen by the Cultural Conservation and Regenerative Tourism Officers in partnership with the DMO. It will serve as the master document from which all other interpretation products in this programme are derived.

Key Objective 6.2: Develop a complementary SNPBZ interpretive strategy

While the SNPBZ represents an exceptional concentration of natural, cultural and spiritual heritage, its management plan acknowledges that interpretation facilities within the park are weak and insubstantial, and calls for their systematic development to enhance conservation programmes and visitor understanding. This is both a conservation failure and a missed economic opportunity. Well-designed interpretation converts passive visitors into active stewards, increases willingness to pay conservation levies, deepens satisfaction scores and measurably reduces negative impact behaviour. The park's UNESCO World Heritage designation also creates a direct obligation to communicate outstanding universal value to visitors – and residents – in ways that genuinely inform and inspire.

The Municipality (DMO) will work in close partnership with the SNP administration to develop a complementary interpretive strategy for the SNPBZ that builds on the Beyul place story, while addressing the park's specific conservation priorities, visitor management needs and management priorities. The strategy will address interpretation at key visitor contact points — the Namche interpretation centre, the main entry gateway at Jorsale, key overnight stops along trekking corridors and circuit routes. It will propose a coordinated system of panels, audio content and digital touchpoints and ranger-delivered interpretation, developed in a consistent visual language aligned with the Beyul identity. Particular emphasis will be placed on the park's climate change story and glacial heritage, its outstanding biodiversity (including the SNP's Important Bird and Biodiversity Area designation), and the living relationship between the park's landscapes and the communities that have shaped and sustained them. The strategy will be developed through a joint working group including SNP staff, the Municipality's DMO, ward representatives, monastery leaders and specialist interpretation designers, with an agreed implementation timeline, funding plan and responsibilities matrix.

Key Objective 6.3: Develop the Chaurikharka and Lukla place story

Chaurikharka and Lukla occupy a pivotal position in the visitor journey: they are the point of arrival, the first and last impression of the destination for the vast majority of visitors, and — with the completion of the road — increasingly significant settlements in their own right. At present they offer visitors very little by way of formal interpretive context, cultural orientation or sense of place. Visitors arrive, transfer and depart without engaging with the cultural heritage and landscape, and community life around them. This is a significant missed opportunity: arrival and departure are among the most powerful moments able to shape visitor attitudes, expectations and commitments. A compelling gateway experience sets the tone for the entire visit that follows.

The Municipality will develop a distinct but aligned place story for Chaurikharka and Lukla that is explicitly rooted in the Beyul narrative, positioning the settlements as the threshold to a sacred landscape rather than simply a transit node. The place story will identify the specific histories, cultural landmarks, landscape features and community narratives that give these settlements their own identity within the broader Khumbu story. It will inform the design of orientation facilities, gateway interpretation infrastructure, visitor information points and the public realm elements proposed through the urban masterplan under Key Objective 3.1. The place story will also feed directly into the visitor app developed under Key Objective 6.4, providing geo-located audio and visual content that activates from the moment visitors arrive.

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Development will involve ward representatives, local historians, cultural practitioners and community members, with the final narrative subject to Ward approval before publication or deployment in physical and digital formats.

Key Objective 6.4: Develop a comprehensive visitor app

A well-designed visitor app — free to download with the KPLRM trekking fee, available for offline use, and integrating geo-referenced maps, audio files, route information, interpretive content, safety tools and visitor management features including accommodation bookings — is the most scalable and cost-effective mechanism for delivering the Beyul place story directly into the hands of every visitor entering the Municipality. Comparable apps operating in high-profile mountain and heritage destinations have demonstrated the capacity to significantly improve visitor satisfaction, extend length of stay, distribute flows across less-visited sites, and generate the kind of deep engagement with place that is central to a regenerative visitor experience. In a destination where guide quality and availability vary widely and trail signage is patchy, a well-functioning app also levels the visitor experience for independent trekkers.

With sponsorship support leveraged through advertising opportunities, the Municipality will commission the development of a comprehensive visitor app, that embraces the full extent of the KPLRM and the SNPBZ visitor experience. The app will include: (i) geo-referenced maps of principal trekking routes with altitude profiles, waypoints, lodge locations and emergency contact information; (ii) professionally produced audio files narrating the Beyul place story and key cultural interpretation at significant sites along each route, available in multiple languages; (iii) a wildlife identification tool (e.g. drawing on iNaturalist or similar) and local ecological knowledge, integrated with the citizen science data collection programme; (iv) real-time weather alerts and GLOF early warning notifications; and, (v) live lodge availability information linked to the booking platform under Key Objective 3.5. The app will be designed for offline use, with all content downloadable before departure from Kathmandu or Lukla. Sponsorship and revenue-sharing arrangements will be explored to ensure that content contributors receive a fair return from any commercial partnerships embedded within the platform.

Key Objective 6.5: Develop a marketing storybook for trekking and mountaineering companies

The travel trade — Kathmandu-based inbound operators, and outbound operators in source markets — is the most powerful channel through which visitor attitudes, expectations and behaviour are shaped before arrival. At present, the majority of operators communicate the Khumbu primarily through generic EBC trekking itineraries that make little or no reference to the Beyul concept, regenerative tourism principles, or the specific commitments visitors are invited to make when entering the destination. This gap between what the destination truly represents and what the market communicates is one of the most significant barriers to attracting new visitor profiles this Strategy aims to cultivate.

The Municipality will prepare a professionally designed marketing storybook — a rich, visual and narrative compendium of the Khumbu's identity, values, products and responsible tourism expectations — for distribution to inbound and outbound trekking operators, lodge owners, guides, travel media and development partners. The storybook will be built from the Beyul place story and interpretive content developed under Key Objectives 6.1, 6.2 and 6.3, and will be supplemented by high-quality photography, short video clips, visitor testimonials and operator case studies that bring the regenerative tourism proposition to life. A suite of complementary digital assets — factsheets, pre-departure visitor briefing documents, social media content packages and trade presentation decks — will be developed alongside the storybook for direct use by operators in their booking processes and pre-trip communications. The DMO will manage distribution, translation into priority languages, and update cycles. The storybook will

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serve as the primary tool in trade presentations at international tourism fairs, operator FAM trips and partnership workshops, and will form the commercial backbone of the destination's outbound marketing effort.

Key Objective 6.6: Launch a destination website and digital presence
The visitor app developed under Key Objective 6.4 serves trekkers who have already committed to visiting the Khumbu. A destination website serves an entirely different and equally important function: it reaches travellers in the discovery and inspiration phase of their journey, before any booking decisions are made. It also serves as the official digital reference point for travel media, researchers, NGOs, development partners and potential investors seeking authoritative information about the Municipality. At present, the KPLRM has no dedicated destination web presence that communicates its identity, products, responsible tourism standards or regenerative tourism vision. The destination's story is being told almost entirely by third-party platforms, aggregator booking sites and operator-produced content that typically prioritise commercial transactions over destination identity.

The DMO will develop and maintain a dedicated KPLRM destination website and coordinated social media presence, anchored in the Beyul narrative and regenerative identity. The website will serve as the primary digital home for the destination's story, providing: an inspiring account of the Khumbu's natural, cultural and spiritual identity; a responsible visitor information hub covering trekking standards, porter welfare, waste management, permit requirements and Leave No Trace expectations; a directory of certified local operators, lodges and guides meeting the Municipality's accreditation standards; a media and press resource centre with high-quality imagery, video and editorial content available to journalists and content creators; and an investment and partnership portal for development organisations, NGOs and potential private investors. The social media programme will be managed by the DMO's communications function and will be designed to build a global community of informed, values-aligned visitors and advocates — supplementing rather than replacing the trade and media materials developed in Key Objective 6.5.

Key Objective 6.7: Establish a Beyul responsible tourism certification mark
Across Strategic Programmes 1, 3 and 4, reference is made to a sustainable tourism certification framework that recognises and rewards operators, lodges and guides who meet municipal standards for environmental practice, cultural respect, fair employment and regenerative tourism principles. This framework requires a home in the Strategy: it belongs here, as an identity and marketing instrument as much as a regulatory one. A credible certification mark transforms the destination's regenerative tourism commitment from a policy aspiration into a consumer-facing signal — one that discerning visitors, responsible travel agencies and international certification bodies can recognise, trust and actively seek out.

The Municipality will, within three to five years, launch a tiered Beyul Responsible Tourism certification mark, available to lodges, trekking operators, guide services and other tourism businesses operating within the KPLRM. The certification framework will be developed by the DMO in consultation with lodge associations, trekking guide associations, the SNP administration and relevant national bodies, and will define minimum standards and aspirational tiers across dimensions including: environmental management and waste practices; staff welfare, wages and training; sourcing of local goods and produce; cultural sensitivity and Beyul stewardship behaviour; and contribution to community wellbeing. The certification scheme will be guided by, and aligned with, Global Sustainable Tourism Council (GSTC) destination criteria to facilitate international recognition, and will be promoted through the destination website, storybook and visitor app. Businesses holding certification will be listed on the KPLRM destination platform and featured in operator marketing materials, creating a

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tangible commercial incentive for compliance that complements the regulatory incentives developed under Strategic Programme 1.

Key Objective 6.8: Develop a media and press relations strategy
The Khumbu's international media profile is, in practice, largely outside the Municipality's control. International journalists and documentary makers are drawn to the destination primarily by mountaineering seasons, and the resulting coverage — whether of summit successes, altitude fatalities, permit controversies or glacier retreat — frames the destination in ways that bear little relationship to the regenerative tourism identity the KPLRM aims to establish.

Working closely with the NTB, the DMO will develop a proactive media and press relations strategy, designed to progressively reframe the Khumbu's international narrative around our Beyul identity and our communities' custodianship of one of the world's most significant cultural and natural landscapes. The strategy will identify priority international markets and media segments — including responsible travel publications, conservation-focused broadcasters, cultural heritage media and high-end travel features — and develop a targeted programme of media familiarity trips, journalist partnerships and story placements. It will produce a regularly updated media resource pack, drawing on the content developed under Key Objectives 6.1 and 6.5, with high-resolution photography, expert interview contacts, data on visitor trends, conservation outcomes and community development indicators. The strategy will also establish clear protocols for managing crisis communications — including mountaineering incidents, weather events and environmental concerns — to ensure that reactive media situations do not permanently undermine our carefully built regenerative identity.

Key Objective 6.9: Engage the global Sherpa diaspora as identity ambassadors
The global Sherpa diaspora — concentrated in communities across the United States, the United Kingdom, Europe, Australia, Canada and Japan — represents one of the KPLRM's most powerful and largely untapped brand assets. The Sherpa diaspora maintain deep emotional, cultural and familial connections to the Khumbu and its communities. They are highly motivated potential visitors with strong cultural reasons to return. They are trusted, authentic voices in their adopted communities, with social networks and advocacy reach that no paid marketing programme can replicate. And they are, in many cases, financially successful individuals whose investment in the destination's cultural and environmental future could be transformational. This objective builds directly on the diaspora marketing dimension identified in Key Objective 4.6 and translates it into a dedicated engagement programme.

The Municipality will develop a structured diaspora engagement and brand ambassador programme, coordinated through the DMO and designed to activate diaspora communities as visitors, advocates and investors in the KPLRM's regenerative future. The programme will include: culturally tailored visit packages developed specifically for diaspora members seeking meaningful reconnection with the Khumbu's heritage, landscapes and communities; a diaspora ambassador network inviting influential community members to carry the Beyul identity story into their professional and social networks in key cities abroad; digital content and storytelling resources produced in collaboration with diaspora members that give the Khumbu's story authentic, contemporary voices alongside the traditional community narratives; and an investment and cultural philanthropy pathway connecting diaspora members with specific conservation, cultural heritage and community wellbeing projects that they can directly support.

Key Objective 6.10: Convene an annual Himalayan Climate Charter Summit and an international conference on Indigenous Peoples, tourism and wellbeing

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The Khumbu's identity as a Beyul places our Municipality at the intersection of two of the most consequential global conversations of our era: the climate crisis and the rights, knowledge and agency of Indigenous Peoples. This Strategy's introduction notes Indigenous Peoples represent just six per cent of our global population yet are the custodians of some 80 per-cent of the world's remaining biodiversity and intact ecosystems. The Khumbu is a living embodiment of this relationship. This is not simply a local story: it is a story the world needs to hear, and the KPLRM is uniquely positioned to tell.

As set out in Part I of this Strategy, the second Himalayan Climate Charter Summit will be staged in Namche Bazar on World Environment Day 2026. The Municipality commits to engage with our partners to make the Summit an annual event for climate-affected mountain communities across the Hindu Kush Himalaya. The purpose being to leverage the growing authority of the SNP's scientific and conservation record with the moral weight of our Beyul identity to sustain global pressure for climate action, draw international media attention to the region's frontline experience of glacial melt and extreme weather, and position the Municipality as a host destination for high-value, purpose-driven delegates whose engagement deepens the destination's conservation credentials and regenerative identity.

Alongside the annual Climate Charter Summit, in 2027 the Municipality will initiate a distinct biennial International Conference on Indigenous Peoples, Tourism and Wellbeing. The Khumbu's experience — as an Indigenous-led community that has built one of the world's most recognised tourism destinations on its own cultural and ecological terms, while maintaining the social cohesion and governance structures that many destinations have lost — is a model of enduring global relevance. The conference will convene Indigenous tourism leaders, community wellbeing researchers, development partners, international conservation bodies and policymakers to share knowledge, document good practice and advance a global agenda for tourism systems that genuinely serve the Indigenous Peoples and communities at their core. It will draw on the KPLRM's own resident wellbeing surveys and community consultation processes as a practical evidence base, and will connect directly to the regenerative tourism research and citizen science partnerships described above. Together, the Himalayan Climate Charter Summit and the Indigenous Peoples conference will establish the KPLRM as an international platform for thought leadership and good management practice — a destination whose convening power is as significant as its scenic power, and whose contribution to global conversations on climate and Indigenous rights reinforces and amplifies every other dimension of its regenerative identity.

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Table 12: SNP Management Plan — Problems, Gaps, Issues and Tourism-related Solutions Included in this Tourism Strategy

Column added: SP & KO Coverage shows which Strategic Programme (SP) and Key Objective (KO) of the KPLRM Tourism Strategy 2026–2040 addresses each SNP Management Plan recommendation. Multiple KOs are listed where more than one is relevant. Rows A–L are the 12 additional tourism issues identified in the SNP Management Plan (pp.18).

#	Major Problems, Gaps and Issues	Tourism-related Solutions advocated in the SNP Management Plan	Strategic Programme & Key Objective Coverage in the KPLRM Tourism Strategy
1	Biotic pressure from tourism activities in	Research (site-specific frameworks) Assess Limits	**SP1** – KO 1.6 (regulate helicopter flights; tourism legal framework)

#	Major Problems, Gaps and Issues	Tourism-related Solutions advocated in the SNP Management Plan	Strategic Programme & Key Objective Coverage in the KPLRM Tourism Strategy
	sensitive areas for musk deer, snow leopard and other wildlife species.	of Acceptable Change (LAC) Snow leopard & Red panda tourism Improved interpretation Regulate commercial helicopter flights Develop and disseminate visitor code of conduct	**SP3** – KO 3.2 (high-alpine site management; LAC) **SP4** – KO 4.2 (wildlife tourism: snow leopard, red panda) **SP4** – KO 4.3 (research frameworks) **SP6** – KO 6.1, 6.2, 6.4 (Beyul & SNP interpretation; visitor app/code of conduct)
2	Inadequate study on snow leopard, Himalayan black bear, grey wolf.	Research tourism	**SP4** – KO 4.2 (wildlife tourism) **SP4** – KO 4.3 (research and citizen science tourism)
3	Limited research and baseline data on hydrological functions, glaciers, wetlands and GLOFs.	Research tourism	**SP3** – KO 3.3 (glacier and river risk assessments) SP4 – KO 4.3 (research and citizen science tourism)
4	Insufficient funding for research and weak integration of research findings into management.	Identify priorities for research tourism Improve coordination with researchers Form BZMC tourism management unit	**SP1** – KO 1.1, 1.3 (DMO coordination; information systems) **SP4** – KO 4.3 (research and citizen science tourism)
5	Harsh climatic conditions that hinder staff mobility for park patrolling with low coverage.	— No tourism-specific solution proposed in the SNP Management Plan	— No direct KO; supported broadly by **SP1** KO 1.1 (DMO–SNP coordination)
6	Inadequacy of infrastructure and limited budget for its maintenance.	— No tourism-specific solution proposed in the SNP Management Plan	**SP5** – KO 5.2 (lodge capacity & standards) **SP5** – KO 5.7, 5.8, 5.10 (solar charging; waste; telecoms)
7	Lack of tourism policy to deal with the increasing number of tourists.	Study tourism impact on wildlife behaviour in core areas Study tourism impact on ecology to determine LAC Study to identify indicators for negative impacts (crowd, noise, dust) Promote SNP to international, regional and national markets Disseminate visitors to other SNP routes besides EBC Develop code of conduct for hotel building	**SP1** – KO 1.1, 1.3, 1.6 (DMO; info systems; legal framework) **SP3** – KO 3.2 (high-alpine site plans; LAC indicators) **SP4** – KO 4.1, 4.3 (Beyul products; research/impact monitoring) SP5 – KO 5.2 (lodge building standards) **SP6** – KO 6.1, 6.6, 6.8 (Beyul strategy; website; media/PR)
8	Increasing demands for new tourism activities such as sky glider, bungee jumping, snow boating, rock climbing, ice climbing, paragliding etc.	Promote adventure tourism Feasibility study for each activity Study on product diversification and extending length of stay	**SP4** – KO 4.3, 4.4 (research/citizen science; Ward 1 tourism plan) **SP5** – KO 5.3 (soft-adventure infrastructure for Ward 1) **SP1** – KO 1.6 (legal/regulatory framework for new activities)

#	Major Problems, Gaps and Issues	Tourism-related Solutions advocated in the SNP Management Plan	Strategic Programme & Key Objective Coverage in the KPLRM Tourism Strategy
9	Garbage management problem due to large number of visitors.	Construct waste collection centres Construct material recovery and recycling centres Develop interpretation materials and code of conduct for visitors	**SP5** – KO 5.8 (improve waste management infrastructure) **SP6** – KO 6.1, 6.4 (Beyul interpretive strategy; visitor app — code of conduct)
10	Insufficient exploration of tourism opportunities in the buffer zone.	Study economic impact of tourism in buffer zone Promote homestays and product diversification in less visited settlements Promote adventure tourism in buffer zone	**SP4** – KO 4.1, 4.2, 4.4, 4.6 (Beyul products; wildlife; Ward 1 plan; Yak & Nak) **SP4** – KO 4.3 (research and citizen science) **SP6** – KO 6.1 (Beyul interpretive strategy)
11	Lack of separate unit and dedicated staff to look after tourism management.	Establish SNP tourism management unit to manage interpretation activities Form BZMC tourism management unit	**SP1** – KO 1.1 (establish DMO) **SP2** – KO 2.1, 2.8 (build DMO capability; regenerative tourism officer)
12	Inadequate livelihood opportunities for local people living in off-route settlements.	Study socio-economic condition of locals Promote homestays and product diversification in less visited settlements	**SP2** – KO 2.4 (community wellbeing training) **SP4** – KO 4.1, 4.4, 4.5, 4.6 (Beyul products; Ward 1 plan; medicinal tours; Yak & Nak)
13	Increasing number of human-wildlife conflicts mainly livestock depredation by wolf.	Tourism and conservation education in schools	**SP2** – KO 2.7 (tourism in schools officer) SP4 – KO 4.2 (wildlife tourism — awareness and stewardship) **SP6** – KO 6.2 (SNPBZ interpretive strategy)
14	Insufficient incentives, rewards, amenities and welfare programs to motivate staff.	Establish SNP tourism management unit to manage interpretation activities	**SP1** – KO 1.1 (DMO — institutional coordination with SNP) **SP2** – KO 2.1, 2.4 (DMO capability; community wellbeing) **SP3** – KO 3.6 (strengthen working conditions for porters/guides)
15	Lack of clear policy for Human Resource Development (HRD).	Train selected staff on ecotourism Staff capacity building on visitor management	**SP2** – KO 2.1, 2.2, 2.5 (DMO capability; hospitality training; vocational training officer)
16	Low level of intervention for BZ management due to limited budget.	— No tourism-specific solution proposed in the SNP Management Plan	**SP1** – KO 1.1 (DMO coordination with BZMC) **SP2** – KO 2.1 (build DMO capability)
17	Unregulated tourism growth and diversification of trekking routes.	Impact management research leading to improved regulation	**SP1** – KO 1.3, 1.6 (information systems; legal and regulatory environment) **SP3** – KO 3.2 (high-alpine site plans) **SP4** – KO 4.3 (research and citizen science)
18	Rising local development demands creating challenges in ensuring	Collaborate with RM & BZMC to prioritise policies and actions Organise study	**SP1** – KO 1.1 (DMO) SP3 – KO 3.1, 3.2 (Chaurikharka/Lukla urban plan; high-alpine site plans) **SP5** – KO 5.2

#	Major Problems, Gaps and Issues	Tourism-related Solutions advocated in the SNP Management Plan	Strategic Programme & Key Objective Coverage in the KPLRM Tourism Strategy
	environmentally friendly infrastructure.	tours to other PAs Form BZMC tourism management unit Develop construction standards for visitor accommodation	(lodge capacity and standards — building guidelines)
19	Lack of electrification and communication in the tourist route, destination and for conservation communication.	— No tourism-specific solution proposed in the SNP Management Plan	**SP5** – KO 5.7 (solar charging points on high passes) SP5 – KO 5.10 (improve telecommunications) **SP6** – KO 6.4 (visitor app — safety and communication)
20	Limited systems for visitor tracking and rescue operations.	Conduct training on visitor tracking	**SP1** – KO 1.3 (information systems and metrics) **SP2** – KO 2.1 (DMO capability — coordination) **SP6** – KO 6.4 (visitor app — weather, safety and tracking information)
A	High tourism pressure in Everest Base Camp route posing tremendous pressure in wildlife and habitat.	Research (site-specific frameworks) Assess LAC Disseminate visitors to other SNP routes besides EBC Promote treks into Gaurishankar Makalu Barun	**SP3** – KO 3.2 (high-alpine site plans; LAC assessment) **SP4** – KO 4.1, 4.3 (Beyul products; research) **SP6** – KO 6.1, 6.2 (Beyul & SNPBZ interpretive strategies — route diversification)
B	Limited interpretation facilities in the park.	Improve visitor interpretation Support SNP souvenir shop in Lukla	**SP5** – KO 5.4 (ethnic museum and cultural centre) **SP6** – KO 6.1, 6.2, 6.4 (Beyul & SNP interpretive strategies; visitor app)
C	Lack of gender-friendly tourism facilities in the core areas.	— No tourism-specific solution proposed in the SNP Management Plan	**SP3** – KO 3.2 (high-alpine site plans — inclusive facility standards) **SP5** – KO 5.2 (lodge capacity and standards — gender-sensitive design) (Also addressed via cross-cutting gender equity theme)
D	Overcrowding of visitors especially during peak season affecting wilderness experience and visitor satisfaction.	Disseminate visitors to other SNP routes besides EBC Study visitor perception of SNP and locals Promote treks linking with Gaurishankar and Makalu Barun	**SP1** – KO 1.3 (information systems — impact indicators) **SP3** – KO 3.2, 3.5 (high-alpine site plans; online booking platform) **SP4** – KO 4.1, 4.3 (Beyul product diversification; research) **SP6** – KO 6.1 (Beyul interpretive strategy — seasonal spread)
E	Limited accommodation in Lobuche and Gorak Shep areas; also bases of Renjo La, Tashi Lapcha and Nangpa La passes.	Construct accommodation facilities including porter shelters at these sites Develop construction standards for visitor accommodation	**SP3** – KO 3.2 (high-alpine site plans) **SP3** – KO 3.6 (strengthen working conditions for porters — porter shelters) **SP5** – KO 5.2 (lodge capacity and standards)
F	Congestion and dust pollution on trekking trails from pack animals including mules and horses.	Study to identify indicators for negative impacts such as crowd, noise and dust	**SP1** – KO 1.3 (information systems and metrics — impact indicators) **SP1** – KO 1.6 (legal and regulatory environment — pack-animal rules)

#	Major Problems, Gaps and Issues	Tourism-related Solutions advocated in the SNP Management Plan	Strategic Programme & Key Objective Coverage in the KPLRM Tourism Strategy
			SP4 – KO 4.3 (research and citizen science — impact monitoring)
G	Dung of mules and horses on trekking trail especially above Namche does not decay readily.	Study to identify indicators for negative impacts Limit horse renting to sick trekkers only	**SP1** – KO 1.6 (legal and regulatory environment — animal use rules) **SP4** – KO 4.3 (research — impact monitoring)
H	Lack of tourism diversification and tourist product development.	Study on product diversification and extending length of stay Erect trail marker poles on glacier paths Develop red panda circuit in buffer zone Promote spiritual tourism workshops and events Promote treks linking with Gaurishankar and Makalu Barun	**SP4** – KO 4.1, 4.2, 4.4, 4.5, 4.6 (Beyul products; wildlife; Ward 1 plan; medicinal tours; Yak & Nak) **SP4** – KO 4.3 (research — product diversification study) **SP5** – KO 5.9 (alternative trail — Jorsale to Lukla)
I	On bad weather, tourists who rely on air transport are frequently stranded at airports for several days.	Improved stakeholder coordination to fly / drive visitors from Lukla / Surke	**SP1** – KO 1.1 (DMO — stakeholder coordination) **SP5** – KO 5.1 (seal Salleri–Chaurikharka road — road-as-alternative) **SP6** – KO 6.4 (visitor app — real-time weather and travel information)
J	Lack of tourism policy and dedicated institutional setup to deal with the increasing number of tourists.	Form BZMC tourism management unit Strengthen interaction with secondary and wider stakeholders Explore 'low-volume high-value' tourism	**SP1** – KO 1.1, 1.6 (establish DMO; legal and regulatory framework) **SP6** – KO 6.7 (Beyul certification mark — foundation for high-value tourism)
K	Lack of clear mechanism to share benefits derived from tourism among poor and disadvantaged groups.	Study socio-economic condition of locals Product diversification in low-visitor sites	**SP2** – KO 2.4 (community wellbeing training) **SP4** – KO 4.1, 4.4 (Beyul-focused products; Ward 1 tourism plan)
L	Low level of investment by other institutions such as tourism sectors and local government.	Strengthen interaction with primary, secondary and wider stakeholders	**SP1** – KO 1.1 (DMO — stakeholder engagement and investment coordination) **SP2** – KO 2.1 (build DMO capability — development partner attraction)

Table 13: LAPA Tourism-related Recommendations in the Tourism Strategy

Column added: Coverage shows which Strategic Programme (SP) and Key Objective (KO) of the KPLRM Tourism Strategy 2026–2040 addresses each LAPA recommendation. The LAPA Implementation Priority columns (I–VI) are retained from the original Table2; the priority marks (tick/dot symbols) are reproduced from the source document. Priority I = highest, VI = lowest.

#	LAPA Recommended Intervention	LAPA Implementation Priority						Strategic Programme & Key Objective Coverage in the KPLRM Tourism Strategy
	↑ Highest priority → Lowest priority ↓	I	II	III	IV	V	VI	
1	Support market creation for agricultural products from Ward 1 to upper Khumbu				■			**SP3** – KO 3.4 (strengthen supply chains) **SP4** – KO 4.4 (Ward 1 detailed tourism plan)
2	Promote local organic agriculture and produce in restaurants						■	**SP3** – KO 3.4 (strengthen supply chains) **SP2** – KO 2.2 (hospitality training — local produce sourcing)
3	Promote yak / nak milk and wool	■						**SP4** – KO 4.6 (Yak and Nak tours and products) **SP3** – KO 3.4 (strengthen supply chains)
4	Create policies to certify local organic produce	■						**SP1** – KO 1.6 (improve tourism's legal and regulatory environment) **SP6** – KO 6.7 (Beyul responsible tourism certification mark)
5	Regenerate barren agricultural land through cooperative farming	■						**SP4** – KO 4.4 (Ward 1 detailed tourism plan) **SP4** – KO 4.6 (Yak and Nak tours — pastoral landscape)
6	Recognise and certify indigenous crops (potatoes, barley)			■				**SP1** – KO 1.6 (legal and regulatory framework) SP4 – KO 4.5 (medicinal plant and healing tours) **SP6** – KO 6.7 (certification mark)
7	Introduce alternative crops		■					**SP4** – KO 4.4 (Ward 1 detailed tourism plan) **SP3** – KO 3.4 (strengthen supply chains)
8	Introduce agricultural grants		■					**SP1** – KO 1.6 (legal and regulatory — incentive mechanisms) **SP2** – KO 2.4 (community wellbeing training)
9	Establish food cold storage facilities				■			**SP3** – KO 3.4 (strengthen supply chains)
10	Conduct re-afforestation programmes			■				**SP4** – KO 4.2 (wildlife tourism — habitat protection) **SP4** – KO 4.3 (research and citizen science tourism)
11	Support habitat protection for endangered species such as Red Panda				■			**SP4** – KO 4.2 (wildlife tourism — red panda, snow leopard) **SP4** – KO 4.3 (research and citizen science tourism)
12	Expedite national grid connectivity		■					**SP5** – KO 5.7 (solar charging points on high passes) **SP5** – KO 5.10 (improve telecommunications and internet connectivity)

#	LAPA Recommended Intervention	LAPA Implementation Priority						Strategic Programme & Key Objective Coverage in the KPLRM Tourism Strategy
	↑ Highest priority → Lowest priority ↓	I	II	III	IV	V	VI	
13	Establish / activate disaster reduction management committees							**SP3** – KO 3.3 (glacier and river risk assessments) **SP1** – KO 1.1 (DMO — multi-stakeholder coordination)
14	Monitor risk and hazardous zones / glacial lakes							**SP3** – KO 3.3 (glacier and river risk assessments) **SP1** – KO 1.3 (strengthen information systems and metrics)
15	Construct gabion walls in high risk / hazardous sites							**SP3** – KO 3.3 (glacier and river risk assessments — outputs inform investment)
16	Improve access to safe drinking water							**SP3** – KO 3.2 (prepare plans for high-alpine sites and settlements) **SP5** – KO 5.2 (lodge capacity and standards)
17	Establish new environment stations (for waste management / recycling)							**SP5** – KO 5.8 (improve waste management infrastructure)
18	Maintain existing waste management centres							**SP5** – KO 5.8 (improve waste management infrastructure)
19	Maintain sewage systems in densely populated villages							**SP3** – KO 3.1 (Chaurikharka, Muse and Lukla urban plan) **SP3** – KO 3.2 (prepare plans for high-alpine sites and settlements)
20	Construct public toilets on main trails							**SP3** – KO 3.2 (prepare plans for high-alpine sites and settlements) **SP5** – KO 5.8 (improve waste management infrastructure)
21	Improve site / town plans and introduce building controls							**SP3** – KO 3.1 (Chaurikharka, Muse and Lukla urban plan) **SP3** – KO 3.2 (prepare plans for high-alpine sites and settlements) **SP5** – KO 5.2 (lodge capacity and standards)
22	Discourage single use plastics							**SP5** – KO 5.8 (improve waste management infrastructure) **SP1** – KO 1.6 (legal and regulatory environment — plastics policy) **SP6** – KO 6.7 (certification mark — environmental standards)
23	Provide trainings on circular economy							**SP2** – KO 2.2 (hospitality and lodge management training) **SP2** – KO 2.4 (community wellbeing training)
24	Create hotel associations at tole level							**SP1** – KO 1.2 (establish unified lodge associations)
25	Explore possibility of a two-way trail system on either side of Dudh Khosi							**SP5** – KO 5.9 (develop an alternative Jorsale to Lukla trail) **SP4** – KO 4.4 (Ward 1 detailed tourism plan)

#	LAPA Recommended Intervention	LAPA Implementation Priority						Strategic Programme & Key Objective Coverage in the KPLRM Tourism Strategy
	↑ Highest priority → Lowest priority ↓	I	II	III	IV	V	VI	
26	Explore possibility of Lukla–Namche ropeway						■	**SP5** – KO 5.5 (deliver the Chaurikharka–Namche ropeway)
27	Create policy for electric vehicles only in KPLRM						■	**SP1** – KO 1.6 (improve tourism's legal and regulatory environment) **SP5** – KO 5.7 (solar charging points on high passes)
28	Promote religious and cultural heritage tourism			■				**SP4** – KO 4.1 (Beyul-focused products and actions) **SP4** – KO 4.5 (medicinal plant and healing tours) **SP2** – KO 2.6 (appoint a cultural conservation officer) **SP6** – KO 6.1 (Beyul interpretive strategy and place story)
29	Create user-friendly app for access to weather, visitor interpretation and emergency / safe trekking information				■			**SP6** – KO 6.4 (develop a comprehensive visitor app)
30	Subsidise resident use of biodegradable prayer flags	■						**SP1** – KO 1.6 (legal and regulatory — subsidy mechanisms) **SP4** – KO 4.1 (Beyul-focused products — cultural heritage)
31	Establish a heritage fund to maintain monuments	■						**SP2** – KO 2.6 (appoint a cultural conservation officer) **SP4** – KO 4.1 (Beyul-focused products and actions)
32	Provide financial support and incentives to support and retain cultural dances, songs and language	■						**SP2** – KO 2.6 (appoint a cultural conservation officer) **SP2** – KO 2.4 (community wellbeing training) **SP4** – KO 4.1 (Beyul-focused products and actions)
33	Establish social security system for mountaineers and guides		■					**SP3** – KO 3.6 (strengthen working conditions for porters — extended to guides) **SP1** – KO 1.6 (improve tourism's legal and regulatory environment)
34	Construct a museum celebrating all local ethnic groups					■		**SP5** – KO 5.4 (establish an ethnic museum and cultural centre)

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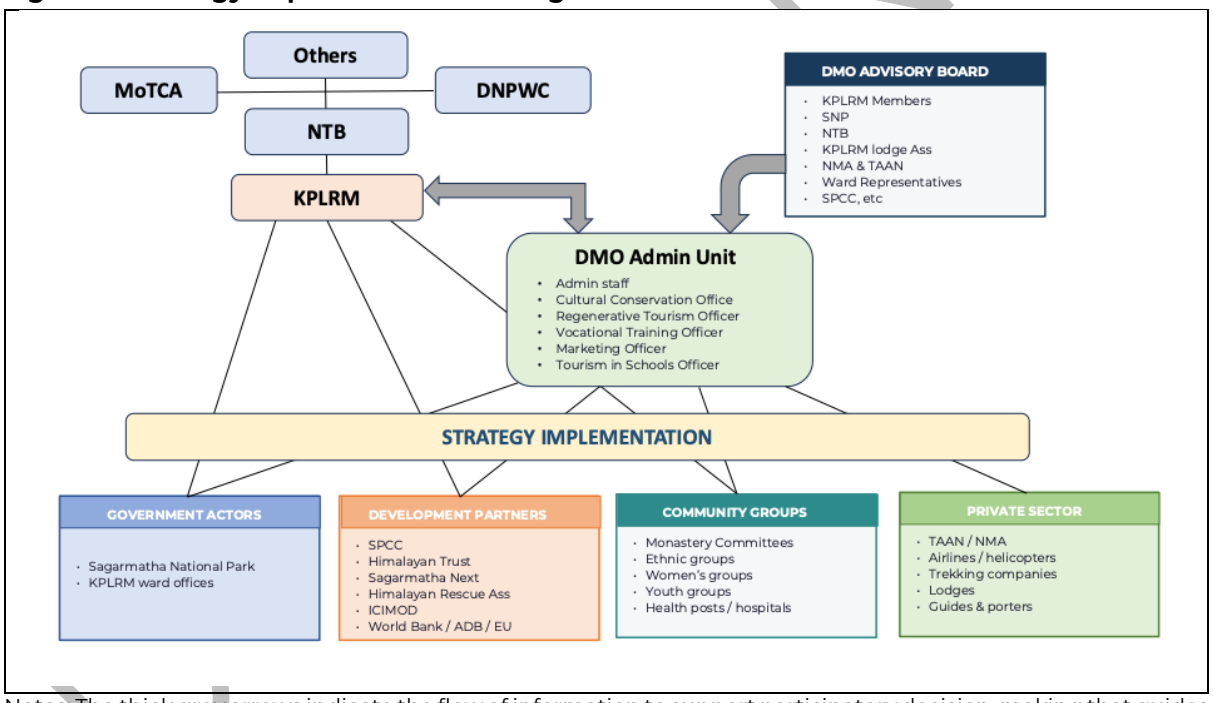
PART III IMPLEMENTATION AND MONITORING

3.1 Implementation

The organisational framework for implementing the strategy requires the creation of a new agency, the KPLRM DMO, and the design and institutionalisation of communication channels with a series of primary and secondary stakeholders, those and others identified in section 1.5.

The institutional and implementation environment is complex (Figure 11). The KPLRM will take the lead on maintaining relations with government agencies and international development partners. Meanwhile, whereas Advisory Board members will engage with the DMO directly to provide policy advice and project and programme assistance, all DMO policies and workplans will be approved by the KPLRM. The implementation of its approved workplan will require coordination and cooperation with a range of stakeholders. Figure 11 aims to illustrate the primary points of contact for the different stakeholders. While some will engage primarily (perhaps solely) with the DMO, others will be drawn to the DMO or KPLRM according to the issues that need to be addressed.

Figure 11: Strategy Implementation Arrangements



Notes: The thick grey arrows indicate the flow of information to support participatory decision-making that guides and DMO decision-making. The thin lines linking the different entities illustrate primary lines of contact and communication to support the implementation of the Strategy.

1. **The KPLRM** is the apex municipal body providing leadership and policy guidance to steer the overall implementation of the Tourism Strategy. Focusing upon its tourism-related roles and responsibility, the KPLRM will
   - oversee the recruitment and appointment of DMO staff and Advisory Board members;
   - review and approve annual workplans prepared by the DMO, and allocated budgets as appropriate;

- delegate responsibility to implement the Tourism Strategy to the DMO through the annual workplans it prepares;
- engage with government organisations and development partners to formalise financial and technical resources and arrangements to assist the DMO with the execution of its duties.

2. **The DMO Advisory Board**, chaired by the KPLRM Chairman, will include representatives from local and national government agencies, the private sector, community leaders and local development partners as deemed appropriate by the Municipal Chairman. The DMO's Administrative Unit will provide planning and secretarial support to ensure the efficiency of all Board meetings. Representatives from international development partners or specialists with technical knowledge may be invited to attend all or part of Advisory Board meetings. The Board will
   - meet at least twice per year to review progress and provide guidance on (i) implementing the Tourism Strategy and (ii) necessary adjustments related to the DMO's workplan;
   - offer guidance and suggestions regarding possible development partner support to implement activities specified in the Tourism Strategy;
   - convene ad-hoc meetings to formulate responses to unforeseen events (e.g., emergency situations) that require high-level or coordinated decision-making.

3. **The DMO Administration Unit** will assume responsibility for the implementation of the Tourism Strategy through the annual and quarterly workplans it prepares, and the guidance received from the Advisory Board. The Unit
   - will be led by an appointed CEO who assumes overall responsibility for each of the roles and responsibilities delegated to the DMO by the KPLRM;
   - will be staffed by experienced professional and administrative staff as set out in this Strategy and approved by the KPLRM;
   - may, in coordination with the KPLRM, seek advisory and technical support from development partners to build its operational capacity to implement the Strategy;
   - will operate from office space delegated to it by the Municipality, and be resourced through finances provided by the Municipality, the SNP administration, an increase in the Municipal trekking fee and development partner support through the KPLRM.

3.2 Monitoring

The KPLRM will take the lead in monitoring the implementation of the Strategy. The DMO will however take the lead in producing an annual report describing progress made against milestones and performance indicators for each activity listed in the short-term action plans for each strategic program and the long-term implementation framework. Where feasible, the DMO will collect monitoring data at the beginning and completion of each activity, disaggregated by gender and ethnicity. After the first year of implementation, KPLRM will review and modify performance indicators and other aspects of the short-term action plans and long-term implementation framework, as appropriate. In 2029, KPLRM will initiate an in-depth review of the Strategy to ensure the continuing relevance of the implementation framework. This review process is important because the actual timeline for many activities will inevitably differ from the projections, underscoring the need for flexible timelines and milestones. KPLRM will facilitate technical assistance to support the review process and ensure wide distribution of all findings.

3.3 Financing the Strategy

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To be completed.

Table 8: Indicative Cost Estimates of the KPLRM Tourism Strategy

Strategic Program	Cost Estimates All Projects (Nrs million)	Cost Estimates Priority Projects (Nrs million)
Strengthen the Institutional Environment		
Develop Human Resources		
Strengthen Safeguards and Site Management		
Diversify the Tourism Product		
Improve Tourism Infrastructure		
Establish the Beyul and Regenerative Identity		
Total		

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Khumbu Pasang Lhamu Rural Municipality

Tourism Strategy 2026–2040

Long-Term Implementation Framework

Annex I

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About this Framework

This Long-Term Implementation Framework translates the six Strategic Programmes and 47 Key Objectives of the KPLRM Tourism Strategy 2026–2040 into practical, sequenced implementation steps. For each Key Objective, the Framework sets out the principal activities required, the lead agencies responsible, a timeframe for delivery, and measurable performance indicators to track progress. The Framework is intended as a working document to be reviewed and updated annually by the KPLRM and its Destination Management Organisation (DMO) in collaboration with relevant stakeholders.

Column guide: Key Objectives and Activities — lead agencies responsible for delivery (primary agencies shown; others may be involved) — timeframe to be completed by KPLRM/DMO — performance indicators for monitoring and evaluation.

Key abbreviations: KPLRM: Khumbu Pasang Lhamu Rural Municipality | **DMO**: Destination Management Organisation | **SNP**: Sagarmatha National Park | **SNPBZ**: Sagarmatha National Park Buffer Zone | **BZMC**: Buffer Zone Management Committee | **NTB**: Nepal Tourism Board | **MCTCA**: Ministry of Culture, Tourism and Civil Aviation | **TAAN**: Trekking Agencies Association of Nepal | **HAN**: Hotel Association of Nepal | **CTEVT**: Council for Technical Education and Vocational Training | **DoR**: Department of Roads

Note: **§** identifies activities that are prioritized for technical assistance and other forms of development partner support.

Programme 1: Strengthen the Institutional Environment

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
Key Objective 1.1: Establish a tourism destination management organisation			
1.1.1 Prepare DMO governance structure and legal decree: Review mandates and governance models of comparable DMOs in mountain destinations (e.g., Nepal, Bhutan, Peru); identify key government, private sector, community and civil society representatives for the advisory board; develop governance procedures, terms of reference, and board operating protocols; prepare and approve formal municipal decree establishing the DMO and its advisory board.	KPLRM, SNPBZ, (§)		DMO governance decree approved by municipal council; board membership documented with representatives from government, private sector, lodge associations, and communities. DMO board charter and operating procedures approved; first quarterly board meeting held and minutes documented.
1.1.2 Establish DMO administrative unit and staff: Recruit a DMO Director and administrative officers to lead day-to-day operations beneath the advisory board; define staff roles for tourism coordination, stakeholder management, monitoring, and implementation support; secure office space and equipment; establish HR policies and employment terms aligned with Municipal standards.	KPLRM, DMO, (§)		DMO Director and core staff appointed; employment contracts signed and published. DMO office operational with staff in place; staffing structure and role definitions documented.
1.1.3 Secure DMO initial financing from mixed sources: Establish mixed revenue sources including: (i) dedicated Municipal budget allocation for DMO operations; (ii) contribution from SNPBZ for park-related coordination; (iii) increase in trekking fee revenue to support DMO functions; (iv) development partner grant support during formative years. Prepare a 3-year DMO budget plan with revenue projections and expenditure frameworks.	KPLRM, DMO, SNPBZ, (§)		Mixed-source financing agreement signed with committed budget allocations from Municipal, SNPBZ, and trekking fee sources. DMO 3-year financial plan approved; annual budgets prepared and expenditure tracking mechanisms established.
1.1.4 Establish DMO coordination mechanisms with development partners: Establish formal coordination protocols with international development partners supporting tourism initiatives in the Municipality; schedule regular coordination forums to ensure complementarity and avoid duplication; identify opportunities for technical assistance, capacity building, and knowledge sharing on destination management best practices.	KPLRM, DMO, (§)		DMO coordination framework with development partners documented; coordination meetings held quarterly with participation from key partners. Development partner support contributions mapped; joint work plan prepared identifying technical assistance priorities.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
1.1.5 Develop DMO strategic action plan and annual work programmes: Translate the KPLRM Tourism Strategy into detailed DMO action plans with clear timelines, responsibilities, and performance targets; prepare annual and quarterly work programmes outlining priorities, activities, timelines, budgets, and responsible parties; establish monitoring and evaluation systems to track implementation progress and outcomes.	DMO, KPLRM		DMO 3-year strategic action plan adopted by advisory board; annual work programmes prepared for Years 1-2. Monitoring framework with performance indicators and reporting schedule established; quarterly progress reports prepared and shared with board.
1.1.6 Build DMO management capacity and technical expertise: Arrange technical capacity building for DMO staff on destination management, stakeholder coordination, tourism planning, monitoring, and evaluation; facilitate exposure visits to other mountain destinations and DMO operations; establish peer learning networks with comparable organizations in the region.	DMO, NTB (§)		DMO staff training plan developed; minimum 2 capacity building initiatives completed with documentation of learning outcomes. DMO staff exposure visit(s) completed; at least 1 regional peer learning forum attended and lessons documented.
Key Objective 1.2: Establish unified lodge associations			
1.2.1 Conduct baseline assessment of lodge owners and operators: Conduct a comprehensive census of all lodges, guesthouses, and accommodation providers across the Municipality including ownership, location, bed capacity, staffing, and operational status; document existing informal committees in Lukla, Namche, Dingboche and other settlements; identify gap areas where new committees need to be established (Phakding, Khumjung/Khunde, Tengboche/Debouche, Gokyo, Loboche/Dhugla, Puyain, Kharikhola).	DMO, Ward Committees		Comprehensive lodge registry prepared with location, owner details, capacity, and operational status documented. Baseline assessment report identifying existing committees and gap areas for new association establishment.
1.2.2 Establish settlement-level lodge committees in priority locations: Support the formation of new lodge committees in identified gap settlements (Phakding, Khumjung/Khunde, Tengboche/Debouche, Gokyo, Loboche/Dhugla, Puyain, Kharikhola) following the model of existing committees; facilitate election of committee leadership and definition of roles; prepare committee terms of reference and operating guidelines; link committees to the DMO for coordination and support.	Lodge Assoc., DMO, Ward Committees		New lodge committees established in 7 priority settlements; formal election records and committee membership lists documented. Committee terms of reference and operating procedures prepared; committee leadership meetings held with DMO.
1.2.3 Establish five ward-level lodge associations: Create five ward-level associations to coordinate lodge owners and managers across broader geographic areas, particularly in remote locations beyond main settlements; ensure democratic election of ward association	Lodge Assoc., Ward Committees, DMO		Five ward-level lodge associations established; formal election records and membership documentation completed.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
representatives; prepare association governance structures, membership criteria, and operating procedures; ensure one elected representative from each ward association sits on the DMO board.			Ward association representatives appointed to DMO board; ward association governance procedures documented.
1.2.4 Designate DMO liaison officers for committee and association support: Appoint DMO administrative officers to serve as liaison and support personnel for each settlement-level committee and ward-level association; define liaison roles including capacity building coordination, implementation support, information dissemination, and feedback channels; establish regular liaison meeting schedules (minimum quarterly) to support association activities and address emerging issues.	DMO, Lodge Assoc..		DMO liaison officers assigned to each association/committee with written role descriptions; liaison contact details documented. Liaison meeting schedule established; minimum 1 liaison meeting per association completed with attendance records.
1.2.5 Prioritize and deliver staff training and capacity building: Conduct needs assessment to identify priority training needs for lodge committees and associations (e.g., service standards, environmental practices, business management, staff training). Deliver training on identified priority areas through workshops, peer learning, and online modules; prioritize topics aligned with environmental sustainability, guest safety, and service excellence; establish training documentation and participant certificates.	DMO, Lodge Assoc., NTB, (§)		Staff training needs assessment completed for lodge sector; priority training areas identified through association consultation. Minimum 3 major training initiatives delivered to lodge committees/associations with attendance records and participant feedback documented.
1.2.6 Prepare foundation for sustainable tourism certification system: Commission a detailed feasibility study on sustainable and regenerative tourism certification systems suitable for the Khumbu context; review international models (e.g., Green Globe, Travelife, local certification schemes); develop draft certification criteria encompassing environmental, social, cultural, and economic sustainability; prepare implementation roadmap with timelines and costs for certification system launch.	DMO, Lodge Assoc., NTB, (§)		Sustainable tourism certification feasibility study completed; certification models reviewed and recommendations documented. Draft certification criteria and implementation roadmap prepared; lodge association consultation meetings held on certification preferences.
Key Objective 1.3: Strengthen information systems and metrics			
1.3.1 Conduct comprehensive review of existing tourism data systems: Audit all existing tourism-related data collection systems including: (i) trekking permit issuance records and databases; (ii) digital trekking card system; (iii) accommodation registration and occupancy data; (iv) visitor survey data; (v) Ministry of Culture, Tourism and Civil Aviation (MCTCA) reporting requirements. Document data	KPLRM, DMO, SNPBZ, NTB		Comprehensive audit of existing tourism data systems completed; current data flows mapped and documented. Gap analysis identifying missing data, system inefficiencies, and opportunities for integration prepared.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
collection methods, frequency, completeness, accuracy, and current utilization; identify gaps, duplications, and integration opportunities.			
1.3.2 Define future information needs and performance metrics: Conduct stakeholder consultation with KPLRM, DMO, SNPBZ, lodge associations, tourism operators, and MCTCA to identify critical information needed for policy and investment decision-making; develop a framework of Key Performance Indicators (KPIs) aligned with the Tourism Strategy objectives; specify metrics for visitor numbers, profile, spending, accommodation occupancy, employment, environmental impact, community wellbeing, and safety.	DMO, KPLRM, SNPBZ, (§)		Stakeholder consultation meetings held with documented information needs and decision-making requirements. Performance metrics framework developed with KPIs specified for Strategy implementation monitoring.
1.3.3 Digitalize trekking permit system and embed trekking card: Upgrade the trekking permit issuance system to full digital operation accessible online and at key entry points (Lukla, Jorsale, Namche); integrate the digital trekking card system to track visitor movements and enable check-in at accommodations; train KPLRM staff, lodge operators, and checkpoint officers on digital system use; establish data quality protocols and regular system maintenance procedures.	KPLRM, DMO, SNPBZ		Online trekking permit purchase platform developed and operational; digital permit acceptance at major checkpoints achieved. Digital trekking card system fully embedded; minimum 80% of accommodations using card for guest check-in by end of Year 1.
1.3.4 Develop visitor information system and mobile app: See KO 6.4 – Design and develop a comprehensive visitor information system featuring: (i) mobile app providing weather forecasts, trail conditions, altitude information; (ii) cultural and natural heritage interpretation content; (iii) real-time accommodation availability and booking; (iv) visitor safety alerts and emergency contact information; (v) local guide and porter listings.	DMO, KPLRM, SNPBZ, (§)		Visitor information app specification completed; app development initiated with identified development partner/provider. Visitor information app launched and available on major platforms; minimum 5,000 downloads and user feedback assessed within Year 1 of launch.
1.3.5 Establish data management and reporting procedures: Establish centralised tourism data management procedures within the DMO; define data collection, validation, storage, security, and analysis protocols; prepare monthly data collection forms for lodges, visitors and other operators; establish quarterly data review meetings with stakeholders; prepare annual tourism performance reports for MCTCA, SNPBZ, and public dissemination.	DMO, KPLRM, SNPBZ		Data management procedures and protocols documented; data collection forms finalized with stakeholder approval. Quarterly data review meetings established with participation from KPLRM, SNPBZ, lodge associations; first quarterly review held.
1.3.6 Explore commercial sponsorship opportunities for system financing: Identify potential commercial sponsors (e.g., outdoor	DMO, KPLRM (§)		Sponsorship opportunities identified and proposal template prepared; minimum 3 potential sponsors approached.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
brands, technology companies, tourism operators) interested in supporting the visitor information system and mobile app; prepare sponsorship proposals with tiered benefits (app branding, data access, promotional opportunities); develop guidelines for ethical and non-intrusive sponsorship to maintain user experience and cultural sensitivity.			Sponsorship commitments secured for system support; sponsorship agreement and implementation plan finalized.
Key Objective 1.4: Strengthen accommodation concession and management agreements			
1.4.1 Conduct assessment of accommodation leasing and concession trends: Document the current landscape of lodge ownership and management including: (i) owner-operated lodges; (ii) family-owned lodges leased to external operators; (iii) institutional properties (SNP accommodation); (iv) planned new accommodations in high alpine areas. Identify current management arrangements, lease terms, duration, and any disputes or performance issues; assess implications for local employment, revenue retention, and environmental management.	DMO, SNPBZ, Lodge Assoc.,		Comprehensive assessment of accommodation ownership and lease arrangements completed; documentation includes ownership type, lease terms, and operator profiles. Analysis of local employment impact, revenue retention, and environmental compliance prepared.
1.4.2 Design model management and concession agreement templates: Commission development partner support to design model management and concession agreement templates suitable for Khumbu context; templates should address: (i) environmental practices and sustainability standards; (ii) socio-cultural sensitivity and heritage protection; (iii) staffing requirements, local employment preferences, and labor standards; (iv) revenue sharing and fee structures; (v) term lengths and renewal conditions; (vi) dispute resolution mechanisms. Templates should be practical, accessible to local lodge owners, and aligned with Nepal labor and environmental regulations.	KPLRM, SNPBZ, Lodge Assoc. (§)		Draft model management and concession agreement templates prepared; legal review completed. Lodge association consultation on templates conducted; final templates adopted and made available to lodge owners.
1.4.3 Establish environmental and social performance standards for leased properties: Develop performance standards and monitoring criteria for leased lodges covering: (i) waste management and environmental practices; (ii) water and energy conservation; (iii) staff working conditions and safety; (iv) community engagement and cultural respect; (v) emergency preparedness and guest safety.	SNPBZ, KPLRM, DMO, Lodge Assoc. (§)		Environmental and social performance standards documented; baseline assessment of leased properties conducted. Compliance monitoring schedule established; first monitoring cycle completed with improvement plans for non-compliant properties.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
Establish baseline assessments for existing leased properties; develop compliance monitoring and improvement plans.			
1.4.4 Support SNP accommodation planning with proper concession frameworks: Engage with SNPBZ on planning for any new high alpine accommodation to address bed space shortages (Lobuche, Gorakshep, etc.); ensure new accommodation proposals are assessed against environmental carrying capacity and cultural sensitivity criteria; support development of proper concession agreements aligned with the model templates; establish clear terms for local employment, revenue sharing, and environmental stewardship; monitor implementation to ensure concession terms are met.	SNPBZ, KPLRM, DMO, (§)		SNP accommodation planning discussions documented; environmental and social impact assessments completed for any new facilities. Concession agreement template adapted for SNP use; formal concession agreement signed for any new SNP accommodation.
1.4.5 Facilitate training on best practice management and operations: Arrange training for lodge managers and owners on best practice property management, guest services, environmental stewardship, staff management, and financial management. Provide guidance on implementing model agreements and performance standards; facilitate peer learning between well-managed lodges and those seeking to improve; establish regular knowledge sharing forums.	DMO, Lodge Assoc., NTB, (§)		Training curriculum on lodge management best practices developed; minimum 2 training workshops conducted. Peer learning network established; quarterly knowledge sharing forums held with lodge managers.
1.4.6 Establish dispute resolution and grievance mechanism for leased properties: Establish a clear, accessible mechanism for addressing disputes between lodge owners and lessees, between lodges and communities, and other accommodation-related conflicts. Mechanism should include: (i) informal mediation and negotiation; (ii) formal arbitration if needed; (iii) lodging of complaints with DMO; (iv) regular reporting on disputes and resolution outcomes. Train mediators and establish clear timelines for resolution.	KPLRM, DMO, Lodge Assoc.		Dispute resolution mechanism documented; mediation process and roles clearly defined. Mechanism operational and publicized to lodge owners; minimum 1 dispute successfully resolved using mechanism.
Key Objective 1.5: Strengthen municipal communications and transparency			
1.5.1 Establish resident communication and feedback mechanisms: Design and establish systems to improve communication channels between Municipality and residents	KPLRM, Ward Committees, DMO		Resident communication and feedback systems established; quarterly forums held in major settlements with attendance records.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
including: (i) quarterly municipality-resident forums in major settlements (Lukla, Namche, Kharikhola, Khumjung); (ii) digital communication platforms (email updates, SMS alerts, social media); (iii) periodic open houses at ward offices; (iv) feedback collection mechanisms for resident concerns and suggestions. Ensure communication is in local language(s) and accessible to all residents.			Digital communication channels operational; minimum 80% resident awareness of communication mechanisms by end of Year 1.
1.5.2 Conduct annual resident wellbeing survey and data analysis: Commission annual resident wellbeing survey to assess community perceptions of tourism impacts on quality of life, employment, services, environment, and cultural preservation. Survey should include: (i) wellbeing indicators; (ii) priorities for tourism-related spending; (iii) concerns and grievances; (iv) satisfaction with Municipality communication and transparency. Analyse results by ward and demographic group; prepare summary reports accessible to all residents.	KPLRM, DMO, (§)		First annual resident wellbeing survey conducted; minimum 500 resident respondents across all wards. Survey results analysed and summary report prepared; findings presented to residents through forums and media.
1.5.3 Develop and launch municipality wellbeing dashboard: Create a public-facing municipality wellbeing dashboard that presents: (i) key wellbeing indicators (employment, income, education, health, cultural preservation); (ii) annual resident survey results; (iii) tourism performance metrics (visitor numbers, revenue, employment); (iv) environmental indicators (waste management, water quality); (v) infrastructure and service status. Dashboard should be updated annually and accessible digitally.	KPLRM, DMO, (§)		Wellbeing dashboard developed with comprehensive indicator set; digital version launched and accessible online. Dashboard promoted through multiple channels; minimum 1,000 digital accesses recorded within 3 months of launch; printed versions available in ward offices.
1.5.4 Publish regular tourism strategy implementation reports: Establish regular reporting on Tourism Strategy implementation progress including: (i) quarterly DMO implementation updates to Municipality council and public newsletter; (ii) annual comprehensive progress reports on all programmes and key objectives; (iii) performance against Key Performance Indicators; (iv) highlights of achievements, challenges, and adaptive management changes. Reports should be published in accessible formats and disseminated through multiple channels.	DMO, KPLRM		First quarterly implementation report prepared and presented to Municipality council; resident-friendly newsletter summary prepared. Annual comprehensive progress report published and disseminated; minimum 80% resident awareness of tourism strategy progress.
1.5.5 Establish transparency in municipal budgeting and spending: Ensure transparent budgeting and spending processes for tourism-related revenues and expenditures including: (i) public disclosure of	KPLRM, DMO		Annual municipal tourism budget published and disseminated; quarterly expenditure reports prepared.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
annual budgets; (ii) quarterly expenditure reports; (iii) tracking of trekking fee revenue and allocations; (iv) open discussion forums on spending priorities. Establish clear processes for resident consultation on spending priorities aligned with wellbeing survey findings.			Community forums on spending priorities held annually; resident input incorporated into annual budget planning.
1.5.6 Establish multi-language communication materials: Develop tourism strategy information and implementation updates in multiple languages (Nepali, English,) to ensure inclusive communication; prioritize accessible formats (printed documents, social media content); ensure key documents are available in accessible locations (ward offices, health centres, schools, lodges).	KPLRM, DMO, (§)		Key strategy documents translated into two languages; translation quality assessed and finalized. Translated materials distributed to all wards; resident awareness of multi-language availability documented through surveys.
Key Objective 1.6: Improve tourism's legal and regulatory environment			
1.6.1 Review and streamline tourism licensing and permitting procedures: Audit current licensing and permitting procedures for tourism enterprises (accommodation, restaurants, guides, porters, transport) to identify unnecessary bureaucratic procedures and delays. Develop streamlined procedures that: (i) reduce approval timelines; (ii) enable easy access for small/medium enterprises; (iii) maintain essential quality and safety standards; (iv) promote transparent and non-discriminatory processes. Prepare revised licensing regulations and procedures; train KPLRM staff on implementation.	KPLRM, DMO (§)		Current licensing procedures audited and documented; streamlined procedures developed. Revised licensing regulations approved by Municipality; implementation guidelines prepared and staff trained; average licensing approval time reduced by 50%.
1.6.2 Establish regenerative tourism investment incentives: Develop a framework of incentives to encourage investment in regenerative tourism practices and businesses including: (i) tax incentives or fee reductions for certified regenerative businesses; (ii) preferential licensing for businesses meeting regenerative standards; (iii) grants or loans for environmental/social improvements; (iv) public recognition and marketing support for regenerative operators; (v) access to training and technical support. Clearly communicate incentive framework to potential investors and entrepreneurs.	KPLRM, DMO, (§)		Regenerative tourism incentive framework developed and approved; incentive criteria specified. Incentive framework publicized and promoted; minimum 10 businesses registered for incentive participation by end of Year 2.
1.6.3 Develop regenerative tourism certification system: Also see KO 6.7 – Design and implement a regenerative tourism certification system specifically adapted to the Khumbu context. System should:	DMO, Lodge Assoc., SNPBZ, (§)		Regenerative tourism certification criteria finalized and approved; certification process procedures documented.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
(i) set standards for environmental management, socio-cultural respect, local benefit, and economic resilience; (ii) establish transparent certification process with independent assessment; (iii) provide guidance and support to businesses pursuing certification; (iv) recognize and market certified businesses; (v) conduct regular re-certification audits. Align system with international regenerative tourism principles while maintaining local relevance and accessibility.			Minimum 5 pilot businesses certified; certification awarded with publicized benefits; feedback from certified businesses documented.

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Programme 2: Develop Human Resources

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
Key Objective 2.1: Build the capability of the destination management organisation			
2.1.1 Conduct DMO capability audit and needs assessment: Commission an independent audit to assess knowledge needs at two levels: (1) board member familiarity with international DMO roles and responsibilities, and (2) required staff positions, job descriptions and skill sets for the DMO administrative unit. The audit will identify gaps and establish a roadmap for progressive knowledge and skills delivery. Findings will be shared with board members, Municipal government, and development partners for implementation planning.	KPLRM, DMO, NTB (§)		Audit completed and shared with stakeholders; Roadmap with defined skill gaps and timelines delivered; Consultation meetings held with board and administrative candidates
2.1.2 Deliver DMO board member training programme: Establish a structured training programme for DMO board members covering governance, international destination management practices, financial management, strategic planning, stakeholder relations, and gender-responsive leadership. Training will include study visits to peer DMOs in Nepal and South Asia. Content will be tailored to Nepal's tourism context while drawing on international best practice.	DMO, NTB, KPLRM, (§)		Board training programme completed; Minimum 80% board member attendance; Post-training competency assessments showing improved knowledge in DMO governance and strategy
2.1.3 Establish DMO administrative unit positions and deliver staff training: Finalise staffing structure for the DMO administrative unit and recruit qualified candidates with attention to gender balance and inclusion of marginalised groups. Deliver tailored training programmes to DMO staff covering destination marketing, visitor services, data management, stakeholder coordination, and project management. Training will be delivered through a combination of in-house workshops and partnerships with academic institutions.	KPLRM, DMO, (§)		DMO staffing structure finalized with at least 40% women representation; All administrative staff complete mandatory competency training; Staff performance evaluations show improved capability in priority skill areas
2.1.4 Develop and operationalize DMO operational manuals and systems: Create comprehensive operational manuals covering DMO organizational structure, decision-making processes, financial management, quality standards, and coordination protocols with Municipal government and partner agencies. Establish information management systems, communication protocols, and performance	DMO, KPLRM, NTB, (§)		Operational manuals completed and distributed; All staff trained on DMO systems; Monthly operational performance reports generated and reviewed by board

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
monitoring frameworks. Conduct staff training on implementation of all new systems and procedures.			
2.1.5 Establish DMO-SNPBZ coordination mechanism and joint planning: Formalize institutional linkages between the DMO and Sagarmatha National Park Buffer Zone Management institutions through signed MOUs and regular coordination meetings. Establish joint working groups on visitor management, environmental safeguards, and community engagement. Develop shared protocols for information exchange and collaborative decision-making on tourism development.	DMO, KPLRM, SNPBZ, SNP		DMO-SNPBZ MOU signed; Quarterly coordination meetings held; Joint action plans developed and implemented on priority issues
Key Objective 2.2: Deliver hospitality and lodge management training			
2.2.1 Design and develop hospitality training curriculum: Develop a comprehensive hospitality training curriculum in collaboration with lodge associations, local training provider, and development partners. Curriculum will cover health and safety, food hygiene, menu writing, cooking, housekeeping, waste management, responsible procurement of local produce, barista training, and customer service. Content will be tailored to Khumbu context with practical, hands-on modules. Curriculum will be available in both online and in-person formats.	DMO, Lodge Association, local training provider, (§)		Curriculum developed and validated by lodge owners; Training materials translated to Nepali; Curriculum available in digital and print formats; At least 5 online modules completed
2.2.2 Deliver seasonal hospitality training workshops: Organise seasonal hospitality training workshops at accessible locations (Namche, Lukla, Chaurikharka) led by trained instructors in collaboration with lodge associations. Training will be organised in low-season periods to encourage high attendance. Special emphasis will be placed on supporting women lodge owners, managers and staff through dedicated women-only training sessions and childcare support where feasible.	DMO, Lodge Association, Ward Committees, HAN		Minimum 4 seasonal workshops conducted annually; At least 120 lodge staff trained per year; At least 50% participants are women; Participant satisfaction scores above 4.0/5.0
2.2.3 Establish online hospitality training platform and self-paced learning: Develop a web-based platform hosted on the Municipality website with step-by-step training guides and video modules covering hospitality topics from basic to advanced levels. Platform will enable lodge staff to access training at their own pace and on flexible	DMO, Lodge Association, (§)		Online platform launched and accessible; Minimum 5 modules completed and operational; At least 200 lodge staff registered on platform; Average 50+ logins per month

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
schedules. Content will include downloadable resources, checklists, and best practice examples relevant to Khumbu lodges.			
2.2.4 Establish hospitality trainer certification and mentoring programme: Identify and train a cadre of local hospitality trainers who can deliver ongoing training to lodge staff. Establish a trainer certification programme with clear competency standards and support systems. Create a mentoring structure where experienced lodge managers mentor newer staff. Trainers will be supported through refresher workshops and access to updated training materials.	DMO, Lodge Association, HAN, (§)		Minimum 8 local trainers certified; Trainers deliver monthly workshops; Mentorship pairs established in at least 60% of lodges; Trainer retention rate above 80%
2.2.5 Monitor training outcomes and lodge service quality improvements: Establish a monitoring system to track training outcomes and their impact on lodge service quality. Conduct quarterly visitor feedback surveys and lodge self-assessments on service standards. Document case studies of lodges that have successfully implemented training recommendations. Share results with lodge associations to identify best performers and recognise excellence.	DMO, Lodge Association, (§)		Quarterly monitoring reports completed; At least 50% of trained staff show measurable improvement in service delivery; Visitor satisfaction scores increase by minimum 15% year-on-year; Annual lodge quality rankings published
Key Objective 2.3: Deliver data management training			
2.3.1 Assess data management capacity and training needs: Conduct a comprehensive assessment of data management capacity across the DMO, Municipality office, ward offices, and key partner agencies (SNP, SNPBZ, NTB). Identify current data systems, gaps, and training needs. Map existing data collection processes and propose integrated approaches for visitor arrivals, feedback, wellbeing surveys, and sustainability metrics. Assessment will inform a prioritized training roadmap.	KPLRM, DMO, SNPBZ, SNP, NTB		Data capacity assessment completed; Training needs matrix prepared for each agency; Integrated data management framework proposed; Stakeholder workshop conducted to validate findings
2.3.2 Establish core data management team and deliver foundational training: Identify and designate a dedicated data management team comprising municipal employees, DMO staff, and ward representatives. Deliver foundational training in data harvesting, storage, quality assurance, analysis, and reporting using open-source tools and platforms. Training will cover GIS and mapping, visitor	KPLRM, DMO, Academic Partners, (§)		Data management team of 5-7 members established; Team members complete foundational training; First integrated municipal dataset compiled; Data quality standards documented

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
surveys, resident wellbeing surveys, and sustainability metrics. Emphasis will be placed on hands-on, practical skills development.			
2.3.3 Develop data collection tools and monitoring protocols: Design and test standardised data collection tools for visitor arrivals, visitor feedback surveys, resident and community wellbeing surveys, and lodge/business sustainability metrics. Develop protocols for regular data collection, validation, and entry. Create simple, user-friendly data collection forms in Nepali and English. Establish quarterly data review processes involving all stakeholder agencies.	KPLRM, DMO, SNPBZ, Academic Partners		Standardized data collection tools finalized and tested; Data collection protocols documented and shared; At least 2 rounds of data collection completed; Data collection compliance rates above 80%
2.3.4 Deliver advanced data analysis and reporting training: Provide specialized training to data team members in advanced data analysis techniques, data visualization, statistical methods, and report writing. Training will cover business and destination sustainability reporting frameworks, benchmarking against peer destinations, and use of data for evidence-based decision making. Develop data literacy training for non-technical stakeholders such as ward representatives and lodge owners.	KPLRM, DMO, Academic Partners, (§)		Advanced training programme completed; Data team produces quarterly analytical reports; Annual data dashboard published; Minimum 50 stakeholders complete data literacy training
2.3.5 Support accommodation businesses in sustainability reporting: Develop simplified sustainability reporting templates and guidelines for lodge owners to track environmental and social metrics (waste, water use, energy, employment, community contribution). Provide training and mentoring to lodge associations and individual businesses. Recognize lodges excelling in sustainability reporting. Link sustainability data with the DMO's broader destination-level monitoring and international certification frameworks (KO 6.7).	KPLRM, DMO, Lodge Association, (§)		Sustainability reporting framework developed; At least 40% of lodges register for sustainability tracking; Annual sustainability report prepared and published; Recognition awards issued annually
Key Objective 2.4: Deliver community wellbeing training			
2.4.1 Develop community wellbeing training curriculum and materials: Adapt free resources and training curriculum on wellbeing science, policy and practice,. Curriculum will address the intersection of wellbeing with tourism growth, social cohesion, cultural integrity, and community resilience. Develop training materials in Nepali with local case studies and examples. Create online learning resources to supplement in-person training. Materials will be accessible to	KPLRM, Ward Committees, NGOs, (§)		Curriculum developed with input from community leaders; Training materials translated and formatted in accessible formats; Online modules completed; At least 3 pilot training sessions conducted

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
community thought-leaders, ward representatives, and service providers.			
2.4.2 Select and train wellbeing focal persons in each ward: Identify committed residents in each ward willing to engage with community wellbeing issues and serve as ward-level wellbeing focal persons. Provide comprehensive foundational training through online resources and in-person workshops. Once personal commitment is confirmed, arrange education and training sponsorships to deepen knowledge in community wellbeing assessments, wellbeing policy screening, and data collection methods. Establish a support network and regular mentoring.	KPLRM, Ward Committees, NGOs, (§)		5 ward-level wellbeing focal persons identified and trained; Minimum 15 additional community wellbeing practitioners trained; Focal persons complete advanced training courses; Support network meetings held bi-monthly
2.4.3 Conduct annual community wellbeing assessment and reporting: Support the trained wellbeing team to conduct annual community wellbeing surveys in partnership with the data management team (KO 2.3). Surveys will use validated wellbeing assessment methodologies and capture indicators on social cohesion, cultural integrity, economic opportunity, environmental health, and community satisfaction with tourism. Results will be reported back to communities in accessible formats including wellbeing dashboard and used to inform Municipal policy and tourism development decisions.	KPLRM, Ward Committees, Community Wellbeing Team, DMO, (§)		Annual wellbeing survey conducted in all 5 wards; Minimum 50% household participation rates achieved; Wellbeing assessment reports produced within 3 months; Results presented to community in each ward
2.4.4 Establish ward-level wellbeing forums for community dialogue: Organise biannual wellbeing forums in each ward to share assessment results, discuss emerging wellbeing pressures, identify local responses, and connect wellbeing initiatives with broader Municipal GEDSI-LAPA and climate resilience commitments. Forums will include community leaders, ward representatives, tourism businesses, service providers, and residents. Create safe spaces for discussing negative impacts of tourism growth and identifying preventive or mitigating actions.	KPLRM, Ward Committees, Community Leaders		Biannual forums held in each ward; At least 60 participants per forum; Community action plans developed from forum discussions; Forum outputs documented and shared with Municipal government
2.4.5 Integrate wellbeing training with climate and social inclusion initiatives: Link community wellbeing training and assessment processes with the Municipality's GEDSI, LAPA, and broader resilience commitments. Ensure that wellbeing initiatives address gender equity, inclusion of marginalized groups, and climate	KPLRM, Ward Committees, NGOs, (§)		Integrated wellbeing-climate-GEDSI framework developed; Joint training delivered to wellbeing and GEDSI teams; At least 3 integrated community initiatives launched; Annual integrated progress report published

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
change adaptation. Coordinate wellbeing focal persons with gender/social inclusion focal persons in wards. Develop integrated reports showing connections between wellbeing, climate resilience, and social inclusion outcomes.			
Key Objective 2.5: Appoint a vocational training officer			
2.5.1 Define vocational training officer role and recruit qualified candidate: Develop a detailed job description for the Vocational Training Officer position covering skill mapping, training coordination, partnership development, and monitoring of training outcomes. The position will require experience in vocational training, knowledge of Nepal's CTEVT framework, and understanding of Khumbu's tourism and community context. Announce the position widely and conduct transparent recruitment process with attention to gender balance and youth representation.	DMO, KPLRM, CTEVT, DMO		Job description finalized and approved by KPLRM; Recruitment process completed; Qualified officer appointed; Officer orientation completed
2.5.2 Conduct skills gap analysis and prioritise vocational training needs: Commission the Vocational Training Officer to conduct a comprehensive skills gap analysis across the Municipality, identifying current and emerging needs for plumbing, electrical work, massage, beauty and wellness, trail maintenance, IT, telecommunications, and other tourism-related vocational skills. Survey both businesses and residents to understand skill priorities. Prioritise skill gaps that can be addressed through vocational pathways, with particular focus on opportunities for women, youth, and residents in under-served wards.	DMO, KPLRM Vocational Officer, CTEVT, Lodge Association, TAAN		Skills gap analysis completed and validated; Priority vocational skills identified for each ward; Training demand projections prepared; Recommendations shared with stakeholders
2.5.3 Map available vocational training providers and establish partnerships: Identify all available vocational training providers including government CTEVT centres, private training institutions, NGOs, and development partners offering relevant training. Establish MOUs with selected providers to ensure access to quality training for KPLRM residents. Negotiate subsidised or sponsored training for disadvantaged residents. Establish periodic coordination meetings to align training supply with identified skill needs.	DMO, KPLRM Vocational Officer, CTEVT, HAN, (§)		Training provider mapping completed; MOUs signed with minimum 5 training providers; Subsidy/sponsorship agreements established; Quarterly coordination meetings held
2.5.4 Design and deliver vocational career pathways and guidance: Develop vocational career pathway guides for priority skill areas showing progression from entry-level to advanced	DMO, KPLRM Vocational Officer, Ward Committees, Schools, NGOs		Career pathway guides developed for at least 6 vocational areas; Minimum 2 career awareness events held per year; At

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
qualifications. Create guidance materials in Nepali highlighting career opportunities, earning potential, and training requirements. Organize vocational career awareness events in schools, wards, and communities. Provide individual career counselling to interested residents. Special attention will be given to identifying and supporting pathways for women, youth, and residents in wards underserved by tourism employment.			least 50 residents receive individual career counseling; At least 40% of counseled residents are women/youth
2.5.5 Monitor vocational training uptake, completion and employment outcomes: Establish a simple monitoring system to track residents who enrol in vocational training, complete courses, obtain qualifications, and secure employment. Collect feedback from trainees on training quality and relevance. Document case studies of successful vocational careers. Conduct annual reviews to assess whether training is meeting skill needs and contributing to livelihood opportunities, particularly for disadvantaged groups. Share monitoring results with training providers and stakeholders to enable continuous improvement.	DMO, KPLRM Vocational Officer, CTEVT, Ward Committees		Training participation database established; At least 50 residents per year enroll in priority vocational areas; Minimum 80% training completion rate achieved; At least 60% of completers secure employment within 6 months
Key Objective 2.6: Appoint a cultural conservation officer			
2.6.1 Define cultural conservation officer role and recruit qualified candidate: Develop a detailed job description for the Cultural Conservation Officer position covering liaison with cultural and religious groups, documentation of cultural practices, integration of culture in visitor experience, and coordination with tourism product development. The position will require knowledge of Sherpa and other ethnic cultures in the Khumbu, UNESCO standards for cultural heritage, and tourism development principles. Recruit through transparent process giving preference to local candidates with cultural knowledge and community respect.	DMO, KPLRM, UNESCO, Cultural Groups		Job description finalized and approved; Recruitment process completed; Qualified officer appointed; Officer orientation and community introductions completed
2.6.2 Conduct cultural asset inventory and documentation: Commission the Cultural Conservation Officer to conduct a comprehensive inventory and documentation of tangible and intangible cultural assets across the Municipality including religious sites, festivals, traditional practices, artisan skills, oral histories, and sacred landscapes. Engage cultural and religious groups, elders, and community members in the documentation process. Create a	DMO, Cultural Conservation Officer, Cultural Groups, UNESCO, Academic Partners, (§)		Cultural asset inventory completed with minimum 100 assets documented; Database created and accessible to community; Documentary materials (photos, videos, recordings) collected; Community validation meetings held

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
cultural asset database with descriptions, significance, and current status. Document best practices for cultural preservation and transmission within families and communities.			
2.6.3 Develop cultural products and integrate culture into visitor experience: Work with cultural groups, artisans, festival organizers, and experienced guides to develop cultural (Beyul) tourism products and experiences that authentically share Sherpa and other ethnic cultures with visitors while respecting sacred traditions. Products may include: guided cultural heritage walks, homestays with cultural immersion, artisan workshops, festival participation programs, and cultural storytelling experiences. Establish protocols protecting sacred sites and ensuring economic and cultural benefits flow to cultural communities.	DMO, Cultural Conservation Officer, Cultural Groups, Lodge Association, TAAN		At least 8 cultural products developed and tested; Cultural guidelines/protocols documented; Minimum 30 visitors per month participate in cultural experiences; Community satisfaction with cultural tourism arrangements above 4.0/5.0
2.6.4 Establish cultural apprenticeship and intergenerational transmission programmes: Design and implement apprenticeship programmes pairing experienced cultural practitioners with younger community members to transmit traditional knowledge and skills. Provide support (stipends, materials, mentoring) to apprentices and master practitioners. Programmes may cover traditional arts and crafts, religious practices, language, music, food traditions, and sustainable agricultural practices. Establish recognition and incentive systems for successful knowledge transmission.	DMO, Cultural Conservation Officer, Cultural Groups, Schools, Ward Committees		At least 20 apprenticeship pairs established; Minimum 40 young people enrolled in cultural learning; Annual recognition awards given to master practitioners; Intergenerational transmission assessments show knowledge retention
2.6.5 Coordinate cultural conservation with regenerative tourism and schools initiatives: Ensure close coordination between the Cultural Conservation Officer and the Regenerative Tourism Officer (KO 2.8) and Tourism in Schools Officer (KO 2.7). Develop joint initiatives on cultural heritage education in schools, embedding cultural conservation in regenerative tourism practices, and connecting younger generations with their cultural identity. Produce jointly coordinated cultural materials and learning resources for schools and visitor orientation.	DMO, Cultural Conservation Officer, Regenerative Tourism Officer, Tourism in Schools Officer, Schools		Coordination protocols established with other officers; Joint initiatives on cultural heritage education launched; School curriculum materials developed; Minimum 200 students per year receive cultural heritage education through schools
Key Objective 2.7: Appoint a tourism in schools officer			

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
2.7.1 Define tourism in schools officer role and recruit qualified candidate: Develop a detailed job description for the Tourism in Schools Officer position covering curriculum development, school partnership coordination, programme delivery, and monitoring of student engagement and learning outcomes. The position will require teaching experience or educational background, knowledge of Khumbu's natural and cultural heritage, and understanding of sustainable and regenerative tourism principles. Recruit through transparent process, giving consideration to candidates with teaching experience and youth engagement background.	DMO, KPLRM, Schools		Job description finalized and approved by schools and KPLRM; Recruitment completed; Qualified officer appointed; Officer orientation with school principals completed
2.7.2 Develop tourism and heritage education learning resources: Work with school principals, teachers, and UNESCO to develop engaging lesson plans on Khumbu's natural heritage, cultural diversity, sustainable and regenerative tourism principles, and career pathways in tourism and related fields. Create age-appropriate learning materials including worksheets, case studies, and multimedia resources in Nepali. Cover topics such as: Sagarmatha and mountain ecosystems, Beyul and Buddhist heritage, Sherpa culture and traditions, sustainable livelihoods, environmental conservation, and global tourism impacts.	DMO, Tourism in Schools Officer, Schools, UNESCO, (§)		Curriculum framework developed and validated by schools; Learning materials created for grades 6-12; Materials available in print and digital formats; Teachers trained on curriculum delivery; At least 1000 students access materials annually
2.7.3 Support school-based environmental and heritage projects: Work with schools to develop and implement student projects on environmental conservation, cultural heritage documentation, sustainable tourism practices, and community wellbeing. Projects may include: reforestation activities, trail maintenance, cultural documentation with elders, waste management initiatives, or community service projects. Provide funding, mentoring, and logistical support. Recognize and celebrate student achievements through awards and community presentations.	DMO, Tourism in Schools Officer, Schools, Ward Committees, NGOs		At least 3-5 school-based projects implemented annually per secondary-school; At least 40% student participation; Community recognition events held annually; Student feedback on project value above 4.0/5.0
2.7.4 Organise career pathways and mentoring for tourism and conservation careers: Organise career awareness sessions in schools showcasing tourism and conservation career opportunities including: lodge management, trekking guiding, data management, cultural heritage, environmental conservation, and community wellbeing roles. Facilitate mentoring relationships pairing students with professionals in these fields. Organize school visits to lodges, tourism	DMO, Tourism in Schools Officer, Schools, TAAN, Conservation Organizations		Minimum 2 career awareness sessions held per school annually; At least 30 student mentoring relationships established; At least 50% mentees are girls/youth from marginal communities; Post-secondary placements in tourism/conservation fields tracked

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
businesses, and conservation projects. Special emphasis will be placed on encouraging girls and youth from marginalized communities to consider careers in tourism and conservation.			
2.7.5 Monitor student engagement and measure education programme outcomes: Establish monitoring systems to track student engagement with heritage and tourism curricula, extracurricular activities, and career pathways. Measure outcomes including: knowledge gains, attitudes toward tourism and conservation, career aspirations, school attendance improvements, and post-secondary pathways. Gather feedback from students, teachers, and school principals. Produce annual education programme reports and share results with schools and Municipal government. Adjust programmes based on monitoring findings.	DMO, Tourism in Schools Officer, Schools, KPLRM		Student engagement monitored annually; Pre- and post-learning assessments show minimum 25% knowledge gains; Student surveys show high relevance and interest (above 4.0/5.0); Annual education programme report produced; Minimum 50 students per year progress to tourism/conservation careers
Key Objective 2.8: Appoint a regenerative tourism officer			
2.8.1 Define regenerative tourism officer role and recruit qualified candidate: Develop a detailed job description for the Regenerative Tourism Officer position covering advocacy, stakeholder engagement, capacity building, implementation support, and monitoring of regenerative tourism practices across all tourism sector groups. The position will require deep understanding of regenerative tourism, nature-positive and net-positive hospitality concepts, leadership and communication skills, and commitment to the Municipality's vision. Recruit through competitive process seeking candidates with tourism industry experience and demonstrated passion for sustainability and regenerative principles.	KPLRM, DMO, (§)		Job description finalized and approved; Recruitment completed; Qualified officer appointed; Officer participates in regenerative tourism networks and training
2.8.2 Build regenerative tourism knowledge and establish stakeholder networks: Commission the Regenerative Tourism Officer to deepen knowledge of regenerative tourism, nature-positive tourism, and net-positive hospitality concepts and practices. Support Officer to establish networks with development partners, peer destinations, and regenerative tourism practitioners globally and in Nepal. Facilitate Officer's participation in learning exchanges, conferences, and training programmes. Establish a local stakeholder steering committee to guide regenerative tourism initiatives.	DMO, Regenerative Tourism Officer, TAAN, NTB, (§)		Officer completes advanced regenerative tourism training; Networks with minimum 10 regenerative tourism practitioners globally; Quarterly steering committee meetings held; Learning exchange visit completed

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
2.8.3 Develop regenerative tourism roadmaps for stakeholder groups: Work with the Regenerative Tourism Officer and stakeholder groups (lodge associations, trekking companies, guides/porters, community leaders, government staff) to develop practical roadmaps showing steps and timelines for adopting regenerative tourism principles. Roadmaps will specify: current baseline practices, priority regenerative actions, required capacity building, investment needs, and success indicators. Roadmaps will address issues such as: environmental restoration, positive community contribution, cultural integrity, economic distribution, and employee wellbeing.	DMO, Regenerative Tourism Officer, Stakeholder Groups, KPLRM, (§)		Roadmaps developed for at least 6 stakeholder groups; Roadmaps include specific targets and timelines; At least 70% stakeholder groups endorse and commit to roadmaps; Roadmaps published and widely shared
2.8.4 Deliver regenerative tourism capacity building and training: Design and deliver tailored capacity building and training programmes for different stakeholder groups (lodge owners/managers, trekking guides, porters, community leaders, government staff) on regenerative tourism principles and practices. Training will be practical and action-oriented, covering topics such as: environmental restoration projects, positive community contribution models, fair wages and working conditions, cultural respect, and monitoring regenerative outcomes. Provide ongoing mentoring and technical support to early adopters.	DMO, Regenerative Tourism Officer, TAAN, Lodge Association, (§)		Training programme delivered to minimum 6 stakeholder groups; At least 300 tourism workers trained; Training completion rates above 80%; Mentoring support provided to minimum 50 early adopters
2.8.5 Monitor and recognise regenerative tourism progress and achievements: Establish monitoring and recognition systems to track progress toward regenerative tourism goals. Monitor indicators such as: environmental restoration activities completed, positive community contributions, fair employment practices, cultural respect protocols, and visitor perceptions of regenerative practices. Document case studies of regenerative tourism pioneers. Establish annual regenerative tourism recognition awards for lodges, guides, communities and individuals demonstrating exceptional commitment. Produce annual regenerative tourism progress reports to share with stakeholders and broader public.	DMO, Regenerative Tourism Officer, KPLRM, Stakeholder Groups		Regenerative tourism monitoring framework established; At least 50% of tourism businesses implement minimum 2 regenerative practices; Annual recognition awards given to at least 10 entities/individuals; Case studies document minimum 5 regenerative tourism examples; Annual progress report produced and published

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Programme 3: Strengthen Safeguards and Site Management

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
Key Objective 3.1: Develop a Chaurikharka, Muse and Lukla urban plan			
3.1.1 Commission integrated urban masterplan: Commission a 20-year strategic masterplan establishing guidelines for land use, building design, materials, energy, waste, water, public space and signage. The plan will consider SNP construction standards, align with climate-resilient settlement planning from the LAPA, and community preferences. Finalise masterplan by end of 2026 with clear spatial framework, infrastructure development plan, building byelaws, zoning regulations and cultural guidelines.	KPLRM, SNP, Ward Committees, (§)		Masterplan finalised with 10 key deliverables completed; stakeholder consultation records; Council approval obtained
3.1.2 Develop place story and community vision: Create a 'place story' rooted in the Beyul narrative for Chaurikharka, Muse and Lukla that articulates the settlements' identity within the broader Khumbu story. Engage ward representatives, local historians and cultural practitioners in participatory process. The story will inform urban design, orientation facilities and interpretation infrastructure.	KPLRM, Ward Committees, SNP, Cultural practitioners, Monastery leaders, (§)		Place story document completed and ward-approved; number of community consultations held; story integrated into masterplan design
3.1.3 Establish building design and construction standards: Develop enforceable building byelaws and slope-based construction regulations aligned with high-altitude, cold-climate conditions. Standards will address cultural and architectural guidelines, environmental provisions and health-safety compliance. Create design guidelines promoting traditional materials and styles while meeting modern safety requirements.	KPLRM, SNP, SNPBZ, Architecture/Engineering consultants, Ward Committees, (§)		Building byelaws drafted and approved; number of construction standards guidelines produced; adoption rate by new construction projects
3.1.4 Develop transport and mobility framework: Design movement systems addressing pedestrian circulation, vehicle access, porter/mule routes and emergency access. Plan will coordinate with road sealing project for Chaurikharka-Muse-Lukla corridor.	KPLRM, DoR, SNP, Ward Committee		Transport framework document completed; integration with road masterplan confirmed; pedestrian/vehicle conflict areas identified and addressed
3.1.5 Plan public space and interpretation infrastructure: Design public realm elements including gateways, interpretation points, gathering spaces and signage systems. Create entry experience for arriving visitors through oriented facilities and cultural information	KPLRM, SNP, Cultural practitioners, Design specialists, (§)		Public space design plan completed; number of interpretation zones defined; gateway infrastructure designs approved

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
points. Coordinate with digital wayfinding through visitor app and orientation maps.			
3.1.6 Monitor and enforce planning compliance: Establish KPLRM planning enforcement team and inspection protocols to ensure new development adheres to masterplan guidelines. Create dispute resolution mechanisms and develop regular review cycle for plan updates. Establish clear consequences for non-compliance and incentives for exemplary design.	KPLRM, Ward Committee, SNP, Private Sector (developers)		Enforcement team operational; number of development permits issued with compliance; inspection reports filed quarterly
Key Objective 3.2: Prepare plans for high-alpine sites and settlements			
3.2.1 Commission high-altitude site and settlement plans: Develop site-specific plans for high-pressure locations including Dingboche, Dhugla, Lobuche, Gorak Shep, Chukkung, Gokyo and Machermo. Plans will define building thresholds, design standards and environmental carrying capacity limits before further development. Coordinate with SNP administration and SNPBZ management priorities.	KPLRM, SNP, DMO, BZMC, Ward Committees, (§)		Site plans completed for all priority high-altitude locations; carrying capacity assessments conducted; plans approved by SNP and community
3.2.2 Assess accommodation demand and supply balance: Review lodge capacity at key sites (Namche, Khumjung, Khunde, Tengboche, Pangboche, Dingboche, Periche, Lobuche, Gorak Shep, Phortse and Gokyo). Assess environmental carrying capacity, identify supply gaps and define quality standards to avoid unregulated expansion. Examine price-point diversity to ensure accessibility across visitor budgets.	KPLRM, SNP, BZMC, Lodge committees, DMO		Accommodation inventory completed; carrying capacity analyses per site; supply-demand gap analysis documented
3.2.3 Develop culturally-sensitive building guidelines for high altitude: Create architectural and material guidelines for high-altitude construction reflecting cultural preferences while meeting environmental and safety standards. Emphasise traditional design, locally-sourced materials and integration with landscape. Provide design templates and exemplar projects to guide new development.	KPLRM, SNP, Architects, Cultural experts, Lodge associations		Building design guidelines published; number of example designs provided; compliance rate in new construction projects
3.2.4 Plan tented and glamping alternatives for overflow capacity: Identify appropriate locations for temporary well-designed tented and glamping facilities to absorb peak-season demand without	DMO, SNP, BZMC, Ward Committees, Private Sector		Temporary accommodation sites identified and approved; environmental standards established; number of operators trained

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
permanent structures. Establish environmental standards, local ownership requirements and removal protocols. Sequence development with completion of high-altitude site plans.			
3.2.5 Address porter and guide facilities at high-altitude sites: Assess and plan adequate welfare provisions for guides and porters including appropriate shelter, clean facilities, equipment storage and rest areas at high-altitude locations. Integrate into site plans and lodge design standards to ensure equitable access to facilities alongside guest amenities.	KPLRM, SNP, DMO, Lodge associations, Guide and porter associations, Ward Committees		Facility needs assessment completed; design standards for porter areas established; integration into lodge plans verified
3.2.6 Monitor and update high-altitude site plans: Establish annual review cycle for high-altitude site plans incorporating visitor impact data, environmental monitoring findings and community feedback. Update plans as necessary to respond to changing conditions and emerging pressures. Maintain coordination with SNP management plan reviews.	KPLRM, DMO, SNP, SNPBZ, Ward Committees, (§)		Annual review reports prepared; number of plan updates implemented; environmental monitoring data integrated
Key Objective 3.3: Prepare glacier and river risk assessments			
3.3.1 Commission comprehensive glacier and river risk assessments: Commission comprehensive assessments of glacier and river risk across Wards 3-5, covering settlements, trekking routes, accommodation facilities and critical infrastructure in the most exposed locations.	KPLRM, SNP, ICIMOD, DHM, (§)		Comprehensive glacier and river risk assessments completed for priority sites in Wards 3-5, with findings documented in a publicly available report.
3.3.2 Map and prioritise exposed settlements, routes and infrastructure: Using assessment findings, systematically map and prioritise all settlements, trekking routes, accommodation facilities and critical infrastructure in the most exposed locations. The mapping will establish a clear risk hierarchy to guide investment in protective measures, site management plans and emergency protocols.	KPLRM, SNP, ICIMOD, Ward Committees, (§)		Risk exposure map completed, identifying all priority settlements, trekking routes and infrastructure requiring protective action, and integrated into site management plans under Key Objective 3.2.
3.3.3 Invest in early warning system infrastructure: Based on the risk assessment findings, identify locations for and invest in early warning system infrastructure at the highest-risk sites, with particular attention to GLOFs and river flood hazards. Install systems in	KPLRM, SNP, DHM, Ward Committees, (§)		Early warning systems installed at priority high-risk locations with documented community notification protocols tested and operational.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
coordination with the SNP administration, include community notification protocols for all at-risk settlements.			
3.3.4 Develop and test emergency preparedness protocols: Develop emergency preparedness and evacuation protocols for the most exposed settlements and high-use trekking routes, informed directly by the risk assessment findings. Protocols will be integrated into site management plans under Key Objective 3.2 and tested through community preparedness exercises.	KPLRM, SNP, Ward Committees		Emergency preparedness and evacuation protocols developed, integrated into site management plans, and tested through at least one community exercise per priority site.
3.3.5 Establish regular risk assessment update cycle: Establish a regular review and update cycle for glacier and river risk assessments to ensure findings remain current as glacier conditions continue to change. The update frequency and methodology will be agreed with ICIMOD and the Department of Hydrology and Meteorology and documented in a formal monitoring agreement.	KPLRM, ICIMOD, DHM		Formal update schedule established with ICIMOD and DHM; first update cycle completed with findings incorporated into revised site management plans.
Key Objective 3.4: Strengthen supply chains			
3.4.1 Commission supply chain analysis: Commission a comprehensive supply chain analysis consisting of five elements — meat and poultry, vegetables/pulses/grain, additional imported foodstuffs, lodge consumables, and handicrafts/souvenirs/ adventure gear — to understand the full scope of consumption patterns and supply chain gaps across Wards 2-5. Among other outcomes, the study will identify strategies to maximise income for local farmers and producers, reduce leakage of visitor spending, and inform transportation decisions including the viability of the Chaurikharka–Namche Bazar ropeway.	KPLRM, DMO, Ward Committees, (**§**)		Comprehensive five-element supply chain analysis commissioned and completed, with findings presented to the Municipal Council.
3.4.2 Undertake meat and poultry analysis: Assess consumption levels of meat and poultry products across Wards 2-5 and the extent to which demand can be met from within the KPLRM and neighbouring municipalities. The analysis will include a needs assessment for abattoir and cold-storage facilities to maximise benefits to KPLRM and neighbouring municipality producers and reduce dependence on supply chains from Kathmandu.	KPLRM, DMO, Ward Committees		Meat and poultry analysis completed with specific recommendations on abattoir and cold-storage investment needs documented.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
3.4.3 Undertake vegetable, pulses and grain analysis: Assess consumption levels of vegetables, pulses and grain in Wards 2-5 and the potential to meet demand from within the KPLRM and neighbouring municipalities. The analysis will prioritise maintaining and enhancing organic production, examine organic certification pathways and capacity building needs, and explore supply chain innovations such as the potential to source coffee from neighbouring municipalities.	KPLRM, DMO, Ward Committees,		Vegetable, pulses and grain analysis completed with specific recommendations on organic certification, capacity building and supply chain innovation.
3.4.4 Analyse imported foodstuffs and lodge consumables: Conduct an analysis of additional foodstuffs and drinks not produced locally and typically imported from Kathmandu or other metropolitan areas, alongside an analysis of consumables used by lodging businesses — including gas, kerosene, batteries, light bulbs, tissue paper, bed linen, soaps, detergents, cleaning products and tableware consumed annually by accommodation providers. The analysis will identify opportunities to reduce import dependency and associated costs.	KPLRM, DMO, Lodge Associations, Ward Committees		Imported foodstuffs and lodge consumables analysis completed with documented recommendations on reducing import dependency.
3.4.5 Analyse handicraft, souvenir and adventure gear supply: Assess consumption and supply patterns for handicrafts, souvenirs and adventure gear, with particular attention to the relative value of locally produced items against imported alternatives — both domestic and international. The analysis will examine training needs and skill development opportunities to increase the share of local production in visitor spending and to counter the displacement of traditional products by imported mass-produced souvenirs.	KPLRM, DMO, Ward Committees		Handicraft, souvenir and adventure gear analysis completed with recommendations on local production development and skills training.
3.4.6 Develop five-year supply chain investment strategy and action plan: Drawing together the findings of all five supply chain analyses into a single strategic framework, develop a five-year supply chain investment strategy and action plan that maximises income opportunities for local farmers and producers, reduces leakage of visitor spending from the Municipality, and directly supports the Strategy's regenerative tourism objectives.	KPLRM, DMO, Ward Committees, (§)		Five-year supply chain investment strategy and action plan adopted by Municipality and communicated to ward committees and relevant stakeholders.
Key Objective 3.5: Design an online accommodation booking platform for peak periods			

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
3.5.1 Develop project brief: Develop a project brief setting out the management challenges of peak-season visitor concentration — including overcrowding on trekking routes, pressure on water and waste systems, uneven revenue distribution and a degraded visitor experience — and the potential role of an online booking platform in distributing visitors more evenly across sites and seasons. The brief will be used to identify and engage trekking agents as well as development partners to provide funding and technical support for the study.	DMO, TAAN, (§)		Project brief completed and development partner funding secured for feasibility study commission.
3.5.2 Commission feasibility study: Commission a feasibility study to define the technical, institutional and financial requirements of an online accommodation booking platform, initially designed to manage demand during peak periods. The study will assess comparable systems operating in other mountain destinations to identify the most appropriate model for the KPLRM's requirements, and will give accommodation providers greater visibility and forward planning capacity.	DMO, (§)		Feasibility study completed with clear recommendations on platform model, technical requirements, institutional arrangements and financial viability.
3.5.3 Examine linkages with the digital trekking permit system: As part of the feasibility study, examine linkages with the digital trekking permit system already piloted in the Khumbu, and consider opportunities to integrate booking, visitor tracking and environmental monitoring functions within a single platform rather than developing separate systems.	DMO, SNP		Integration options with the digital trekking permit system assessed and documented in the feasibility study, with a preferred integration approach recommended.
3.5.4 Sequence platform development with lodge association establishment: Ensure that development of the booking platform is sequenced with the establishment and capability building of lodge associations under Key Objective 1.2, which will serve as the primary interface between accommodation providers and the operation of any booking system. Platform development will not be initiated until lodge associations have the capacity to participate effectively in system governance.	KPLRM, DMO, Lodge Associations		Platform development timeline formally aligned with lodge association establishment milestones under Key Objective 1.2.
Key Objective 3.6: Strengthen working conditions for porters			

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
3.6.1 Conduct porter welfare baseline assessment: Conduct a baseline assessment of current porter welfare conditions, documenting practices on load issues, accommodation, shelter, insurance, equipment provision and payment terms.	DMO, Lodge Associations, Porters' Association, TAAN,		Porter welfare baseline assessment completed and published, documenting current conditions against each welfare dimension across priority trekking routes.
3.6.2 Design minimum porter welfare standards: Working with lodge associations, trekking companies, develop enforceable minimum standards for porter welfare covering load limits, accommodation, clean facilities, insurance coverage, equipment provision and fair payment standards. Standards will be adopted through publicity, and advocacy including the visitor App.	DMO, Lodge Associations, Porters' Association, TAAN, MCTCA		Minimum porter welfare standards formally adopted by Municipality and communicated to all operators working in the KPLRM.
3.6.3 Advocate for trekking and SNP fee revenue directed to porter welfare: In line with recommendations from ward consultations, advocate with federal authorities for a portion of trekking permit or SNP entrance fee revenue to be formally directed toward porter welfare provisions, including shelter, facilities and insurance.	DMO, KPLRM, SNP, Porters' Association, MCTCA		Formal advocacy position on fee revenue allocation for porter welfare submitted to federal and provincial authorities, with outcome documented.
3.6.4 Promote porter welfare standards through inbound and outbound operators: Develop a porter welfare code of conduct and promote adoption through all inbound and outbound trekking operators working in the KPLRM. The code will set clear expectations on welfare provisions and will be communicated to independent visitors through the destination website and App.	KPLRM, DMO, TAAN		Porter welfare code of conduct developed and distributed to all registered operators; compliance rate with the code tracked annually.
3.6.5 Integrate porter welfare compliance into regenerative tourism certification: Incorporate compliance with minimum porter welfare standards as a mandatory criterion in the Beyul regenerative tourism certification framework developed under KO 1.4 and KO 6.7. This will ensure that certification carries meaningful consequence and that porter welfare is embedded in the KPLRM's broader responsible tourism architecture.	KPLRM, DMO, Lodge Associations, Trekking Agencies		Porter welfare compliance formally incorporated as a mandatory criterion in the KPLRM responsible tourism certification framework.

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Programme 4: Diversify the Tourism Product

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
Key Objective 4.1: Develop Beyul-focused products and actions			
4.1.1 Establish Beyul tourism narrative and conceptual framework: liaise with cultural tourism operators and work with monastery leaders, lamas, cultural practitioners, elders and ward representatives to develop a coherent Beyul tourism narrative. Document the spiritual significance of the sacred landscape designation, responsibilities for visitors, and governance traditions. Create interpretive guidelines ensuring consistent messaging across all tourism touchpoints.	KPLRM, Monastery/Religious Leaders, Local Communities, DMO, Cultural Conservation Officer		Beyul narrative framework document completed and approved by community stakeholders; Integration of Beyul concepts in 80% of lodge orientation materials
4.1.2 Establish product development working groups: Review options and possibilities for product development, consult with TAAN, NTB, visitors (through survey) to verify interest and possible demand, prioritise products most likely to succeed, establish working groups to lead, engage and consult with on matters relating to each product.	DMO, Lodge Associations, TAAN, NTB, Special Interest Groups, (§)		
4.1.3 Develop Beyul pilgrimage and monastery tourism circuit: Design guided pilgrimage routes connecting significant monasteries and sacred sites (Tengboche, Chiwong, Thame, Rowaling Valley) with culturally appropriate visitor engagement protocols. Coordinate with monastic communities to establish visiting hours, conduct standards, and donation mechanisms that respect sacred space. Package experiences as multi-day circuits integrated with trekking routes.	Monastery/Religious Leaders, KPLRM, DMO, Lodge Associations, Local Communities, Ward Committees, trek companies		Minimum 3 documented pilgrimage circuits operational with monastery protocols in place; Average visitor satisfaction score of 4.5/5 for pilgrimage experiences
4.1.4 Create digital and audio Beyul interpretation content: Produce high-quality audio narratives, augmented reality experiences, and digital content explaining Beyul spiritual traditions, cultural protocols, and stewardship responsibilities. Research demand and develop content in multiple languages (English, Nepali, Mandarin, Japanese) for integration into the visitor app and lodge information systems. Work with cultural experts to ensure authentic representation.	DMO, Cultural Conservation Officer, Regenerative Tourism Officer, Local Communities, (§)		Audio/digital interpretation content in 4+ languages deployed; 70% of visitors engage with Beyul content before/during visit

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Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
4.1.5 Establish Beyul stewardship protocols and visitor codes of conduct: In consultation with monastery leaders and community elders, develop clear visitor codes of conduct, environmental behaviour expectations, and sacred site protocols. Communicate these through pre-visit briefings, lodge signage, guide training, and departing visitor conversations. Establish mechanisms for monitoring visitor compliance and addressing violations.	KPLRM, Monastery/Religious Leaders, Local Communities, DMO, Ward Committees, SNPBZ		Visitor code of conduct adopted and displayed at 100% of lodges; Documented incidents of code violations reduced by 60% year-on-year
4.1.6 Connect Khumbu outer Beyul with Rowaling inner Beyul experience: Engage cultural tourism operators and develop marketing and logistical linkages between the Khumbu as outer Beyul and Rowaling Valley as inner Beyul, creating spiritual tourism circuits. Coordinate with Rowaling communities and monasteries to develop accommodation and guiding services. Establish transport and trekking route connections that enable visitors to experience the nested sacred landscape concept.	KPLRM, DMO, Monastery/Religious Leaders, Local Communities, Lodge Associations, TAAN		Beyul cross-linkage marketing materials produced; Minimum 100 visitors annually on combined Khumbu-Rowaling circuits by year 3
Key Objective 4.2: Develop wildlife tourism			
4.2.1 Design snow leopard tracking and wildlife circuit products: In partnership with SNP and specialist wildlife operators, develop premium snow leopard research / tracking expeditions (8-14 days) targeting high-value visitor segments. Establish seasonal protocols, optimal routes, and carrying capacity limits based on conservation research. Include SNPBZ council / ranger-led guiding, camera trapping interpretation, and ecological education. Develop complementary red panda & musk deer trail products for shoulder seasons.	SNPBZ, SNP, DMO, Specialist Wildlife Operators, Local Communities, Lodge Associations		Minimum 2 distinct wildlife circuits operational; 150+ visitor days annually on wildlife experiences; Zero negative impact incidents on target species
4.2.2 Train and employ local community wildlife guides and trackers: Establish a community-based wildlife guide training programme covering snow leopard ecology, red panda behaviour, bird identification, ethical wildlife observation, and client service skills. Prioritise recruitment from herding communities and high-altitude wards. Develop employment pathways with lodge associations and operators, ensuring competitive wage standards and year-round income opportunities.	SNP, DMO, Local Communities, Lodge Associations, TAAN, (§)		Minimum 30 community members trained and employed as wildlife guides; 80% guide retention rate year-on-year; Average guide income 40% above standard porter rates

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
4.2.3 Develop wildlife interpretation and visitor conduct standards: Working with SNP wildlife specialists and Beyul cultural knowledge holders, develop detailed interpretive materials on flagship species (snow leopards, red pandas, musk deer) and Important Bird Area designation. Create visitor codes of conduct specifying viewing distances, photography restrictions, and ethical observation principles grounded in Beyul reverence for wildlife. Train all guides and lodge owners on interpretation delivery.	SNP, DMO, Cultural Conservation Officer, Local Communities, Monastery/Religious Leaders		Wildlife interpretation standards document approved; 100% of wildlife guides certified in interpretation; Visitor conduct violations <5% of expeditions
4.2.4 Establish linkages between wildlife tourism and scientific research: Coordinate with international research institutions, SNP management, and community researchers to develop wildlife-focused citizen science tours where visitors contribute to data collection on species distribution, behaviour, and habitat use. Create partnerships with university biology programmes and conservation NGOs for research tourism packages. Share research findings with communities and visitors.	SNP, DMO, International Research Institutions, Local Communities, (§)		Minimum 2 research partnerships established; 50+ visitors participating annually in citizen science data collection; 1+ peer-reviewed publications resulting from visitor-contributed data
4.2.5 Establish Gokyo Ramsar wetlands birdwatching circuit: Develop dedicated birdwatching experiences leveraging the SNP's Important Bird Area designation and Gokyo Ramsar wetlands status. Create seasonal guides to migratory species, establish prime viewing locations, train local bird guides, and develop interpretive content linking bird ecology to Beyul stewardship traditions. Target visiting birdwatchers and eco-tourism segments.	SNP, DMO, Birdwatching Tour Operators, Local Communities, Lodge Associations		Birdwatching guide prepared; Minimum 2 dedicated birding circuits operational; 100+ birdwatchers visiting annually by year 3
Key Objective 4.3: Develop research and citizen science tourism			
4.3.1 Establish Research Tourism Coordination Officer position: Appoint dedicated Research Tourism Coordination Officer (prioritised in Strategic Programme 2) to manage research partnerships, coordinate citizen science initiatives, and liaise between university groups, researchers, guides and communities. Develop role specifications, recruitment process, and capacity-building plan. Establish office with communications tools and research databases.	KPLRM, DMO, SNP, International Research Institutions		Research Tourism Officer recruited and trained by end of Year 1; Coordination protocols documented; 3+ active research partnerships by Year 2

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Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
4.3.2 Develop citizen science data collection protocols and platforms: In partnership with iNaturalist, research institutions, and SNP management, establish protocols for visitors and guides to contribute observational data on wildlife, vegetation, and climate phenomena. Provide training, data collection tools, and mobile app integration enabling real-time species observation recording. Link contributions to SNP Management Plan priorities and research needs assessment.	SNP, DMO, Research Tourism Officer, International Research Partners, Local Communities		Citizen science data platform operational; 500+ observations contributed annually; Data integrated into SNP management planning cycle
4.3.3 Design and market research tourism packages for university and school groups: Identify tour operator partner(s), develop multi-week research tourism experiences targeting university biology, ecology, and anthropology programmes, and secondary school educational tours. Design packages combining trekking with field research methodology, species monitoring, data collection, and community-based learning. Partner with Kathmandu-based universities and international institutions. Establish group rates and logistics coordination.	DMO, Research Tourism Officer, Specialist Tour Operators, International Research Institutions, Lodge Associations,		Minimum 3 university partnerships established; 100+ student-researchers visiting annually; Feedback scores 4.5+/5 for research tourism experiences
4.3.4 Establish data sharing and knowledge dissemination mechanisms: Create protocols ensuring research data collected through citizen science and research tourism projects is shared transparently with communities, lodge owners, guides, and the SNP. Produce quarterly research updates, host community research forums, and publish findings accessible to local stakeholders. Establish intellectual property agreements respecting Indigenous knowledge contributions.	DMO, Research Tourism Officer, SNP, KPLRM, Local Communities, Monastery/Religious Leaders, (§)		Quarterly research update bulletins produced; Community research forums held twice annually; Minimum 2 publications acknowledging community/guide contributions annually
4.3.5 Develop climate science and glaciology interpretation for visitors: Identify tour operator partner(s) create compelling interpretive content and visitor experiences explaining Khumbu's role as climate science laboratory, glacier dynamics, and climate change impacts. Develop guided glacier visits, climate observation site tours, and talks by international scientists. Link visitor experiences to LAPA climate adaptation priorities and SNP climate monitoring programmes.	SNP, DMO, Research Tourism Officer, International Research Partners, Cultural Conservation Officer		Climate science interpretation guide produced; 500+ visitors annually engaging with climate science content; 3+ international research partnerships active
Key Objective 4.4: Develop a detailed tourism plan for Ward 1			

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
4.4.1 Commission comprehensive Ward 1 tourism strategy and action plan: Conduct participatory planning process with Kharikhola and Ward 1 communities and tourism private sector to develop dedicated 10-year tourism strategy identifying products, infrastructure, supply chains, and capacity building priorities. Conduct market analysis validating product opportunities (agri-tourism, soft-adventure, cultural immersion, car/motorbike touring). Produce action plan addressing land use, environmental carrying capacity, and phased development sequencing.	KPLRM, Ward 1 Committee, Local Communities, DMO, (§)		Ward 1 master plan completed and adopted; Community consultation participation rate >70%; Plan validated by investors and tour operators
4.4.2 Develop and market agri-tourism and farm-based experiences: Identify market interest, train farming families (particularly organic growers) to host visitor experiences including crop harvesting, traditional agricultural practices, cooking demonstrations, and farm stays. Develop partnerships with vegetable producers, fruit growers, and dairy farmers. Create packages combining farm experiences with cultural homestays and meals. Establish quality standards and hygiene protocols.	KPLRM, Local Communities, Agricultural Extension Office, Lodge Associations, Specialist Agri-tourism Operators, TAAN		Minimum 15 farm-based experiences operational; 1,000+ visitor nights in agri-tourism facilities annually by Year 3; Average visitor satisfaction 4.4/5
4.4.3 Develop soft-adventure infrastructure and mountain biking circuits: Engage adventure tour operators, design and construct mountain-biking trails, motorbike routes, scenic cycling circuits, and adventure zipwires. Prioritise multi-use trails serving trekkers, cyclists, and nature-based visitors. Design viewpoints and rest areas using locally-sourced traditional materials. Establish trail maintenance protocols and community guide employment.	KPLRM, Ward 1 Committee, Local Communities, DMO, Private-Sector Co-financiers, NGO Partners,		Minimum 50km of trails developed; 500+ mountain bikers visiting annually; Trail maintenance fund established and operational
4.4.4 Build accommodation and hospitality capacity in Kharikhola: Develop homestay and small hotel capacity in Kharikhola to accommodate visitors seeking lower-altitude experiences. Provide training in hospitality, food safety, and guest management to local families. Establish cooperative marketing and booking platforms linking to municipal and online reservation systems. Ensure pricing aligns with quality standards and local ownership models.	DMO, Ward 1 Local Communities, Lodge Associations, TAAN, Specialist Hospitality Trainers		Minimum 20 homestay/small hotel properties operational; 500+ visitor nights annually; Homestay operator satisfaction score 4.3+/5
4.4.5 Develop Ward 1 guide services and community tourism enterprise clusters: Establish training and employment pathways for Ward 1 residents as trekking guides, agri-tourism specialists, soft-adventure guides, and cultural interpreters. Develop community	DMO, Ward 1 Local Communities, TAAN, Lodge Associations, Specialist Training Providers		Minimum 40 community members trained as guides; 3+ community enterprise clusters operational; Guide income averaging 120% of baseline within 2 years

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
tourism enterprise clusters (cooperative ownership models) managing multiple products and ensuring fair benefit distribution. Link to national guide associations and certification standards.			
Key Objective 4.5: Develop medicinal plant and healing tours			
4.5.1 Document medicinal plant knowledge and create interpretive materials: Work with traditional healers, community elders, and monastery practitioners to document Sherpa and Indigenous medicinal plant knowledge, traditional healing practices, and plant ecology. Create illustrated field guides, audio interpretations, and digital content on healing plants and their uses. Ensure intellectual property protocols protect Indigenous knowledge and community benefit rights.	DMO, Monastery/Religious Leaders, Traditional Healers, Local Communities, Cultural Conservation Officer, Specialist Tour Operators		Medicinal plant field guide produced and published; Documentation of 80+ medicinal plant species completed; Intellectual property protocols agreed with communities
4.5.2 Establish medicinal plant and healing tour circuits: Engage specialist tour operators top measure interest, design guided tours led by traditional knowledge holders visiting significant medicinal plant habitats, sacred healing sites, and traditional healer facilities. Create day walks, multi-day circuits, and immersive healing retreat experiences (yoga, meditation, herbal treatments, traditional massage). Develop seasonal circuits following plant phenology and availability.	KPLRM, Traditional Healers, Local Communities, Monastery/Religious Leaders, DMO, Specialist Tour Operators		Minimum 3 medicinal plant tour circuits operational; 200+ visitors annually on healing tours; Visitor satisfaction score 4.5+/5
4.5.3 Develop sustainable medicinal plant harvesting standards and monitoring: In partnership with SNP management, and traditional knowledge holders, establish sustainable harvesting protocols protecting endangered plant species identified in LAPA and SNP Management Plan. Create community-based monitoring systems tracking harvest volumes and plant populations. Establish payment mechanisms for conservation stewardship and sustainable harvesting incentives.	SNP, DMO, Local Communities, Traditional Healers, NGOs, (§)		Sustainable harvesting standards document published; Community monitoring system established; Population of 5+ regulated species stable/improving
4.5.4 Train guides and package healing tourism experiences: Develop accreditation programme for medicinal plant guides and healing tourism specialists. Provide training in sustainable plant identification, botanical knowledge, guiding ethics, and visitor safety. Create wellness packages combining plant walks, traditional	DMO, Traditional Healers, Local Communities, TAAN, Specialist Training Providers, Monastery/Religious Leaders		Minimum 20 guides trained and certified; Healing tourism guide standards document published; 50% of guides repeat certifications annually

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
treatments, monastery visits, and cultural experiences. Establish quality standards and experience pricing.			
4.5.5 Establish medicinal plant product enterprise and commercialisation: Support community enterprises producing and selling medicinal plant products (herbal teas, dried plants, traditional formulations, essential oils) to visitors and through the supply chain. Establish quality standards, labelling requirements, and export protocols. Create value-added production facilities respecting traditional knowledge and community intellectual property.	Local Communities, Traditional Healers, DMO, Specialist Product Development Consultants		Minimum 10 community enterprises producing medicinal plant products; Annual product revenue >USD 50,000 by Year 3; Products sold at 100% of major lodges
Key Objective 4.6: Develop Yak and Nak tours and products			
4.6.1 Document yak and nak heritage and create tourism narrative: Work with herding communities to document yak/nak cultural stories, pastoral traditions, herding practices, and economic importance to Sherpa heritage and identity. Create compelling narratives and interpretive materials for visitor engagement. Develop content on yak genetics, adaptation to high-altitude, dairy production, and climate change impacts on herding traditions.	DMO, Local Communities, Cultural Conservation Officer, Monastery/Religious Leaders, Yak Herders Association		Yak heritage documentary or publication produced; Narrative content in 3+ languages; Community approval of heritage representation
4.6.2 Develop yak herding and pastoral experience tours: Measure market interest, including among diaspora, design immersive herding experiences enabling visitors to participate in day-to-day yak herding, camping with herders at high pastures, and learning traditional pastoral practices. Create multi-day treks following yak trading routes and seasonal migration patterns. Develop seasonal tourism circuits aligned with herding calendars. Establish fair compensation mechanisms for herding families.	DMO, Yak Herders, Local Communities, DMO, Specialist Tourism Operators, Lodge Associations		Minimum 2 herding experience circuits operational; 200+ visitors annually on yak tours; Average herder income increase of 30% from tourism within 2 years
4.6.3 Develop yak dairy and cheese production visitor experiences: Establish a visitor-accessible yak dairy and cheese production facility where visitors observe and participate in milk processing, butter making, and cheese production. Create farm-to-table experiences combining dairy production visits with traditional meals featuring yak products. Develop value-added product sales (cheese, yak yoghurt, butter) marketed to lodges and visitors.	DMO, Yak Herders, Local Communities, Yak Genetic Resource Centre, DMO, Specialist tour operators		Minimum one dairy/cheese production facilities operational for visitors; 300+ visitor experiences annually; Dairy product sales >USD 10,000 annually

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
4.6.4 Develop diaspora-targeted yak heritage tourism marketing: Create distinct marketing and programming for Sherpa diaspora communities in Kathmandu, Nepal and internationally (USA, UK, Australia, Japan, etc.). Develop heritage-focused packages emphasizing cultural connection, family lineage, and support for home communities. Establish diaspora travel advisory networks and cultural ambassadors. Produce diaspora-specific promotional materials.	DMO, Cultural Conservation Officer, Sherpa Diaspora Networks, TAAN,		Diaspora marketing campaign launched; 100+ diaspora visitors annually by Year 2; Diaspora visitor spending 40% above average visitor rates
4.6.5 Address yak herd health, genetic conservation and climate adaptation: In partnership with Shyangboche's Yak Genetic Resource Centre and veterinary services, develop tourism-linked initiatives supporting yak herd health, genetic conservation, and climate adaptation. Create visitor educational content on yak genetics, disease management, and climate-driven pasture changes. Establish financial mechanisms channelling tourism revenue to herd health and conservation programmes.	DMO, Yak Genetic Resource Centre, Yak Herders, Local Communities, SNP, Veterinary Services (§)		Yak health monitoring system linked to tourism revenue; 3+ genetic conservation initiatives supported through tourism funds; Herd size trends stabilised/improving
Key Objective 4.7: Address issues of undercutting by Kathmandu-based trekking operators			
4.7.1 Develop minimum pricing standards and transparent fee structures: Working with lodge associations, trekking guide associations, and national bodies (TAAN, NTB), establish minimum trekking package pricing standards and transparent breakdowns showing guide wages, porter compensation, and lodge payment range. Create pricing recommendation tools enabling local operators to cost packages competitively while maintaining service quality. Distribute standards to all registered operators.	DMO, Lodge Associations, TAAN, NTB, TAAN, Local Communities,		Minimum pricing standards document published and adopted; 80% of local operators compliant with standards; Average local package pricing 15% above Kathmandu baseline
4.7.2 Establish quality accreditation and certification framework: Create tiered accreditation system recognising operators investing in local employment, guide training, environmental standards, and cultural respect. Develop clear audit criteria, certification levels (bronze, silver, gold), and public recognition mechanisms. Integrate with Beyul Responsible Tourism certification under Strategic Programme 6. Provide technical support for operator compliance.	DMO, Lodge Associations, TAAN, SNP, Specialist Accreditation Bodies, (§)		Accreditation framework published; 60% of local operators certified within 3 years; Certified operators capture 40%+ of trekking market

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
4.7.3 Develop outbound market engagement and responsible tourism positioning: Conduct outreach to trekking operators in source markets (USA, UK, Australia, Japan, Europe, India), travel agencies, and online booking platforms promoting locally-owned and locally-operated services as responsible choice. Develop operator case studies, pre-departure briefings, and partnership agreements emphasizing community benefit and environmental stewardship. Attend trade fairs and conduct FAM trips.	DMO, NTB, TAAN, Outbound Operator Networks, Travel Media Partners, (§)		Partnerships established with 20+ outbound operators; 40% increase in direct bookings with local operators within 2 years; Case studies and materials translated to 5+ languages
4.7.4 Strengthen local guide and porter association advocacy and collective action: Build capacity of guide and porter associations for collective bargaining, wage standard advocacy, and dispute resolution. Provide training on fair labour practices, contract negotiation, and union/cooperative models. Support associations in documenting undercutting practices and presenting evidence to regulatory bodies. Establish community grievance mechanisms.	DMO, Lodge Associations, TAAN, Local Communities, Labour/Workers Rights NGOs, (§)		Guide/porter association membership increased to 80% of workforce; 3+ collective wage agreements negotiated; Formal grievance cases resolved within 30 days
4.7.5 Integrate price standards into DMO licensing and monitoring systems: Establish DMO oversight of trekking operator licensing, with pricing compliance incorporated into annual operator registration and fee collection. Create monitoring mechanisms tracking package pricing, customer complaints, and guideline violations. Establish penalties for systematic undercutting (license suspension/revocation). Link compliance to destination certification rewards.	DMO, Lodge Associations, TAAN, NTB, Local Communities, Ward Committees		DMO licensing system operational with price monitoring; 100% of operators registered and monitored; 95%+ compliance rate with pricing standards maintained

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Programme 5: Improve Tourism Infrastructure

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
Key Objective 5.1: Seal the Salleri to Chaurikharka road surface			
5.1.1 Road sealing design and technical standards: Engage with provincial and federal road authorities to develop detailed engineering designs for the Salleri-Chaurikharka road sealing project. Incorporate climate-resilience provisions from the LAPA analysis, including slope stabilisation, enhanced drainage management systems, and bridge reinforcements to withstand projected extreme rainfall events. Conduct site surveys and geological assessments to inform design standards appropriate for high-altitude mountain highways.	KPLRM, DoR, (§)		Engineering design approved by authorities; LAPA climate resilience measures integrated; site survey completed
5.1.2 Financing mobilisation and partnership: Identify and engage development partners, provincial and federal government funding sources, and private sector investment opportunities for road sealing. Prepare detailed project proposal with cost estimates, implementation timeline and environmental safeguards. Establish formal partnership agreements defining roles of KPLRM, road authorities and development partners in project delivery and fund management.	KPLRM, DoR, (§)		Financing agreements signed; project budget confirmed; partnership MOU established
5.1.3 Coordination with urban planning and cultural landscape: Establish joint working group with urban masterplan team (KO 3.1) to ensure road sealing standards align with Chaurikharka-Muse-Lukla cultural landscape vision. Design road layout, widths, drainage and safety features to integrate with broader settlement planning and preserve cultural heritage character. Plan for coordination of construction logistics with ongoing urban development activities.	KPLRM, SNP, Ward Committees		Joint coordination mechanism established; road standards aligned with masterplan; cultural heritage assessment completed
5.1.4 Community engagement and impact mitigation: Conduct detailed consultations with wards, residents and businesses along the road corridor to understand construction impacts and mitigation needs. Develop community management plan addressing dust control, noise, traffic diversions and business continuity during construction. Establish grievance mechanism and community liaison committee for ongoing dialogue during project implementation.	KPLRM, Ward Committees, (§)		Community consultations completed; mitigation plan approved; liaison committee established

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
5.1.5 Procurement, construction and quality assurance: Develop transparent procurement process for road sealing contract following government and development partner guidelines. Establish construction supervision and quality assurance protocols including regular site inspections, materials testing, and milestone monitoring. Plan for maintenance regime post-completion including budgeting and institutional responsibilities.	DoR, KPLRM, (§)		Procurement completed and contractor selected; 90% of sealing work completed; quality assurance protocols met
Key Objective 5.2: Review lodge capacity and standards at high-altitude sites			
5.2.1 Comprehensive lodge accommodation audit: Commission independent review of existing accommodation supply at 15 key high-altitude sites (Namche, Khumjung, Khunde, Tengboche, Pangboche, Dingboche, Periche, Lobuche, Dhugla, Gorak Shep, Phortse, Luza, Machermo, Gokyo, Thame). Document current bed capacity, occupancy patterns, building standards, sanitation systems and environmental practices. Engage SNP, SPCC, lodge committees and ward representatives in data collection and verification.	DMO, SNP, SPCC, Ward Committees, (§)		Audit completed for all 15 sites; current capacity data documented; baseline environmental impact assessed
5.2.2 Environmental carrying capacity assessment: Conduct technical studies to assess environmental carrying capacity at each high-altitude site, considering water availability, waste treatment capacity, forest resources, soil stability and wildlife habitat. Use scientific methodology aligned with SNP Management Plan requirements. Identify sites with adequate capacity for expansion and sites requiring growth restrictions to prevent degradation.	DMO, SNP, SPCC, (§)		Carrying capacity studies completed; capacity limits defined for each site; environmental risk assessment documented
5.2.3 Development of planning standards and building typologies: Based on audit and carrying capacity findings, develop detailed planning standards and approved building typologies governing future lodge development at high-altitude sites. Standards shall address building height, materials, footprint limits, waste systems, water management and landscape integration. Ensure standards reflect local Sherpa architectural traditions and environmental sustainability. Document standards in SNP and municipal zoning guidelines and lodge development manual.	KPLRM, SNP, Ward Committees, (§)		Planning standards and typologies documented; stakeholder approval obtained; standards integrated into zoning

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
5.2.4 Tented and glamping facilities assessment: In sites with insufficient existing capacity to meet peak demand without environmental degradation, conduct feasibility study for temporary tented and glamping facilities. Identify appropriate sites with minimal landscape impact, develop designs for seasonal removal capability, and establish operational protocols including local enterprise ownership requirements. Link assessment with high-altitude site plans under KO 3.2.	DMO, KPLRM, SNP, Private Sector		Feasibility study completed; 2-3 suitable temporary facility sites identified; design standards for seasonal structures approved
5.2.5 Implementation of standards and monitoring framework: Establish mechanism for applying planning standards to all new lodge development proposals. Create Municipal approval process integrating SNP permissions and ward endorsements. Develop monitoring protocol for ongoing compliance with building, sanitation and environmental standards. Establish annual inspection schedule and capacity to address non-compliance through graduated enforcement actions.	DMO, KPLRM, SNP, SPCC, Ward Committees		Lodge approval process documented; monitoring schedule established; 2-3 inspections completed annually
Key Objective 5.3: Develop soft-adventure infrastructure for Ward 1			
5.3.1 Ward 1 soft-adventure development: Prepare detailed tourism plan for Ward 1 (per KO 4.4) that guides soft-adventure infrastructure development. Identify optimal locations for mountain-biking circuits, motorbike trails, zipwire installations and viewpoints based on terrain analysis, community input and visitor demand assessment. Integrate soft-adventure development with land use planning, supply chain priorities and local livelihoods.	KPLRM, Ward Committees, DMO, (**§**)		Master plan completed and endorsed; 3-5 priority soft-adventure zones identified; phased implementation schedule
5.3.2 Mountain-biking circuit and motorbike trail development: Design and construct 3-4 mountain-biking circuits and motorbike trails. Design trails as multi-use routes serving trekkers, nature-based visitors and cyclists. Use locally sourced materials and traditional building methods for viewpoints and rest areas. Include trail signage, drainage systems and erosion control measures following LAPA standards.	KPLRM, Ward Committees, Private Sector, (**§**)		2-3 biking circuits constructed and operationalised; trail width and quality standards met; signage installed

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
5.3.3 Scenic viewpoints and rest areas construction: Construct at least 5 scenic viewpoints and rest/refreshment areas at strategic locations along soft-adventure routes. Build structures using locally sourced stone, timber and traditional architectural forms harmonising with landscape. Provide basic facilities including seating, water points and waste management infrastructure. Ensure designs blend with natural landscape and support community economic activities.	KPLRM, Ward Committees, Private Sector, (§)		5+ viewpoints constructed; traditional materials used; visitor satisfaction > 80%
5.3.4 Zipwire and extended adventure activities: Conduct technical feasibility study and design at least one extended zipwire experience taking advantage of Dudh Koshi valley topography. Ensure activity meets international safety standards and minimises visual landscape impact. Develop complementary adventure activities such as rock climbing sites, adventure lodges based on demand assessment. Plan activities to support local job creation and enterprise development.	KPLRM, Private Sector, (§)		Zipwire feasibility study completed; design approved by KPLRM; 1 zipwire operational
5.3.5 Community enterprise and management capacity: Identify and train local community entrepreneurs and enterprises to manage soft-adventure trail networks and facilities. Develop local management committee with representation from Ward 1 communities. Establish revenue-sharing arrangements and equitable benefit distribution mechanisms. Seek NGO and private-sector co-financing for trail network with contractual management devolved to community enterprises once capacity is demonstrated.	KPLRM, Ward Committees, NGOs, (§)		Community management committee established; 20+ entrepreneurs trained; 50% of facilities locally managed
Key Objective 5.4: Establish an ethnic museum and cultural centre			
5.4.1 Cultural needs assessment and community engagement: Conduct detailed consultations across all wards and ethnic communities (Sherpa, Rai, Tamang) to understand cultural priorities and exhibition interests (focus particularly on Ward 2). Engage monastery leaders, cultural practitioners, community elders and artists in identifying heritage items, traditional skills and cultural performances for interpretation. Document community vision for cultural centre design and programming and compare with good practice elsewhere (TAEC Luang Prabang).	DMO, Ward Committees, Cultural Conservation Officer		Community consultations completed across 5 wards; cultural priorities documented; Ward approval obtained

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
5.4.2 Centre design and architecture development: Commission architectural design for ethnic museum and cultural centre reflecting traditional Himalayan building forms and using locally sourced materials. Design centre as multi-purpose community facility accommodating exhibitions, live performances, workshops, festivals and visitor engagement. Plan interior layout for permanent heritage collections, flexible performance spaces and educational areas. Ensure design incorporates climate-resilience and accessibility features.	DMO, KPLRM, Cultural Conservation Officer, (§)		Architectural design completed and approved; 1500+ sqm facility; traditional design elements integrated
5.4.3 Collection development and curation: Work with community cultural groups, monasteries and individuals to develop permanent collection representing cultural heritage of all KPLRM ethnic communities. Collect traditional textiles, tools, ritual objects, photographs, oral history recordings and art works. Establish conservation protocols and proper storage systems. Engage local community members as junior curators to ensure authentic interpretation and community ownership of collections.	DMO, Cultural Conservation Officer, Community Groups, (§)		200+ collection items documented and catalogued; conservation protocols established; 5+ local curators trained
5.4.4 Exhibition and interpretation programme development: Develop permanent and rotating exhibitions showcasing Sherpa Buddhist traditions, Rai and Tamang customs, traditional arts, crafts, dance and oral literature. Create interpretive panels in Nepali, English and local languages. Produce audio-visual content including documentary films and oral history recordings. Plan live performance schedule featuring traditional music, dance and ceremonial demonstrations. Link exhibitions to Beyul Tourism interpretation network (KOs 4.1 and 6.1).	DMO, Cultural Conservation Officer, (§)		3+ permanent exhibitions developed; 50+ interpretive panels; monthly cultural performances scheduled
5.4.5 Financing and governance establishment: Engage national and international cultural heritage donors and development partners to co-finance centre construction and initial operations (3-5 years). Establish governance structure ensuring community and cultural group direction of programming while managing professional operations. Develop sustainable revenue model combining user fees, donations, cultural performances income and government support. Establish cultural advisory committee with representation from all ethnic communities.	KPLRM, DMO, Cultural Conservation Officer, (§)		Co-financing secured; governance structure established; cultural advisory committee operational; 70% cost recovery target

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
Key Objective 5.5: Deliver the Chaurikharka-Namche ropeway			
5.5.1 Feasibility study: technical, financial and environmental assessment: Commission comprehensive feasibility study for Chaurikharka-Namche ropeway examining technical specifications, structural requirements, financial viability and environmental/social impact. Draw on comparative analysis of Himalayan and global ropeway systems. Assess terrain, weather conditions, foundation requirements and seasonal operational constraints. Engage SNP administration and ward representatives in environmental sensitivity review.	KPLRM, SNP, (§)		Feasibility study completed; technical specifications defined; cost-benefit analysis prepared
5.5.2 Supply chain and goods transport analysis: Conduct detailed supply chain analysis (per KO 3.4) assessing current goods transport systems and mule train operations. Quantify commercial goods and fresh produce volumes, identify products suitable for mechanical transport, and project cost savings from reduced mule dependencies. Evaluate helicopter flight reduction potential and waste transport capacity. Link findings to logistics and supply chain strategy.	KPLRM, Private Sector		Supply chain analysis completed; annual goods transport volume quantified; cost comparison analysis available
5.5.3 Waste management system integration: Design ropeway system with explicit capacity for southward removal of waste and recyclable materials from Namche to Chaurikharka road-head. Coordinate with waste management objectives (KO 5.8) to establish collection and loading protocols. Develop revenue-sharing model whereby waste transport fees support ropeway operations. Create incentive structures for lodge and community waste segregation and recycling preparation.	KPLRM, SNP, SPCC, DMO, Private Sector		Waste transport capacity integrated; collection protocols designed; revenue model established
5.5.4 Public-private partnership structure and governance: Develop public-private partnership (PPP) framework defining roles of KPLRM, private operator and SNP in ropeway ownership, operation and revenue management. Establish fee structure ensuring long-term financial sustainability while keeping operator access charges reasonable. Create governance committee with KPLRM, SNP, lodge associations and ward representatives for operational oversight. Define benefit-sharing mechanisms for community and conservation funding.	KPLRM, SNP, Private Sector, (§)		PPP agreement signed; governance committee established; fee structure approved

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
5.5.5 Environmental and social safeguards implementation: Establish environmental and social management protocols for ropeway construction and operation. Minimise visual impact through design integration with landscape. Manage construction waste and habitat disturbance. Establish community compensation and benefit-sharing mechanisms for affected communities. Monitor mule animal welfare and establish transition support for mule traders. Conduct quarterly environmental monitoring of vegetation, water quality and wildlife.	SNP, KPLRM, Community Groups, (§)		ESMP completed and approved; 100+ mule traders in livelihood transition programme; quarterly monitoring reports
Key Objective 5.6: Conduct a feasibility study for the Chaurikharka-Chedingma cable car			
5.6.1 Technical and structural feasibility assessment: Commission independent engineering study examining technical alignment, structural requirements and weather resilience for cable car crossing Dudh Koshi gorge to 4,200m Chedingma. Assess terrain, wind patterns, seasonal snow/ice conditions and foundation stability. Compare with comparable high-altitude cable car systems in Himalayas and globally. Identify technical challenges, mitigation measures and construction timeline requirements.	KPLRM, SNP, (§)		Engineering study completed; technical specifications documented; feasibility rating provided
5.6.2 Environmental impact and landscape sensitivity review: Conduct rigorous environmental impact assessment (EIA) evaluating visual, ecological and cultural landscape impacts. Assess impacts on visitor experience, wildlife corridors and protected species habitat in Dudh Koshi valley. Engage SNP administration and UNESCO World Heritage advisers in early planning to ensure alignment with UNESCO outstanding universal value criteria. Assess climate change resilience of cable car infrastructure.	SNP, UNESCO, KPLRM, (§)		EIA completed and UNESCO approved; mitigation measures defined; landscape impact assessment documented
5.6.3 Community consultation and social impact assessment: Conduct comprehensive community consultations with ward representatives, residents and cultural practitioners in affected areas. Assess social impacts including employment effects, land use changes and cultural heritage implications. Identify community concerns and incorporate mitigation measures into project design. Obtain explicit community and Ward endorsement before feasibility study completion. Establish community grievance mechanism.	KPLRM, Ward Committees, (§)		Community consultations completed; social impact assessment documented; Ward endorsement obtained

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
5.6.4 Economic viability and visitor impact analysis: Assess economic case for cable car experience including operating costs, visitor fee structure, capacity and revenue potential. Project visitor demand, length of stay extension and accommodation facility impacts. Evaluate taxation options for supporting SNPBZ integrated conservation and development programmes. Analyse potential to distribute visitor flows and ease Namche pressure. Assess financial sustainability over 20-30 year operational period.	KPLRM, DMO, Private Sector, (§)		Financial model completed; visitor demand forecast prepared; revenue projections documented
5.6.5 Decision and conditional approval framework: Based on feasibility study findings, establish clear decision framework for cable car approval. Development will be subject to rigorous environmental and social impact assessments confirming high probability of net benefits to conservation and community wellbeing. Require SNP approval and UNESCO World Heritage safeguards compliance. If approved, develop detailed design, permitting process and construction protocols. Establish timeline for implementation decision (3-5 years from feasibility study).	KPLRM, SNP, UNESCO, (§)		Feasibility study completed and assessed; ESMP approved if proceeding; implementation timeline established
Key Objective 5.7: Establish solar charging points on high passes			
5.7.1 High pass identification and site selection: Identify priority high pass routes used by committed trekkers and mountaineers: Renjo La, Cho La, Kongma La and other significant passes. Conduct site assessment for each pass examining terrain stability, elevation, weather patterns, trekker traffic volumes and optimal facility placement. Engage SNP, SPCC and ward representatives in site selection to ensure locations minimise landscape impact and align with visitor experience.	KPLRM, DMO, SNP, SPCC, Ward Committees		5+ high passes identified; site assessments completed; optimal locations selected for each pass
5.7.2 Solar charging point design and technical specifications: Develop design for solar-powered charging points engineered for extreme high-altitude conditions (wind, snow, temperature extremes, UV exposure). Utilise high-efficiency solar panels and weather-resistant enclosures. Design to accommodate multiple device types (GPS, smartphones, satellite communicators, emergency beacons). Ensure installations blend with landscape using colours and materials harmonising with natural environment.	DMO, Private Sector, SNP		Design specifications completed; 3+ prototype testing cycles; engineering approval for high-altitude use

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
5.7.3 Construction and installation protocols: Establish construction protocols minimising environmental disturbance and landscape impact during installation. Conduct work during optimal weather seasons (spring/autumn) with experienced high-altitude construction teams. Establish stone or concrete foundations appropriate for permafrost conditions. Create solar installation maintenance plan including seasonal inspections and component replacement.	DMO, SPCC, SNP, Private Sector		2+ charging points installed and operational; installation damage minimal; maintenance plan implemented
5.7.4 Visitor safety and emergency tracking integration: Integrate solar charging points with Municipality's visitor safety and emergency tracking infrastructure (per KO 5.10 telecommunications). Install emergency communication equipment at charging facilities enabling real-time communication with SNP rangers and rescue services. Include satellite communicators and beacons for emergency situations. Link with weather alert and GLOF early warning systems to provide real-time safety information to trekkers.	KPLRM, SNP, DMO, NEA, (§)		Emergency communication systems installed at all sites; coverage testing completed; integration with 5.10 achieved
Key Objective 5.8: Improve waste management infrastructure			
5.8.1 Waste infrastructure baseline assessment and planning: Conduct systematic assessment of existing waste management infrastructure across all five wards documenting waste pits, collection points, bins and disposal systems. Identify inadequacies including insufficient capacity, poor sanitation standards, inadequate distribution along trekking corridors and lack of recycling facilities. Develop detailed waste infrastructure improvement plan for each ward addressing current and projected 10-year waste volumes considering visitor growth scenarios.	KPLRM, SPCC, DMO, Ward Committees, SNP		Waste audit completed for all 5 wards; infrastructure gaps identified; 10-year capacity plan developed
5.8.2 Waste collection points and sanitation standards upgrade: Systematically upgrade waste collection points and community waste pits along trekking corridors to meet minimum sanitation standards. Install additional collection points at intervals matching usage patterns (every 2-3 hours of trekking). Construct properly designed waste pits with lining, drainage and access controls to prevent groundwater contamination. Ensure facilities have weather protection and pest deterrence. Prioritise upgrades at high-use locations: Monjo, Namche, Tengboche, Lukla.	KPLRM, SPCC, SNP, Ward Committees		50+ collection points upgraded/installed; 100% meet sanitation standards; pit lining and drainage systems installed

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
5.8.3 Materials recovery facilities and recycling stations: Establish materials recovery facilities (MRF) and recycling stations at strategic locations consistent with SNP Management Plan recommendations for Pangboche and Lukla. Design facilities to separate, sort and process recyclable materials (plastics, metals, paper, glass) before southward transport. Develop market linkages for sellable recyclable materials generating income to offset facility operating costs. Consider establishing plastic pelletizing or other value-added processing activities creating local employment.	KPLRM, SPCC, SNP, Private Sector, (§)		2+ MRF facilities established; recycling rates >50% at key sites; waste separation protocols implemented
5.8.4 Standardised waste bin distribution programme: Procure and distribute standardised, durable waste bins suitable for high-altitude environments to lodges, shelters, households and viewpoints across the Municipality. Develop bin designs preventing scavenging, withstanding wind and weather, and clearly marked for waste segregation (organic, recyclable, non-recyclable). Establish distribution protocol ensuring equitable access across all wards. Include user training on proper waste disposal and segregation.	KPLRM, SPCC, SNP, Ward Committees		500+ bins distributed across Municipality; 90% of lodges and households equipped; bin usage monitored
5.8.5 Ropeway integration and southward waste transport: Link waste management system directly with ropeway goods-transport system (KO 5.5) providing cost-effective mechanism for southward return of collected waste from Namche to road-head. Establish waste collection and compaction protocols preparing materials for ropeway transport. Create incentive structure for waste segregation enabling recycling revenue generation. Establish monitoring system tracking waste volumes transported and disposal at roadhead facilities.	KPLRM, SPCC, SNP, Private Sector		Ropeway integration designed; waste transport protocols established; 80% of high-altitude waste transported south
Key Objective 5.9: Develop an alternative Jorsale to Lukla trail			
5.9.1 West-bank trail route planning and design: Commission detailed planning for alternative west-bank trail from Jorsale to Lukla following Dudh Koshi's west bank and passing through currently under-visited settlements. Conduct topographic surveys and route assessments identifying optimal alignment, gradient and constructability. Engage west-bank communities whose land the trail will traverse as primary planning partners. Design trail as genuine alternative itinerary (not just diversion) with 2-3 day trekking capacity requiring lodge stops.	KPLRM, SNP, Ward Committees,		Route planning completed; topographic surveys finished; community land agreements negotiated

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
5.9.2 Trail infrastructure construction and standards: Construct west-bank trail to standards recommended in KO 3.2 with particular attention to drainage, durable surface materials, bridge integrity and seasonal closure protocols. Build stone steps on steep sections using local stone. Construct proper bridges over tributary streams and drainage channels adequate for monsoon water flows. Install trail markers and directional signage preventing visitor confusion. Plan for seasonal maintenance and monsoon-period closure management.	KPLRM, SNP, Ward Committees, Private Sector		Trail fully constructed to standards; 5+ bridges installed; trail marked and signage complete
5.9.3 Lodge and rest point development along route: Identify optimal lodge locations along west-bank trail (every 4-6 hours walking) and establish infrastructure standards for new accommodation facilities supporting 2-3 day trekking. Support local entrepreneurs in lodge development providing technical training and access to credit. Establish rest and refreshment points at 2-3 hour intervals providing water, snacks and basic facilities. Ensure all facilities meet environmental sanitation standards established in KO 5.2.	KPLRM, Ward Committees, Private Sector		3-5 new lodges developed; 15+ rest points established; 95% of lodges meet sanitation standards
5.9.4 Interpretation infrastructure and visitor experience development: Develop interpretation infrastructure along west-bank trail explaining cultural heritage, landscape history and natural features of communities and sites encountered. Install interpretive panels at key viewpoints and cultural landmarks. Develop guide training programme for west-bank communities providing employment and ensuring authentic interpretation. Create digital content (audio files, photos, maps) for visitor app (KO 6.4) describing west-bank route features and village histories.	DMO, KPLRM, Ward Committees		50+ interpretive panels installed; 30+ guides trained from west-bank communities; digital content completed
Key Objective 5.10: Improve telecommunications and internet connectivity			
5.10.1 Connectivity needs assessment and technology roadmap: Conduct comprehensive assessment of current telecommunications and internet infrastructure across all five wards identifying coverage gaps, bandwidth limitations and technical constraints. Map existing mobile network coverage, identify dead zones and assess technical feasibility for expansion. Evaluate technology options (mobile towers, repeater stations, fibre optics, satellite) considering terrain, cost and	KPLRM, Mobile Network Operators, NEA		Coverage gap assessment completed; technology options evaluated; roadmap document prepared

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
long-term sustainability. Prepare technology roadmap specifying optimal connectivity solutions for each ward.			
5.10.2 Visitor safety and tracking system infrastructure: Establish reliable telecommunications infrastructure enabling trekkers and guides to communicate in emergencies with SNP rangers and rescue services. Install mobile network repeater stations at strategic locations ensuring coverage along main trekking corridors. Develop integration with digital trekking permit system enabling real-time visitor tracking. Create emergency communication protocol and coordination with SNP visitor management systems. Establish satellite communicator availability for most remote areas.	KPLRM, SNP, Mobile Network Operators, (§)		95% corridor coverage achieved; emergency communication protocol established; 50+ sat communicators deployed
5.10.3 Weather and GLOF alert system establishment: Develop real-time severe weather and glacial lake outburst flood (GLOF) early warning system leveraging improved connectivity. Install weather monitoring stations at key high-altitude locations feeding data to alert network. Establish alert protocols and distribution channels ensuring lodges, residents, guides, porters and visitors receive timely warnings via SMS, radio and app notifications. Integrate with LAPA climate risk management frameworks and national disaster management systems.	KPLRM, SNP, DMO, National Met. Dept. (§)		10+ weather stations installed; GLOF alert system operational; 100% lodge alert coverage achieved
5.10.4 Lodge reservation and business connectivity platform: Establish reliable internet connectivity enabling lodge operators to participate in online accommodation booking platform (KO 3.5). Identify technology solutions (mobile connectivity, Wi-Fi hotspots) suitable for each lodge location. Provide training to lodge owners on online booking system, revenue management and digital communication. Support digital payment capabilities (mobile money, cards) facilitating tourist transactions. Monitor booking platform integration and troubleshoot connectivity issues.	DMO, KPLRM, Mobile Network Operators, (§)		100+ lodges connected; 80% booking system participation; 95% transaction success rate achieved
5.10.5 Community health, governance and online training connectivity: Establish reliable internet connectivity supporting community health services (telemedicine), municipal governance (reporting, budgeting, monitoring systems) and online training delivery. Install connectivity in health posts, government offices and training centres. Develop telemedicine platform connecting remote	KPLRM, Health Dept., DMO, NEA, (§)		Health posts connected; telemedicine platform operational; 5+ online training courses delivered

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
health posts with district hospital and specialist services. Enable municipalities to access national government systems and monitoring platforms. Support delivery of vocational training (KO 2.5) and citizen science programmes to remote wards.			

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Programme 6: Establish the Beyul and Regenerative Identity

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
Key Objective 6.1: Develop a Beyul interpretive strategy and place story			
6.1.1 Convene community consultation process: Establish a dedicated Cultural Advisory Group comprising monastery leaders, lamas, local historians, community elders and ward representatives from all 5 wards. Conduct structured focus groups in Sherpa and Nepali to document oral histories, place names, spiritual stories and community values related to the Beyul concept. Document traditional ecological knowledge and seasonal practices tied to landscape stewardship.	DMO, (Cultural Conservation Officer), Monastery/Religious Leaders, Local Communities, Ward Representatives, (§)		Cultural Advisory Group established and meeting regularly (12+ meetings over 12 months) Minimum 150 community members consulted across all wards; documented narratives archived
6.1.2 Develop master Beyul narrative framework: Commission a specialised interpretive designer with experience in Himalayan contexts and sacred landscape interpretation to synthesise community inputs into a coherent place story that connects: Guru Rinpoche's blessing narrative; the ecological significance of glacier-fed watersheds and alpine biodiversity; Sherpa community stewardship across 500+ years; contemporary conservation challenges and opportunities; and the visitor's role as a steward-visitor rather than consumer.	DMO, Private Sector (Interpretive Design Consultant), (§)		Master narrative document completed and approved by Cultural Advisory Group Narrative tested with 3-4 focus groups of visitors and local guides for clarity and resonance
6.1.3 Create interpretive toolkit for guides and lodge owners: Develop a practical guide toolkit in Nepali and English containing: core Beyul terminology and definitions; script suggestions for guides to integrate into treks; lodge-based interpretation activities (guest evenings, prayer flag ceremonies, forest stewarding projects); training materials on regenerative tourism principles; and case studies of visitor behaviour change from exposure to Beyul concept.	KPLRM (DMO), TAAN (Guide Associations), Private Sector (Training Providers), (§)		Toolkit produced in Nepali and English; distributed to 100% of licensed guide services 80% of guides report increased confidence in explaining Beyul concept to visitors
6.1.4 Integrate Beyul narrative into pre-trip booking and information materials: Work with operators and booking platforms to embed the Beyul place story into confirmation emails, itinerary documents, pre-departure briefing videos and travellers' guides sent to customers before arrival. Develop a pre-trip digital orientation module (10-15 minutes) that introduces the concept and establishes	KPLRM (DMO), Private Sector (Operators, Booking Platforms, Media/Comms Agencies), (§)		Pre-trip briefing integrated into 80%+ of commercial trekking operator packages Visitor survey shows 75%+ awareness of Beyul concept before arrival (vs. <10% currently)

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
visitor expectations as stewards. Create farewell materials that extend the story beyond departure.			
6.1.5 Develop Beyul identity visual identity system: Commission a professional brand designer to create a cohesive visual identity system for the Beyul narrative, including: logo/symbol derived from Buddhist iconography or Khumbu landscape features; colour palette reflecting the cultural and ecological character; typography guidelines; photography style guide emphasizing spiritual and human dimensions of landscape; and template designs for all subsequent interpretation materials.	KPLRM (DMO), Private Sector (Brand/Design Agency), (§)		Complete brand identity system developed and documented in style guide Identity recognition testing shows 70%+ recall among target visitor segments after 2 years
Key Objective 6.2: Develop a complementary SNPBZ interpretive strategy			
6.2.1 Establish SNP-DMO joint interpretation working group: Form a dedicated working group with SNP administration, DMO, ward representatives, monastery leaders and specialist interpretation designers. Establish meeting schedule (monthly minimum) and working terms of reference. Conduct a baseline assessment of existing interpretation facilities at Namche, Monjo, Tengboche and other key sites, identifying gaps and opportunities.	SNP, DMO, BZMC, Monastery/Religious Leaders, Ward Representatives		Joint working group convened and meeting regularly; TOR established and signed Baseline assessment of interpretation facilities completed and circulated
6.2.2 Develop interpretive strategy for key visitor contact points: Design integrated interpretation system for: SNP visitor centre at Namche (gateway exhibitions, audio-visual content, ranger briefing stations); park entry point at Monjo (orientation panels, permit protocols, conservation messaging); overnight stops along main corridors (Tengboche, Dingboche, Gorak Shep—coordinated with lodge partnerships). Strategy will emphasise: glacial and climate change story; biodiversity and bird conservation (link to Important Bird and Biodiversity Area designation); human-landscape relationships; and visitor conduct expectations.	SNP, DMO, Specialist Interpretation Designers, Private Sector (Media Producers)		Master interpretation strategy document completed covering all 5+ key contact points Visual designs and content scripts completed for 3 pilot sites within 18 months
6.2.3 Develop climate change and glacial heritage interpretation content: Commission specialised content on the Khumbu's climate and cryosphere heritage, addressing: documented glacial retreat and its visible evidence in the landscape; implications for water security and downstream communities; community adaptation strategies;	SNP, DMO, (Research Institutions), Media/Comms Agencies		Climate change interpretation content produced and deployed at 3+ key sites Visitor survey shows 80%+ awareness of climate change impacts after encountering interpretation

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
and visitor roles in climate mitigation. Include photographic comparisons showing landscape change over decades; audio interviews with elders describing seasonal and landscape changes; and interactive glacier models at interpretation centres.			
6.2.5 Install physical interpretation infrastructure: Develop phased infrastructure deployment: interpretive panels (weather-resistant, available in English/Nepali/Mandarin) at Monjo, Namche, Tengboche and 5-7 additional high-traffic points; QR-code linkages to digital content; orientation maps and route markers. Ensure design coherence with Beyul identity; incorporate local materials and aesthetic sensitivity to place.	SNP, DMO, Private Sector (Design/Installation), Local Communities		Physical infrastructure installed at 10+ key sites; maintenance plan established Infrastructure durability testing shows 90%+ functionality after 12 months in mountain conditions
Key Objective 6.3: Develop the Chaurikharka and Lukla place story			
6.3.1 Document local history and cultural heritage of gateway settlements: Conduct oral history project with elders, local historians and longstanding residents in Chaurikharka and Lukla. Document: pre-tourism settlement history and economic practices; evolution of these towns as aviation and trekking hubs; significant cultural sites (temples, monasteries, burial grounds); local stories and place names; community identity narratives; and contemporary challenges and aspirations. Produce a documented archive of oral histories in Sherpa and Nepali.	DMO, KPLRM, Ward Representatives, Local Communities, Monastery/Religious Leaders		Minimum 40 oral history interviews conducted and archived Photo documentation (100+ images) of significant cultural and heritage sites completed
6.3.2 Develop distinct place stories aligned with Beyul narrative: Synthesise documented heritage and community input into two complementary place stories: (1) Chaurikharka—emphasizing its role as the road terminus, gateway point for independent trekkers and domestic visitors, connection to traditional Sherpa settlement patterns; (2) Lukla—highlighting its identity as the aviation gateway, the interface between global tourism flows and local culture, and its recent transformation through road completion. Both stories position these settlements as threshold spaces where visitors transition from their external mindsets to stewardship consciousness.	DMO, Interpretive Designer, Local Communities, Ward Representatives, (§)		Two place stories written, designed and approved by respective ward assemblies Place stories integrated into local signage and welcome materials
6.3.3 Design gateway orientation and welcome infrastructure: Develop design concepts for orientation facilities at Chaurikharka	KPLRM, DMO, Urban Planning, Ward		Design concepts completed and community-approved; construction plans finalized

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
(road terminus point) and Lukla (airport exits, main approach road). Include: welcome signage introducing the Beyul concept and visitor expectations; orientation maps of trekking routes and cultural sites; information booths/kiosks with staff trained in welcoming orientation; way-finding signage to lodges, restaurants and cultural sites; and public realm improvements (seating, plantings, lighting) that create a sense of arrival and threshold crossing.	Representatives, Private Sector (Architects/Designers), Local Communities, (§)		Orientation infrastructure installed and staffed; visitor feedback shows 70%+ satisfaction
6.3.4 Integrate gateway stories into visitor app and digital content: Develop dedicated sections of visitor app for Chaurikharka and Lukla, including: geo-located audio guides introducing the place stories as visitors arrive; digital maps showing cultural sites and heritage landmarks; real-time information on accommodations, restaurants and guide services; orientation videos playable on arrival; and push notifications welcoming visitors and orienting them to Beyul concept. Create interactive map layer showing historical settlement evolution.	DMO, Private Sector (App Developer, Media Producer), (§)		Gateway content integrated into visitor app; tested with 50+ arriving visitors App engagement metrics show 60%+ of arriving visitors accessing Lukla/Chaurikharka content
6.3.5 Establish partnership with lodges and businesses for story integration: Work with lodge owners, restaurants and service providers in gateway settlements to integrate place stories into their hospitality. Provide training on how to share stories with guests; develop optional evening programs featuring local cultural activities; create interpretation materials for lodge common spaces; establish 'story champions' program recognizing businesses making exceptional effort to communicate sense of place and Beyul stewardship.	DMO, Private Sector (Lodges, Restaurants), TAAN, Local Communities		50%+ of lodges and restaurants in gateway settlements trained and participating Guest surveys show 70%+ experienced place-based storytelling from lodges/businesses
Key Objective 6.4: Develop a comprehensive visitor app			
6.4.1 Conduct app requirements analysis and user research: Engage app development firm to conduct detailed requirements analysis with stakeholder input. Conduct user research with 100+ trekkers (mix of independent and commercial) to understand: navigation needs and pain points; information priorities; accessibility requirements (offline functionality, languages); and engagement patterns. Research comparable apps in similar destinations. Document detailed functional and technical specifications.	DMO, Private Sector (App Development Company) (§)		User research conducted with 100+ trekkers; findings documented Detailed functional specifications document completed and stakeholder-approved

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
6.4.2 Develop mapping, route and technical infrastructure: Create geo-referenced base maps covering full KPLRM and SNPBZ with: 1:25,000 topographic base; all registered trekking routes with altitude profiles, distance markers and estimated walking times; identified lodges, teahouses, camping grounds with GPS coordinates and information panels; emergency facilities (medical, rescue contacts); porter rest areas; and water sources. Integrate with satellite/mobile connectivity mapping to indicate offline areas. Build database infrastructure supporting real-time updates and feature additions.	DMO, Private Sector (GIS/App Developer), SNP (§)		Complete mapping coverage of KPLRM and SNPBZ at 1:25,000 scale 90%+ GPS accuracy verification on ground testing; route database audited for 100% accuracy
6.4.3 Produce professional audio interpretation content: Develop high-quality audio narration of Beyul place story and site-specific interpretation for main routes. Work with: local guides and cultural experts to script and narrate (ensuring authentic voices and perspectives); professional audio producer to record and edit; translators for minimum 4 languages (English, Nepali, Mandarin, French). Create 20-30 discrete audio segments (5-10 minutes each) placed at strategic locations along EBC route, Gokyo circuit and other main routes. Include music and environmental sound to enhance engagement.	DMO, Private Sector (Media Producer, Narrator, Translator), Local Communities (Cultural Experts), (§)		30+ audio segments produced in 4+ languages; total content 3-4 hours Audio content rated 'excellent' by 75%+ of app users; average listen-through rate 60%+
6.4.4 Integrate real-time information and safety features: Integrate live feeds and real-time features: weather updates (temperature, precipitation, wind) from mountain stations; GLOF (glacial lake outburst flood) early warning alerts; lodge availability and booking system linked to platform under KO 3.5; porter wage tracking and welfare information; emergency contact database; and real-time visitor feedback and crowd-sourced route conditions. Develop push notification system for critical safety alerts. Establish data sharing agreements with SNP, DMO, lodge associations and development partners.	DMO, SNP, Private Sector (App Developer), (§)		Real-time data feeds operational and tested; 99%+ uptime target App users report 90%+ trust in weather and safety information provided
6.4.5 Develop funding model and launch app: Finalize funding and revenue model: integrate app cost into trekking permit fee structure (small per-visitor surcharge); develop sponsorship opportunities with ethical partners (outdoor brands, conservation organizations) with branded content sections; establish revenue-sharing with content contributors (guides, photographers, data providers). Conduct beta testing with 500-1,000 trekkers. Deploy app across iOS and Android	DMO, Private Sector (App Developer, Sponsors), (§)		App successfully launched on iOS and Android; 10,000+ downloads within 6 months User retention rate 50%+ after 1 month; average rating 4.5+ stars on app stores

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
platforms. Develop user support mechanism and feedback collection system. Plan for continuous update cycles and feature enhancement.			
Key Objective 6.5: Develop a marketing storybook for trekking and mountaineering companies			
6.5.1 Map inbound and outbound trekking and mountaineering operators: Map and profile inbound and outbound operators in key source markets — to understand how they currently communicate the Khumbu to their clients, and document the gap between the destination's Beyul identity and regenerative proposition and what the market currently presents. The mapping will identify priority operators for engagement and the communication formats most likely to achieve adoption of the Beyul narrative in their booking processes and pre-trip communications.	DMO, TAAN, NMA, (§)		Operator mapping completed across key source markets; gap analysis between destination proposition and current market communication documented and used to guide subsequent activities.
6.5.2 Develop Beyul identity briefing package: Develop a comprehensive Beyul narrative briefing package — drawing on the interpretive strategy and place stories produced under Key Objectives 6.1, 6.2 and 6.3 — to give inbound and outbound operators a complete picture of the destination's identity, values, products and responsible tourism expectations. The package, produced in key languages, will include a brand narrative guide, 3-5 short video clips (2-5 minutes each) suitable for social media and operator websites; fact sheets on trekking standards, porter welfare, responsible tourism practices; photo asset library (200+ high-resolution images) available to operators under licensing terms; trade presentation deck (40-50 slides) for use at fairs and partnership meetings; and pre-departure information materials for direct use by operators in their client communications.	DMO, KPLRM, (§)		Beyul narrative briefing package completed and distributed to all priority inbound and outbound operators, with uptake in operator pre-departure materials tracked.
6.5.3 Establish operator case study and testimonial program: Identify 10-15 pioneering operators successfully adopting Beyul and regenerative tourism approaches. Document their practices, business results and customer feedback through interviews and site visits. Develop case study stories (2-4 pages each) highlighting: operator's regenerative commitments; visible implementation examples; customer testimonials; business outcomes (customer satisfaction, repeat bookings, premium pricing); and lessons learned. Feature case	DMO, Private Sector, Media/Comms Agencies		10+ operator case studies documented and featured in marketing materials 50%+ of case study operators report increased bookings attributed to regenerative positioning

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
studies in storybook, marketing materials and presentations. Create recognition program (awards, media coverage) celebrating operator leadership.			
6.5.4 Produce high-quality physical marketing storybook: Commission a professionally designed physical marketing storybook — a rich, visual and narrative compendium of the Khumbu's identity, values, products and responsible tourism expectations — for distribution to inbound and outbound trekking operators, lodge owners, guides, travel media and development partners. The storybook will be developed by the DMO in collaboration with specialist designers and photographers, aligned with the Beyul interpretive strategy, and updated on a regular cycle. It will serve as the commercial backbone of the destination's outbound marketing effort.	DMO, NTB		High-quality physical marketing storybook produced, printed and distributed to priority inbound and outbound operators and travel trade contacts.
Key Objective 6.6: Launch a destination website and digital presence			
6.6.1 Develop destination website strategy and requirements: Define comprehensive website strategy addressing: target audiences (travellers in discovery phase, travel media, researchers, investors, local stakeholders); key content categories and information architecture; technical requirements (accessibility, SEO, mobile optimization, multilingual support); engagement features (e-mail newsletter, visitor feedback); and integration with visitor app, booking platform and social media. Conduct competitor analysis of comparable mountain destination websites. Document detailed content requirements and design brief.	DMO, Private Sector (Web Developer), (§)		Website strategy document and content requirements completed Wireframes and design mockups approved by stakeholders; content outline finalized
6.6.2 Build destination website and content platform: Develop dynamic, mobile-optimised website with: inspiring homepage narrative and multimedia introducing Beyul identity; 'Discover' section with photography, video and articles on landscape, culture and community; 'Plan Your Visit' hub with visitor information (permits, trekking standards, porter welfare, waste management, safety); 'Certified Operators' directory with filtering and search; 'Media Centre' with downloadable imagery, video, editorials and press releases; 'Investment and Partnership' portal for NGOs and investors.	DMO, Private Sector (Web Developer, Content Manager)		Website launched and live at KPLRM domain; 99%+ uptime achieved Website receives 5,000+ unique monthly visitors within 6 months; average session duration 3+ minutes

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
Implement multi-language support (minimum English, Nepali, Mandarin). Ensure accessibility compliance (WCAG 2.1 AA). Integrate with app and social platforms.			
6.6.3 Develop media and press resource centre: Create dedicated media resource section of website providing: high-resolution photography library (200+ images organized by theme); video content (documentaries, short features, interviews); downloadable editorials and background pieces; journalist contact database with local experts; data and statistics on visitor trends, conservation outcomes and community development; press release archive; and media kit. Establish protocol for responding to media inquiries within 24 hours. Produce monthly 'media newsletter' highlighting story opportunities.	DMO, Media/Comms Agencies		Media resource center launched with 200+ downloadable assets Media center receives 100+ downloads monthly; measured media coverage increase from year-1 to year-3
Key Objective 6.7: Establish a Beyul responsible tourism certification mark			
6.7.1 Develop certification framework and standards: Commission development of comprehensive certification framework defining standards across: environmental management (waste handling, water conservation, renewable energy, food sourcing); staff welfare (wages, working hours, training, health insurance); cultural sensitivity (Beyul stewardship principles, respect for religious sites, community engagement); local sourcing (proportion of goods/services from local suppliers); and community contribution (employment practices, community benefit projects, fair pricing). Align with Global Sustainable Tourism Council (GSTC) destination criteria. Propose tiered structure (Basic, Silver, Gold) with increasing requirements. Include metrics and evidence requirements for each standard.	DMO, SNP, Lodge Associations, Guide Associations, GSTC, (§)		Comprehensive standards framework document completed and stakeholder-approved Framework alignment with GSTC criteria verified; tiered structure finalized
6.7.2 Establish certification administration and audit system: Set up certification office within DMO with dedicated Certification Manager. Develop audit protocol and tools (checklists, site visit procedures, document review). Recruit and train 3-5 local auditors (preferably from Sherpa community) in certification assessment procedures. Establish audit schedule (annual audits for certification renewal). Create registry database of certified businesses. Develop fee structure (application fee, annual certification fee) covering	DMO, Certification Body (external verification partner), (§)		Certification office established and staffed; audit protocols finalized 3+ local auditors trained and certified; audit schedule established

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
administrative costs. Establish appeals process for businesses disputing audit findings.			
6.7.3 Market certification to tourism businesses: Launch marketing campaign promoting certification benefits to target businesses: lodges, trekking operators and guide services. Develop promotional materials (factsheets, videos, case studies) showing business benefits (market differentiation, premium pricing, customer loyalty). Conduct information sessions in Kathmandu and Khumbu. Create preferential fee structure for early adopters. Highlight certification in destination marketing materials. Track uptake and identify barriers to participation.	DMO, Lodge Associations, Guide Associations, TAAN, Media/Comms Agencies		Certification marketed to 100+ potential businesses; information sessions conducted 30-50 businesses apply for certification within first 2 years
6.7.4 Promote certification in destination marketing and platforms: Feature certified businesses prominently in: destination website directory (with filter for certification level); visitor app business recommendations; travel fair exhibits; and media relations. Create visual certification mark/logo for use on business signage, marketing materials and digital platforms. Develop annual 'Beyul Certification Awards' recognizing outstanding certified businesses. Link certification status to booking platform recommendation algorithms (higher visibility for certified operators).	DMO, Private Sector (Booking Platforms, Operators), Media/Comms Agencies		Certified businesses featured prominently in all destination marketing channels Customer surveys show 60%+ awareness of certification mark; 40%+ reporting it influences booking decisions
6.7.5 Review and enhance certification over time: Establish annual review process to assess certification effectiveness: audit data analysis showing compliance improvements; business feedback on certification value and barriers; visitor awareness and influence studies; and environmental/social outcome measurements. Conduct stakeholder consultation every 2 years to refine standards, raise aspiration levels for higher tiers, and address emerging sustainability priorities. Publish annual 'State of Beyul Certification' report showing impact on destination sustainability outcomes.	DMO, Certification Body, Lodge Associations, Guide Associations, (§)		Annual certification review completed; compliance rates tracked and reported Stakeholder consultation conducted every 2 years; standards updated based on feedback
Key Objective 6.8: Develop a media and press relations strategy			
6.8.1 Develop target media strategy and narrative framework: Identify priority international media markets and segments: responsible travel publications (National Geographic Sustainable	DMO, NTB, Media/Comms Agencies		Target media analysis completed identifying 50+ priority journalists and publications

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
Travel, Ethical Consumer Travel, etc.); conservation-focused broadcasters (BBC Natural History, National Geographic); cultural heritage media (Smithsonian, Cultural Survival); and high-end travel features (Condé Nast Traveler, Financial Times How to Spend It). For each segment, define: desired narrative angles (Beyul stewardship, regenerative tourism, climate adaptation, cultural preservation); key messages and talking points; example story ideas; and target journalists. Develop comprehensive media strategy document.			Media strategy document with narrative frameworks and story angles finalized
6.8.2 Establish media familiarity trips and journalist partnerships: Organize 2-3 media familiarity trips annually hosted by KPLRM for 8-12 journalists from priority publications/markets. Structure trips to showcase: Beyul concept through monastery and community visits; regenerative tourism examples; conservation outcomes; and climate adaptation initiatives. Partner with 5-8 established journalists covering mountain/heritage/travel beats in sustained partnership, providing story leads, expert contacts and data throughout the year. Offer media interview opportunities with community leaders, guides and lodge owners.	DMO, NTB, Private Sector (Tour Operator), Media/Comms Agencies		2-3 media familiarity trips conducted annually; 20-30 journalists hosted per year 5-8 journalist partnerships established; sustained coverage generated from partnerships
6.8.3 Produce and distribute media resource pack: Create regularly updated media resource pack (both digital and print versions) providing journalists with: compelling narrative overview of Beyul concept and KPLRM regenerative tourism vision; high-resolution photography (100+ images); video clips and film footage suitable for broadcast; data and statistics on visitor trends, conservation outcomes, community development indicators; expert interview contacts (monks, guides, lodge owners, community leaders, researchers); case studies of regenerative tourism implementations; and story pitch ideas with background information.	DMO, Media/Comms Agencies, Private Sector (Media Producer)		Comprehensive media resource pack produced in print and digital formats 30%+ of distributed packs result in journalist inquiries and story coverage
6.8.4 Develop crisis communication protocols: Establish clear protocols for managing reactive media situations that could undermine the carefully built regenerative identity: mountaineering incidents (accidents, fatalities), environmental concerns (glacier retreat, waste issues), weather events (extreme storms, GLOFs), political or security concerns. Develop templates for rapid response statements; media briefing procedures; designated spokespersons; and escalation protocols. Prepare factual backgrounders on known	DMO, SNP, NTB, Media/Comms Agencies		Crisis communication protocols documented and tested through simulation exercise 100% of staff designated as media spokespersons trained in crisis communication

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
issues (glacial retreat, climate impacts, mountaineering risks, historical incidents) to contextualize reactive coverage. Train DMO and KPLRM leadership in crisis communication principles.			
6.8.5 Monitor media coverage and measure narrative impact: Establish media monitoring system (using professional monitoring service or in-house tracking) to track all international media coverage mentioning Khumbu/KPLRM/Sagarmatha. Analyze coverage for: narrative themes and framing; sentiment (positive/negative); outlet type and reach; key messages appearing; and attribution of stories to KPLRM media efforts. Produce quarterly media reports documenting coverage trends and narrative shifts. Conduct annual perception studies in key source markets to measure awareness of Beyul identity and regenerative positioning. Adjust media strategy based on coverage analysis and perception research.	DMO, NTB, Media/Comms Agencies,		Media monitoring system established; monthly coverage tracking and reporting active Media coverage of 'Beyul' or 'regenerative tourism' increases from baseline to 50%+ by year 3
6.9 Engage the global Sherpa diaspora as identity ambassadors			
6.9.1 Map and profile global Sherpa diaspora communities in key cities: Map and profile Sherpa diaspora communities concentrated in the United States, the United Kingdom, Europe, Australia, Canada and Japan, identifying influential community members, diaspora organisations, and the key cities with significant Sherpa populations. The mapping will identify diaspora networks most likely to serve as effective ambassadors for the Beyul identity and story and will inform the design of the diaspora engagement programme.	DMO, Lodge Association		Sherpa diaspora mapping completed across all priority countries, with key community leaders and organisations identified in each location.
6.9.2 Develop diaspora engagement and identity ambassador programme: Develop a structured diaspora engagement and brand ambassador programme, designed to activate diaspora communities as visitors, advocates and investors in the KPLRM's regenerative future. The programme will formalise the roles and commitments of diaspora brand ambassadors and establish a coordination framework between the DMO and diaspora community networks in key cities.	DMO, Lodge Association		Diaspora engagement programme formally launched with ambassador network established in at least three priority countries.
6.9.3 Develop culturally tailored diaspora visit packages: Develop culturally tailored visit packages specifically for diaspora members seeking meaningful reconnection with the Khumbu's heritage, landscapes and communities. Packages will be distinct from	DMO, Lodge Associations, Ward Committees		Diaspora-specific visit packages developed and available through the DMO, with first diaspora visits facilitated and documented.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
standard trekking itineraries and designed to reflect the diaspora's deeper cultural and familial connections to the destination, offering experiences centred on Beyul learning, cultural immersion, Yak and Nak offerings and heritage reconnection.			
6.9.4 Produce digital content and storytelling resources with diaspora collaboration: Produce digital content and storytelling resources in direct collaboration with diaspora members, giving the Khumbu's story authentic and contemporary voices alongside traditional community narratives. Content will be deployed across social media channels and the destination website, reaching diaspora networks and their broader social connections in key source cities.	DMO, KPLRM		Digital storytelling content produced in collaboration with diaspora members and actively deployed across priority digital channels, with reach and engagement tracked.
6.9.5 Establish investment and cultural philanthropy pathway for diaspora members: Develop an investment and cultural philanthropy pathway connecting diaspora members with specific Beyul and cultural heritage and community wellbeing projects in the Khumbu that they can directly support. The pathway will be coordinated through the DMO and will leverage the financial capacity of diaspora members whose investment could be transformational for the destination's regenerative future.	DMO, KPLRM, (§)		Investment and philanthropy pathway established and operational; at least two diaspora-funded conservation, heritage or community wellbeing projects initiated.
6.10 Convene an annual Himalayan Climate Charter Summit and an international conference on Indigenous Peoples, tourism and wellbeing			
6.10.1 Stage the Himalayan Climate Charter Summit annually in Namche Bazar: Stage the second Himalayan Climate Charter Summit in Namche Bazar, building on the first Summit and committing to an annual event for climate-affected mountain communities across the Hindu Kush Himalaya. The Municipality will engage partners — including the SNP, ICIMOD and development partners — to establish the Summit as a standing annual event hosted by the KPLRM.	KPLRM, SNP, SNPBZ, (§)		Himalayan Climate Charter Summit held annually in Namche Bazar from 2026; partner commitments to annual programme formally documented.
6.10.2 Build Summit programme around climate advocacy and international media: Develop Summit programming that draws international media attention to the Khumbu's frontline experience of glacial melt and extreme weather events, sustains global pressure	KPLRM, DMO, SNP, (§)		Summit attracts documented international media coverage annually; delegate numbers, international representation and media reach reported each year.

Key Objectives and Activities	Lead Agencies	Timeframe	Performance Indicators
for climate action, and positions the KPLRM as a host destination for high-value, purpose-driven delegates. Summit outcomes will be communicated through the destination's media and press relations programme under Key Objective 6.8.			
6.10.3 Initiate biennial International Conference on Indigenous Peoples, Tourism and Wellbeing: Initiate a distinct biennial International Conference on Indigenous Peoples, Tourism and Wellbeing from 2027, convening Indigenous tourism leaders, conservation scientists, climate negotiators, policymakers and development practitioners to share knowledge, document good practice and advance a global agenda for regenerative and Indigenous tourism that genuinely serves the wellbeing of Indigenous Peoples. The conference will draw on the KPLRM's community wellbeing surveys consultation processes and innovation in the destination wellbeing dashboard as a practical evidence base.	KPLRM, DMO, (§)		Inaugural biennial conference on Indigenous Peoples, Tourism and Wellbeing convened in 2027 with documented international representation across all target delegate groups.
6.10.4 Position KPLRM as a permanent international platform for thought leadership: Over the course of the Strategy period, establish the KPLRM as a recognised international platform for thought leadership on climate action, Indigenous rights and regenerative tourism — a destination whose convening power reinforces and amplifies every other dimension of its Beyul identity. The Municipality will connect the Summit and conference directly to the Beyul narrative and to its media and press relations strategy under Key Objective 6.8, ensuring consistent global messaging.	KPLRM, DMO, (§)		KPLRM recognised in international forums and through media coverage as a leading destination for climate and Indigenous Peoples thought leadership; citation in international tourism policy documents tracked.

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Annex II

Implementation Timelines

Short-Term Action Plan and Milestones 2026–2029

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This annex presents six implementation timelines — one for each Strategic Programme — covering the short-term action plan period from July 2026 to June 2029. Together, the timelines provide a coordinated roadmap for the initial phase of the Tourism Strategy and Action Plans 2026–2040.

The timelines are intentionally synchronised: milestones in governance and institutional development (SP1) sequence ahead of training (SP2), product development (SP4) and brand launch (SP6), reflecting the dependency structure of the Strategy. Key activities under each objective are shown at the milestone point at which a substantive output is expected to have been delivered.

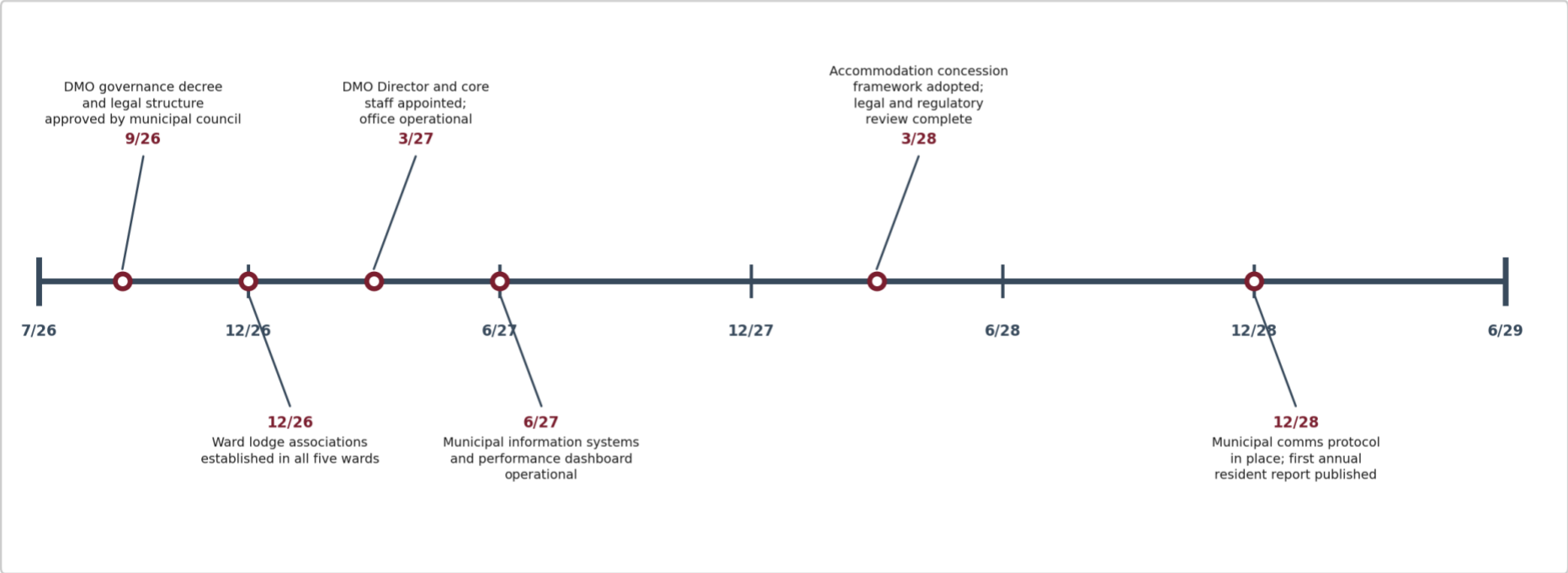
The timelines acknowledge the realities of programme delivery in Nepal: some key objectives will not be completed within the three-year window, and the sequencing reflects a realistic pace of institutional development, financing, stakeholder engagement and approvals.

Reading the timelines: Dates are expressed as M/YY (e.g. 9/26 = September 2026; 3/28 = March 2028). Each dot on the timeline marks the expected delivery point of a significant milestone. Half-year axis markers (7/26 → 12/26 → 6/27 etc.) provide fixed reference points for planning and monitoring.

Strategic Programmes:

SP1: Strengthen the Institutional Environment
SP2: Develop Human Resources
SP3: Strengthen Safeguards and Site Management
SP4: Diversify the Tourism Product
SP5: Improve Tourism Infrastructure
SP6: Establish the Beyul and Regenerative Identity

Strategic Programme 1 — Strengthen the Institutional Environment



Milestones focus on establishing governance foundations — the DMO, lodge associations, and information systems — that all other strategic programmes depend upon.

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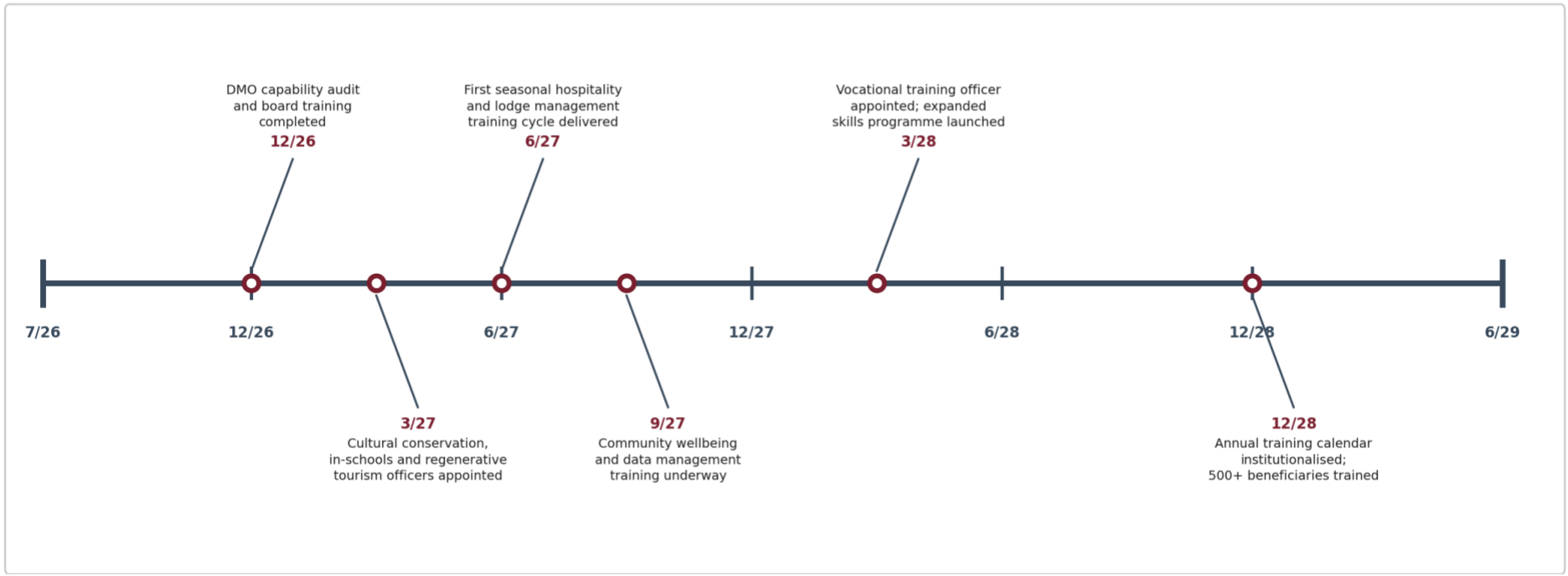
Strategic Programme 2 — Develop Human Resources



Training and officer appointments are sequenced to follow DMO establishment in SP1, ensuring delivery capacity is in place before each training cycle begins.

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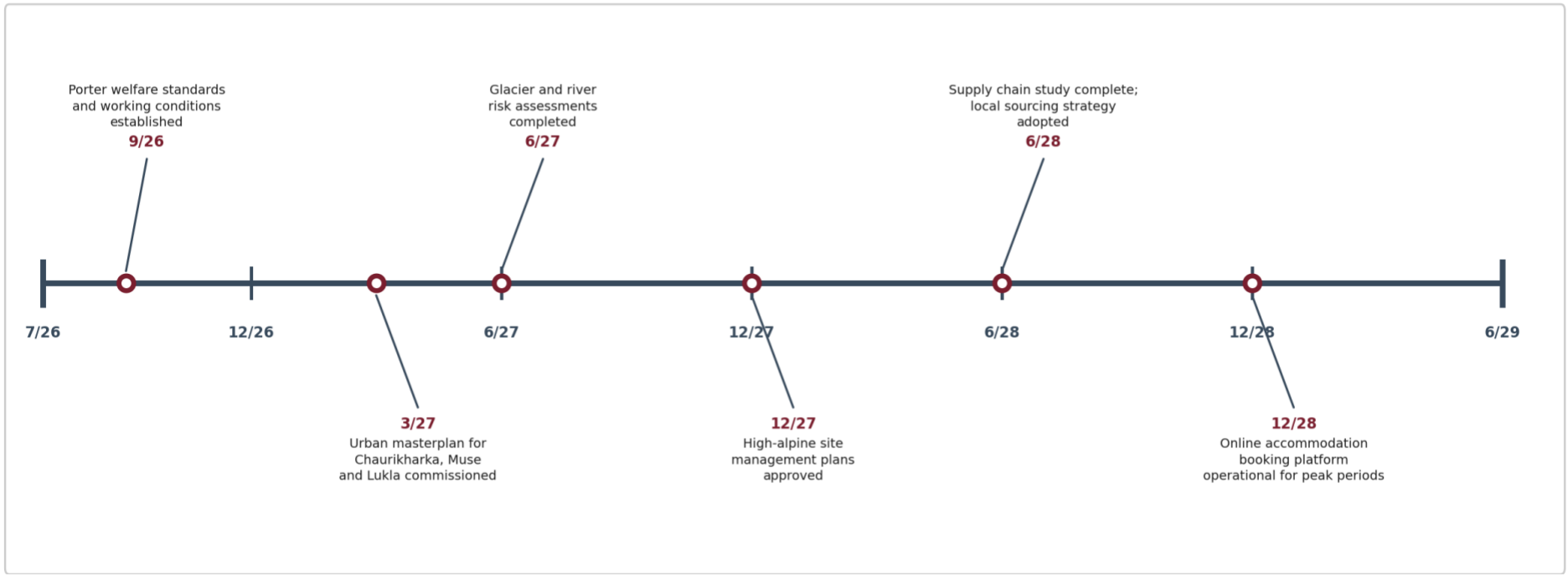
Strategic Programme 3 — Strengthen Safeguards and Site Management



Planning and assessment activities front-load the programme; implementation follows as institutional frameworks (SP1) and field staff (SP2) come into place.

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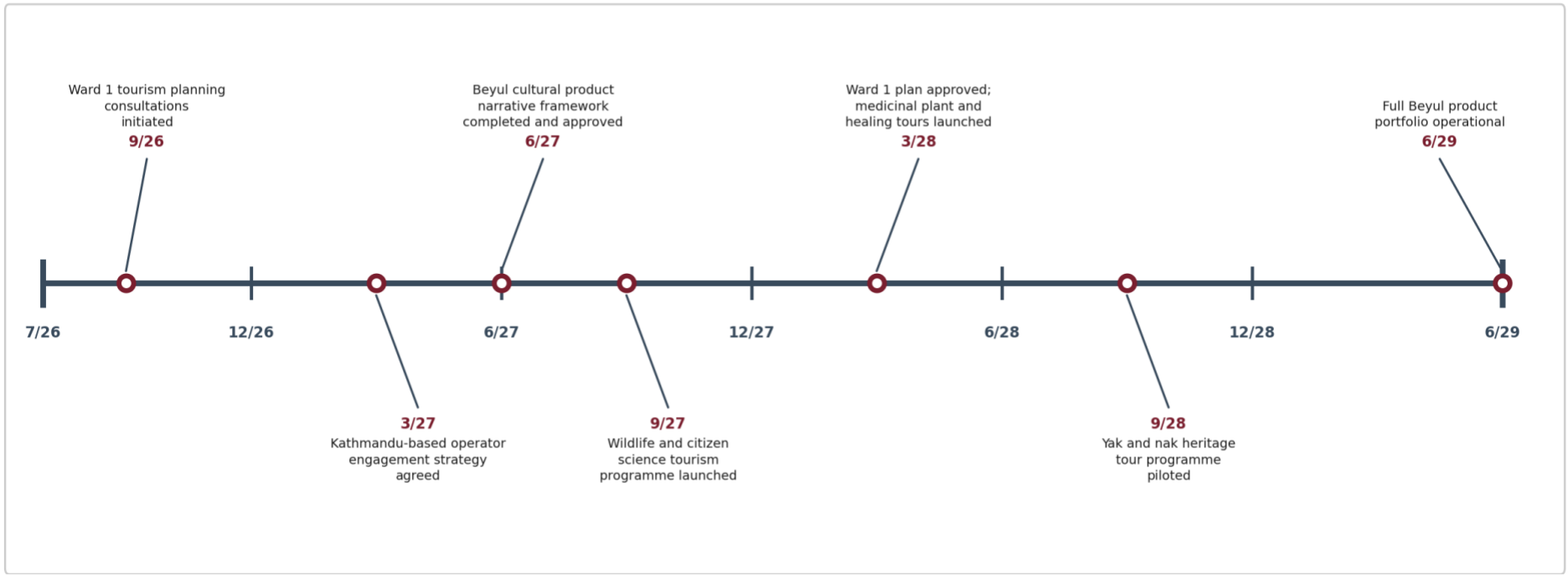
Strategic Programme 4 — Diversify the Tourism Product



Product development is sequenced so consultations and frameworks precede launch activities; the Beyul narrative (SP6) and product offer (SP4) progress in parallel.

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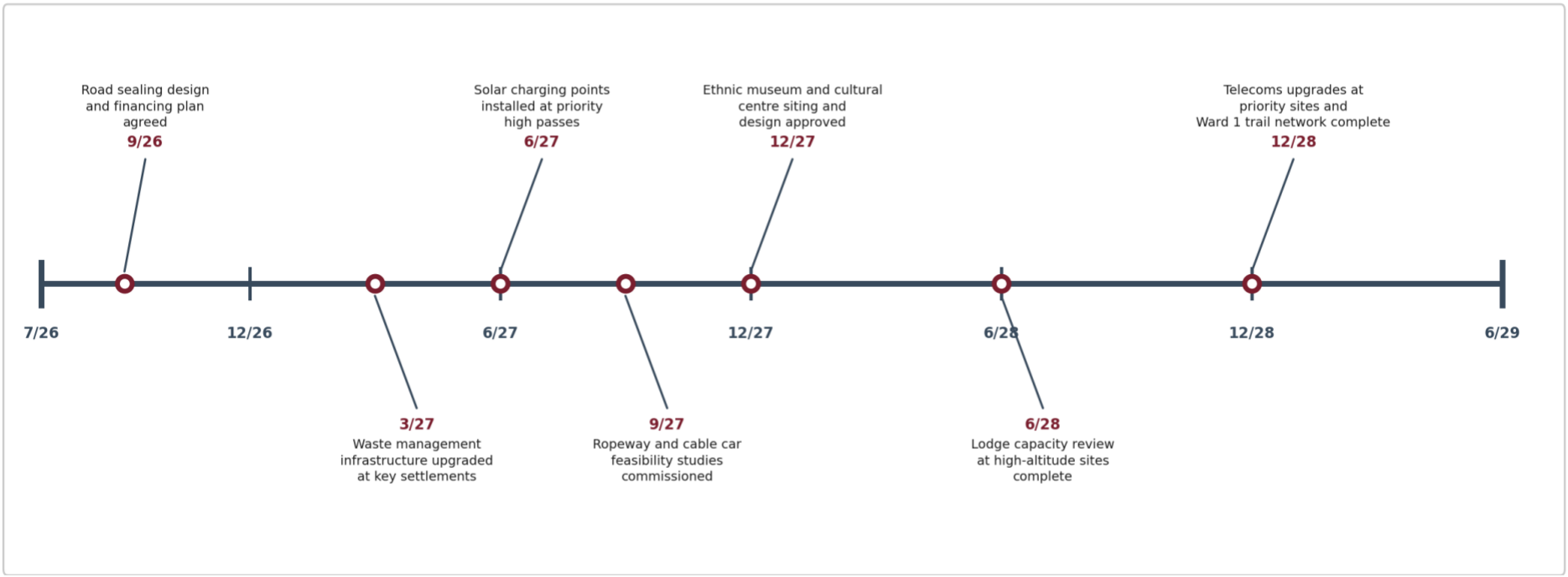
Strategic Programme 5 — Improve Tourism Infrastructure



Quick-win items (solar charging, waste management) are delivered early; longer-lead infrastructure (ropeway, road sealing) is governed by financing and approvals timelines.

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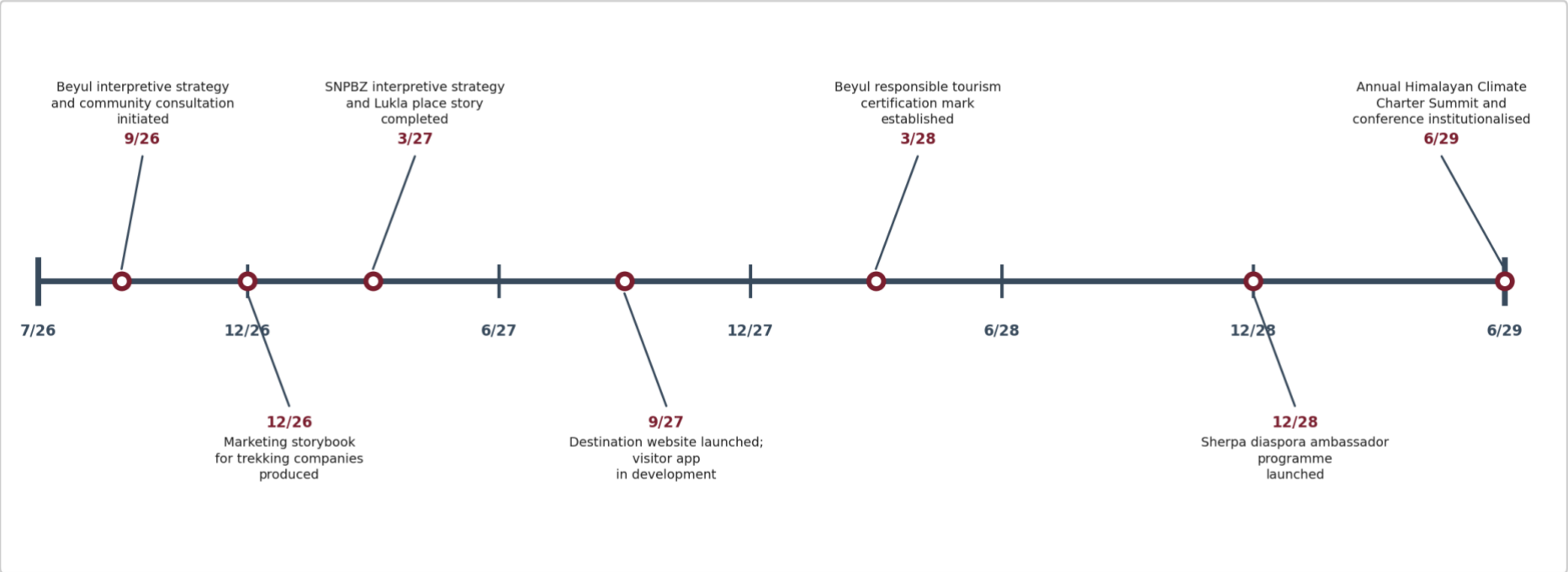
Strategic Programme 6 — Establish the Beyul and Regenerative Identity

Strategic Programme 6 — Establish the Beyul and Regenerative Brand



Brand development begins early in parallel with SP1 foundations; the website, app and certification mark are timed to coincide with maturing product delivery in SP4.

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Annex IV

Happiness Index Survey — 2025 Results

1. Context and Methodology

As part of the evidence base underpinning the KPLRM Tourism Strategy 2026–2040, a Happiness Index survey was deployed across all five wards in May and June 2025. The survey follows the Planet Happiness Framework — itself adapted from Bhutan's internationally recognised GNH Index — and has been contextualised with tourism as well as localised questions.

The 2025 deployment is the second iteration of this measurement instrument in the Khumbu, allowing direct longitudinal comparison with the baseline survey conducted in 2022. Together the two surveys provide the most comprehensive resident wellbeing dataset available for any rural municipality in Nepal.

560	95.2%	34	5
Completed surveys	Completion rate	Villages covered	Wards surveyed

The framework measures wellbeing across 11 domains plus tourism, using 77 questions combining objective indicators with subjective self-assessment. Domain scores are expressed as a percentage of the maximum possible score. Where questions measure negative attributes (e.g., financial stress, anxiety), reverse scoring is applied to normalise the scale. All analysis excludes blank responses from calculations. The survey was conducted in Nepali and English, with representative sampling across all wards.

2. Overall Wellbeing — Headline Findings

The municipality's overall Wellbeing Score in 2025 is 65.9%, reflecting the average across 11 domains. This places KPLRM residents significantly above Nepal's national average happiness index score of 53.1% (2024 World Happiness Report / Gallup), and above the national Cantrill Life Satisfaction ladder score. Residents themselves rate personal life satisfaction at 69.1% — an indication that wellbeing is broadly felt despite material and governance challenges.

65.9%	69.1%	53.1%	+12.8pp
KPLRM overall wellbeing score	Life satisfaction (Cantrill ladder)	Nepal national average (2024)	Above Nepal national baseline

Figure 1 shows scores for the 12 domains, ordered from lowest to highest. Three domains fall below 55% and are rated as needing priority attention; seven fall in the moderate-to-good band (55–72%); and two — Psychological Wellbeing and Environment — score above 72%, reflecting the community's remarkable mental resilience and its profound connection to the natural landscape.

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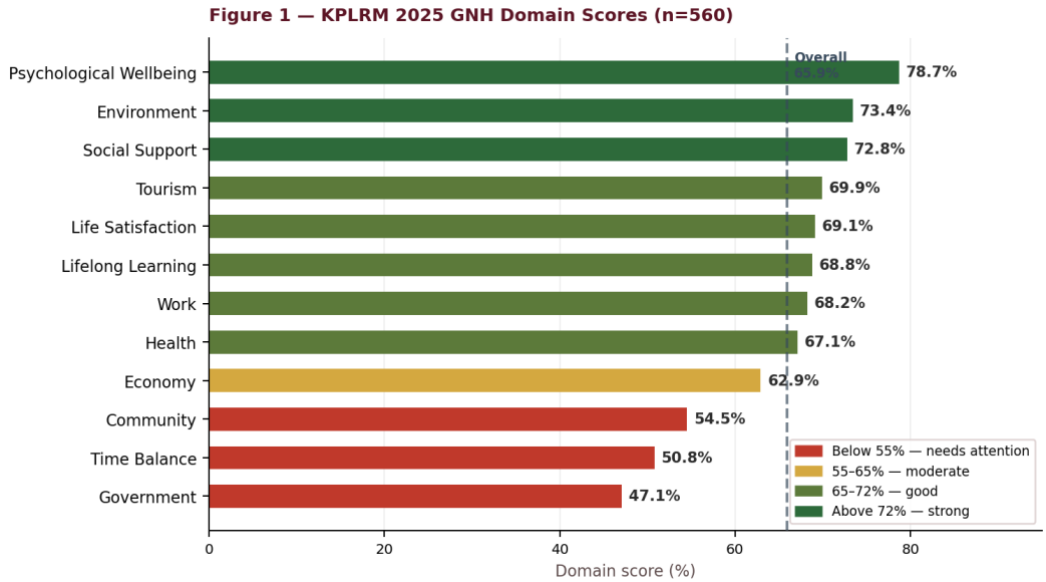

Figure 1 — KPLRM 2025 GNH Domain Scores across all 12 domains (n=560). Overall wellbeing score: 65.9%.

Domains Summary

Domain	2025	Key strength / indicator	Key challenge
Life Satisfaction	69.1%	Life evaluation 6.6/10; 64.6% feel calm (not anxious)	Some anxiety present; improvement potential
Psychological Wellbeing	78.7%	90.5% feel purposeful; 91.6% optimistic about future	Highest domain — strong mental resilience
Health	67.1%	58.4% rate health as good/very good; 69.4% have energy often	Exercise access and health services could be enhanced
Time Balance	50.8%	Some residents manage time well	62.1% feel life is too rushed; only 32.5% have adequate spare time
Community	54.5%	76.8% feel strong belonging; 78.9% feel safe	70.5% volunteer rarely/never; trust in neighbours mixed
Social Support	72.8%	85.4% satisfied with relationships; 78.6% rarely/never lonely	Strong traditional Sherpa social networks
Lifelong Learning	68.8%	88.9% never feel discriminated against	Sports and arts access varies 50–75% by ward
Environment	73.4%	84.9% satisfied with nature access; 75% rate environment healthy	Air quality could be improved in higher-traffic corridors
Government	47.1%	48.2% believe officials listen to people	Only 24.1% believe corruption is not widespread; trust deficit
Economy	62.9%	80.1% food secure; 44.8% have low/no financial stress	55.2% experience moderate/high financial stress
Work	68.2%	74.8% satisfied with work; 71.9% have work autonomy	Formal employment options limited; variable seasonal income
Tourism	69.9%	90.5% agree tourism creates local jobs; 92.2% want more visitors	Tourism domain declined 5.0pp since 2022; sustainability concerns

3. Change Since 2022 — Progress and Concerns

The 2025 survey provides the first longitudinal comparison for KPLRM, benchmarked against the 2022 GNH baseline (652 completed surveys). The headline story is one of genuine improvement across most domains, with two areas of significant concern: governance and tourism satisfaction.

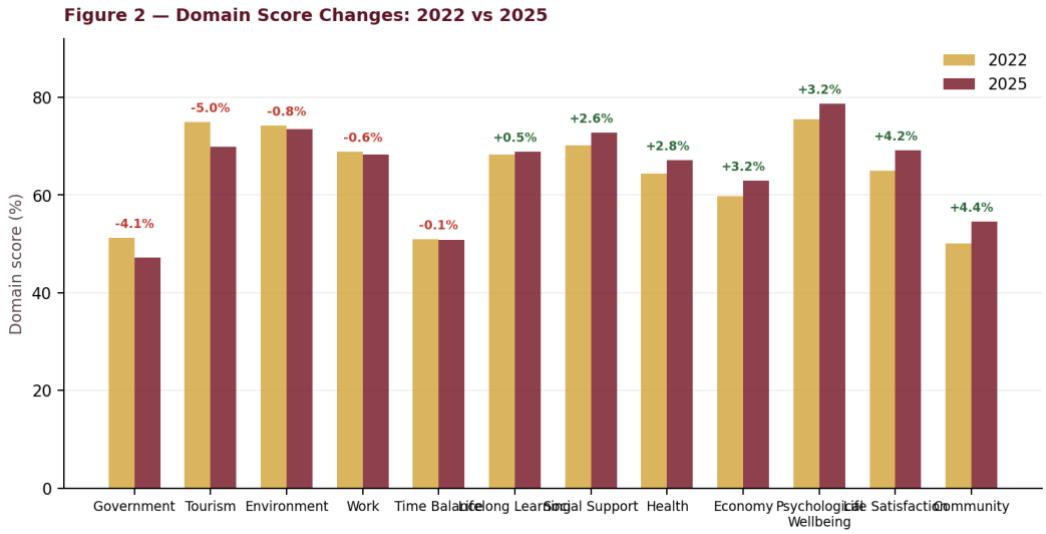

Figure 2 — Domain score changes, 2022 to 2025. Green figures indicate improvement; red figures indicate decline.

Improving Domains

Seven of twelve domains recorded improvements between 2022 and 2025, with the most notable gains in:

- Community (+4.4pp, from 50.1% to 54.5%) — the largest single gain, reflecting stronger reported sense of belonging, though volunteering and social trust remain areas for development.
- Life Satisfaction (+4.2pp) and Psychological Wellbeing (+3.2pp) — demonstrating genuine improvements in subjective wellbeing against a backdrop of economic challenges.
- Economy (+3.2pp, from 59.7% to 62.9%) — modest but meaningful improvement in financial wellbeing, likely driven by tourism income recovery post-pandemic.

Declining Domains

Five domains declined, with two requiring immediate strategic attention:

- Government (−4.1pp, from 51.2% to 47.1%) — the steepest decline and the lowest-scoring domain. Critically, this driven primarily by declining trust in national government. In 2025, 82.4% of residents have at least some confidence in local government — and this trust in local government has improved since 2022. By contrast, 54% lack confidence in national government, and only 24.1% believe corruption is not widespread. The policy implication appears precise: the municipality's own governance is seen as relatively credible, with residents wanting local institutions to have more autonomy.
- Tourism (−5.0pp, from 74.9% to 69.9%) — a notable decline despite overwhelming support for visitor growth. The domain is being pulled down by concerns about tourism's sustainability, cultural impact, and the uneven distribution of benefits — even as economic dependence on visitors deepens.

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- Environment (−0.8pp) — a modest but watchlist decline, particularly given the community's deep attachment to its natural surroundings and the centrality of environmental quality to the tourism product.

Key longitudinal finding
The 2022–2025 comparison reveals a municipality where subjective wellbeing — how residents feel about their lives — is improving, but objective governance and sustainability conditions are deteriorating. The divergence between psychological resilience and institutional trust is a key challenge for the KPLRM.

4. Geographic Variation and the Tourism Paradox

4.1 Ward-Level Wellbeing

Interestingly, the KPLRM's five wards display contrasting gradients in wellbeing, with Ward 5 and Ward 1 reporting the highest overall scores. Ward 2 (Lukla) and Ward 3 (the main arrival and departure corridor) score lowest, despite or perhaps because of high tourism exposure.

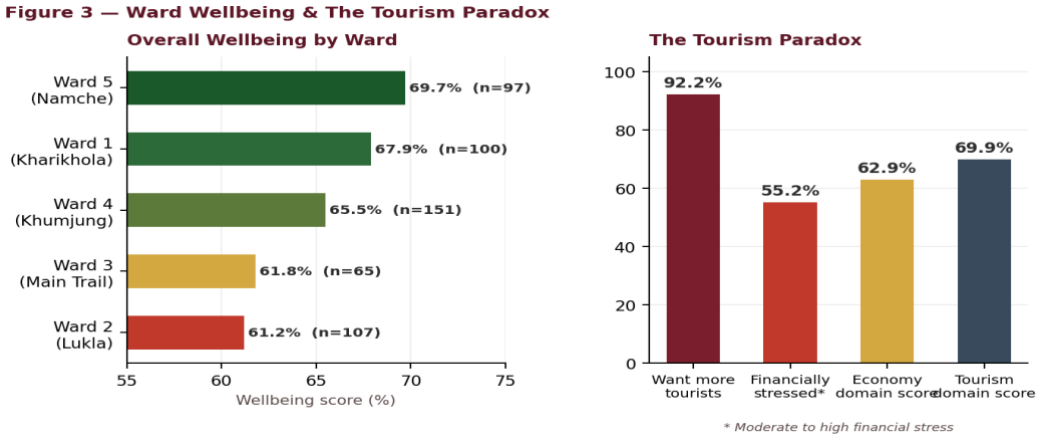

Figure 3 — Left: Overall wellbeing by ward.

Right: The tourism paradox — economic dependence drives support despite financial stress.

A striking finding is the positive correlation between year-round residency and wellbeing. Ward 5 (Namche), where 73% of residents live year-round (average 9.5 months/year), achieves the highest wellbeing score (69.7%). Ward 3, where 55% of respondents have high seasonal migration patterns (averaging 7.9 months), scores lowest among the wards. Policies that incentivise permanent residency — through year-round employment diversification and service provision — could potentially support higher wellbeing outcomes across the municipality.

4.2 The Tourism Paradox

The survey reveals a 'tourism paradox': an overwhelming desire for more visitors, driven not by tourism satisfaction per se, but by economic necessity. Key data points:

92.2% Want tourism to increase	**70.2%** Struggle financially sometimes/always	**60.6%** Overall tourism satisfaction	**60.9%** Rate tourism as sustainable

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Ward-level data shows near-unanimous support for visitor growth in Wards 1 and 2 (99% and 98.1% respectively), while the main trail communities in Ward 3 and Ward 4 show modestly lower but still overwhelming support (85.9% and 88.2%). Only 1.7% of all respondents want fewer tourists. Stakeholder meetings and workshops suggest this is not a preference for mass tourism, but rather a preference for more balanced, year-round visitation. Notably, 73 respondents (14.0%) identify outmigration and cultural erosion as strong threats to community wellbeing, while 97.5% express high concern about climate change. The community supports tourism because it has no viable economic alternative, not simply because it's satisfied with its current form.

Strategic implication
92.2% support for visitor growth is not an endorsement of the status quo. Residents want more visitors and more income — but the moderate scores for cultural promotion (68.2%) and sustainability (60.9%), together with tourism's falling overall domain score (−5.0pp since 2022), signal that tourism is delivering economic benefit while eroding the cultural and environmental qualities that underpin it. Thus, the strategy's aim must be to recouple economic opportunity with cultural resilience and environmental stewardship.

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5. Critical Issues and Priority Areas

5.1 The Four Lowest-Scoring Domains

Domains scoring below 55% represents areas where residents' lived experience falls furthest short of wellbeing expectations. These are:

Government (47.1%) — Trust Deficit

The lowest-scoring domain by a significant margin. Only 24.1% of residents believe corruption is not widespread. 54% lack confidence in national government (32.5% "no confidence"; 21.5% "not very much"). Trust has declined since 2022 in every single ward — this is a structural, not localised, problem. Without credible governance reform and greater transparency in how tourism revenues (permit fees, trekking fees) are collected and deployed locally, the social licence for tourism management policies will remain fragile.

Time Balance (50.8%) — Work Pressure

62.1% of residents feel their lives are too rushed; only 32.5% have adequate spare time. Time pressure is concentrated in seasonally intensive tourism corridors. The short trekking seasons compress economic activity into narrow windows, creating intense work pressure that erodes family time, cultural practice, and participation in community life.

Community (54.5%) — Social Cohesion

Despite high reported feelings of belonging (76.8%) and safety (78.9%), active social participation is low: 70.5% of residents volunteer rarely or never. Neighbour trust is mixed — 53.8% trust only some or a few of their neighbours. The influx of seasonal workers and the commercialisation of community spaces may be fragmenting traditional social structures without replacing them.

5.2 Helicopter Operations — A Community Fault Line

The survey included a specific question on commercial helicopter operations. Of 415 valid responses (excluding Ward 1 which lacks significant helicopter exposure), the community is almost evenly split — but with a net majority opposed or strongly opposed (45.8% oppose or strongly oppose; 34.0% agree or strongly agree; 20.2% neutral or no opinion). Ward-level data reveals a sharp gradient: in Namche (Ward 5), 66% oppose helicopter operations, compared to 48.1% supporting in Lukla (Ward 2), where helicopters provide direct economic benefit. This

spatial divide reflects the distribution of costs and benefits — noise, safety concerns, and cultural disruption fall disproportionately on higher-altitude communities while economic gains accrue to gateway areas.

5.3 What Makes Residents Happy — Open-Ended Responses

When asked what makes them happy (Q77, 440 responses), family is the overwhelming answer, cited by 91 respondents — more than twice the next category. The top responses were:

- Family (91 mentions, 20.7% of respondents)
- Good health (28 mentions)
- Natural environment, clean air, mountains (multiple mentions)
- Sherpa culture and community (recurring theme)
- Financial security and stable work (8th most frequent)

When asked what they love about where they live, the environment dominates: clean air, fresh water, natural surroundings, and the mountains. When asked what they want to retain for the future, culture and language are the most frequently cited responses. When asked what they aspire to, residents prioritise infrastructure (hospitals, roads, electricity) and "a well-managed tourism village" — a phrase that appears repeatedly in multiple languages across all wards.

"A well-managed tourism village"
This phrase — appearing verbatim across Nepali and English responses in all five wards — captures the community's vision for its future more precisely than any planning framework. Residents do not want less visitation. They want tourism that is organised, regulated, culturally respectful, and whose benefits reach local families directly.

6. Implications for the Tourism Strategy

Happiness Index Finding	Strategic Priority
Government at 47.1%, declining in all wards	SP1 (Governance): Accelerate transparent local revenue retention — demonstrate to residents how permit and trekking fees fund local services. Community participation in permit management decisions is not optional; it is the precondition for social licence.
Tourism satisfaction falling (−5.0pp)	All SPs: Address seasonality, diversify product offerings, promote Beyul knowledge and narrative, prepare site plans and introduce site safeguards before satisfaction declines further.
92.2% support for tourism driven by economic necessity	SP4 & 6: Product diversification to extend income opportunities through the year — cultural education, conservation employment, Beyul certification for local businesses — to reduce the forced-choice dynamic.
Community at 54.5%, volunteering low	SP4: Build cultural products, programming and seasonal events into the Beyul identity — creating structured opportunities for community participation that are distinct from, and protected from, tourism commercialisation.
Environment strong (73.4%) but declining; 97.5% climate-concerned	SP1, 3, 5 & 6: Formalise sustainability commitments through Beyul Certification system with binding targets. Climate adaptation measures (glacier monitoring, trail maintenance, early warning alarm) must be explicitly tied to tourism revenue streams. Pursue annual Himalayan Climate Charter event.

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7. Conclusion

The 2025 GNH survey paints a portrait of a community that is psychologically resilient, deeply attached to its environment and culture, and economically dependent on a tourism sector that is growing faster than the governance systems needed to manage it. Residents don't simply want more visitation — they are asking for it to be better organised and more fairly distributed across seasons and geographically around the municipality. The improvements in subjective wellbeing (life satisfaction, psychological health, community) between 2022 and 2025 are encouraging. But the concurrent declines in governance trust, tourism satisfaction, and environmental scores are warning signals that the current trajectory is not sustainable.

The Beyul Framework — with its emphasis on regenerative tourism, cultural guardianship, and resident-led governance — directly addresses the fault lines the 2025 survey reveals. It is recommended the Happiness Index be deployed annually, or at a minimum every other year, to build interest and engagement in community wellbeing issues and inform the tourism strategy's accountability mechanism. The target is clear: raise the Government domain above 55%, stabilise the Tourism domain at or above its 2022 baseline, and ensure that improvements in psychological and social wellbeing continue as tourism grows.

Survey data and full dashboard available from the KPLRM Tourism Strategy Secretariat.

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Annex VI

KHUMBU PASANG LHAMU RURAL MUNICIPALITY

Visitor Survey — Preliminary Analysis

256 responses | June 2025
Data collection is ongoing.

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1. Dataset Overview

The survey was conducted in multiple languages across the Khumbu region. This dataset captures 256 complete responses from international and domestic visitors, collected across 12 survey languages.

Variable	Value	Notes
Total responses	**256**	Data collection ongoing
Survey languages	12	English, German, French, Spanish, Italian, Polish, Japanese, Nepali, Korean, Chinese, Hindi, Russian
Columns (questions)	60	Across 17 question groups
Largest language group	**English (125)**	49% of responses
Second largest	German (37)	14% of responses

2. Who Are the Visitors?

2.1 Nationality

European visitors dominate the sample, with Germany, Italy, France, Poland and the UK together accounting for approximately 36% of all responses. Indian visitors form the next most significant group, reflecting growing interest from the South Asian market. The 'Others' category covers 20+ nationalities, reflecting the genuinely global reach of Khumbu trekking.

Nationality	Count	% of sample
German	26	10.2%
Indian	19	7.4%
Italian	18	7.0%
British	14	5.5%
Spanish-speaking	14	5.5%
Australian	12	4.7%
American	11	4.3%
Polish	11	4.3%

French	11	4.3%
Russian	10	3.9%
Canadian	8	3.1%
New Zealander	6	2.3%
Others (20+ nationalities)	56	21.9%

2.2 Age Profile

The survey population skews toward middle-aged visitors. The 25-44 age band accounts for roughly 50% of respondents with stated ages, reflecting the physical demands of high-altitude trekking. Visitors aged 65 and over represent 8% of the sample.

Age Group	Count	% of sample
Under 25	5	2.0%
25-34 years	72	28.1% <- Largest group
35-44 years	55	21.5%
45-54 years	40	15.6%
55-64 years	33	12.9%
65 and over	20	7.8%
Not stated	31	12.1%

2.3 Gender

Male visitors represent 63% of valid gender responses (139 respondents), female 37% (81), with 1 other/non-binary response. A further 35 responses had mis-coded or blank gender fields (see Section 12 for data quality notes). This gender imbalance is typical of high-altitude trekking populations globally.

3. Travel Profile

3.1 How Visitors Arrived

The overwhelming majority arrived by air (airplane or helicopter) — approximately 228 of 256 respondents (89%). Around 28 travelled by road or on foot, a reflection of the logistical reality of reaching the Khumbu region.

3.2 Independent vs. Group Travellers

Two in three visitors travelled with a tour company or guide service (164 respondents, 64%), while just over one in three came independently (92 respondents, 36%). This split has significant implications for where money is spent and how visitor experience is shaped.

Travel type breakdown
Independent trekkers: 92 (36%) — managing their own logistics, porters, and accommodation

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Independent trekkers: 64 (35%) — managing their own logistics, porters, and accommodation
With group / company: 120 (65%) — booked through tour operators, travel companies, or agencies

3.3 Trek Duration

Trek length ranges from 6 to 14+ nights, with a median of 12 nights and a mean of 13.3 nights (responses above 60 nights, likely data entry errors, are excluded). The interquartile range of 10-16 nights reflects a typical EBC-plus itinerary.

3.4 Repeat Visitation

The Khumbu is largely a first-timer destination: 77% of respondents were visiting for the first time. Around 19% were returning visitors, of whom 12% were on their second trip. This pattern underscores the bucket-list nature of Everest region trekking and has significant implications for marketing and product development strategy.

Visit frequency	Count	% of valid responses (n=245)
First visit	192	78.4%
Second visit	31	12.7%
3-5 visits	11	4.5%
6 or more visits	11	4.5%

4. Activities — Participation & Satisfaction

Visitors rated satisfaction on a 1-5 scale. Not all visitors did every activity, so the number of raters (n) varies by activity. The table below shows participation rate (% of all 256 respondents who rated that activity) and mean satisfaction score.

Activity	n	Sat. (1-5)	Notes
Everest Base Camp & Kala Pathar	180 (70%)	4.33	The flagship activity — highest participation and strong satisfaction
Gokyo Lakes	110 (43%)	4.43	High satisfaction — a premium alternative itinerary
Cho-La Pass	78 (30%)	4.45	Highest mean satisfaction — appeals strongly to adventure-seekers
Renjo Pass	67 (26%)	4.27	Strong performer
Trekking peak (named)	72 (28%)	4.39	Island Peak, Mera, and others
Tengboche Monastery	141 (55%)	4.11	Second most visited attraction
Sagarmatha Next Project	83 (32%)	4.23	Strong engagement — significant growth potential
Thame village	79 (31%)	3.97	
Phortse village	65 (25%)	3.86	
Kongma-La Pass	40 (16%)	3.65	Lower participation, higher difficulty

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Festival visits	18 (7%)	3.56	Low participation — timing and seasonality factor
Everest bungee jump	12 (5%)	1.83	Lowest satisfaction of all activities — quality concerns evident

Key finding: The Cho-La Pass and Gokyo Lakes circuit scores highest on visitor satisfaction, ahead of the EBC route. This points to an opportunity to promote the full Khumbu circuit as a premium, higher-satisfaction itinerary for experienced or returning visitors.

5. Service & Information Satisfaction

Visitors rated five service dimensions on a 1-5 scale. Overall tour quality and variety of activities score highest. Cultural information — particularly about non-Sherpa ethnic groups — shows the greatest gap between visitor interest and delivery, representing the clearest opportunity for programmatic improvement.

Service dimension	n	Mean (1-5)	Notes
Overall tour quality	247	4.18	Highest-rated service dimension
Variety of activities	242	4.14	
NP information quality	247	3.77	Room to improve signage and interpretation
Sherpa culture information	245	3.57	High visitor interest (see Section 9)
Other ethnic culture info	243	3.22	Lowest score — significant gap relative to visitor demand

6. Accommodation

6.1 Type of Accommodation Used

Mid-range teahouses and lodges dominate, used by 67% of respondents. Budget options account for 28% of the sample. High-end accommodation accounts for 5%, reflecting limited supply in the region relative to demand.

Accommodation type	Count	% of valid responses
Mid-range (teahouse/lodge)	152	67.0%
Budget	64	28.2%
High-end	11	4.8%

6.2 Accommodation Satisfaction

Overall accommodation satisfaction scores a moderate 3.45 out of 5. High-end and mid-range accommodation perform at very similar levels (3.50 and 3.49 respectively). Budget options are the lowest-rated tier (3.35), suggesting a modest quality gap that warrants attention — particularly as budget accommodation accounts for more than a quarter of all stays.

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Accommodation type	n	Mean (1-5)	Interpretation
High-end	10	3.50	Small sample — treat with caution
Mid-range	149	3.49	Most respondents; moderate satisfaction
Budget	62	3.35	Lowest satisfaction — expectations gap
All types combined	221	3.45	Overall moderate; needs attention

7. Visitor Expenditure

Spend data is self-reported in Nepalese Rupees (NRs). Response rates on spend questions are lower than for other sections (roughly 40-65% completion), meaning figures should be treated as directional indicators rather than precise averages. Some USD and EUR values have been converted at approximate prevailing rates.

Spend category	Travel type	n	Median (NRs)	Mean (NRs)
Porter / Guide costs (total)	Independent	47	50,000	83,477
	Group / Company	106	49,000	101,458
Accommodation per night (avg)	Independent	61	1,500	9,989
	Group / Company	45	2,175	4,259
Souvenirs (total)	Independent	49	4,350	19,073
	Group / Company	108	4,000	8,593
Additional daily expenses (avg)	Independent	50	3,000	10,338
	Group / Company	102	1,750	2,654

Spend insights

Porter / Guide: independent and group trekkers report broadly similar median guide/porter spend (NRs 50,000 vs 49,000). Many group trekkers report substantial guide expenditure, suggesting a significant proportion hire locally on arrival.

Accommodation: group trekkers pay more per night (NRs 2,175 vs 1,500 for independents), consistent with staying in established lodges rather than budget teahouses.

Souvenirs: spend is broadly equivalent across both groups (NRs 4,350 independent vs 4,000 group), making retail a channel where both visitor types contribute equally.

Daily extras: independents spend more freely on day-to-day expenses (NRs 3,000/day vs 1,750 for groups), consistent with greater autonomy over meals and unplanned purchases.

Both travel types contribute meaningfully to local economic activity through different channels. Independents' higher per-head daily spend may have stronger employment multiplier effects locally.

Porter / Guide: Independents pay significantly more per head (NRs 80,000 median vs 48,000 for groups). Group trekkers report substantial guide expenditure, suggesting many hire locally on arrival rather than only through operators.
Accommodation: Group trekkers pay more per night (NRs 1,750 vs 1,000 for independents), consistent with using established lodges over budget teahouses.
Souvenirs: Group trekkers spend more than twice as much on souvenirs (NRs 4,500 vs 2,000 median). This may reflect longer itineraries or more structured shopping time.
Daily extras: Independents spend more freely on day-to-day expenses (NRs 2,500/day vs 1,500 for groups) — consistent with greater autonomy over meals and unplanned purchases.
Both travel types contribute meaningfully to local economic activity, but through different channels. Independents' higher per-head guide and extra spend may have stronger multiplier effects on local employment.

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8. Fee Perceptions

Visitors were asked whether the National Park entry fee and the Municipal trekking fee were too low, about right, or too high. Around 83% of respondents consider the NP entry fee appropriate, and 81% find the municipality trekking fee about right. Notably, 11% consider the NP entry fee too low — a useful data point if the municipality wishes to make the case for upward revision of fees.

Fee	Too low	About right	Too high	% saying 'About right'
National Park entry fee	27 (11%)	208 (83%)	17 (7%)	83%
Municipality trekking fee	25 (11%)	182 (81%)	17 (8%)	81%

A further 59% of respondents (147 of 251 valid responses) indicated they would be willing to pay higher fees if they had clearer information about how the revenue is spent — a strong mandate for improving fee transparency and communication.

9. Visitor Interests — Future Activities

Visitors rated their interest in seven potential activities or experiences on a four-point scale (Very interested / Interested / Not very interested / Not at all interested). When converted to a 1-5 score, all seven items score above 3.8, confirming very high latent demand across every

category. Taken together with the service satisfaction scores in Section 5, the data highlights a clear opportunity to close the gap between what visitors want and what is currently delivered.

Activity / Experience	n	Score (1-5)	Interpretation
Learn about Sherpa culture	237	4.48	Very high — strongest single demand signal
Learn about NP history, nature & wildlife	243	4.42	Very high — interpretation and signage priority
Learn about other ethnic cultures	207	4.38	High — mirrors the service gap identified in Section 5
Interact with local people	237	4.33	High — community tourism potential
Try traditional Sherpa cuisine	237	4.24	High — food experience as a product investment
Support conservation activities	238	4.10	Strong — eco-volunteer product potential
Support community development	233	3.84	Good — community development tourism opportunity

Strategic implication: The highest-interest items are the areas of greatest service gap. Visitor demand for Sherpa cultural programming (4.48) and NP interpretation (4.42) is very strong, yet information quality for both scores in the mid-3s. The gap is most acute for other ethnic group information: visitors score their interest at 4.38 against a delivery score of 3.22. Improving interpretive content and culturally immersive programming is the single biggest lever available to raise both satisfaction scores and willingness to pay higher fees.

10. Likelihood to Recommend

Nine in ten respondents (89%) said they would recommend the trek or tour to others. Only 3% said they would not recommend it, with 9% unsure. This high advocacy rate is the region's most powerful marketing asset — particularly given that word-of-mouth and personal recommendation are the primary planning channels for high-commitment adventure travel.

Response	Count	% of valid responses (n=230)
Yes — would recommend	204	88.7%
Not sure	20	8.7%
No	6	2.6%

11. Altitude Sickness

Just over half of respondents (58%) reported no altitude sickness during their trek. A significant 40% experienced mild symptoms, and severe cases were rare at 1%. This distribution is broadly consistent with published data on Khumbu trekking populations and suggests effective symptom management in most cases. The data nonetheless highlights the importance of pre-trip acclimatisation advice and access to medical support on the route.

Altitude sickness	Count	% of valid responses
No sickness	138	58.2%
Mild	96	40.5%
Severe	3	1.3%

12. Data Quality Notes

The following data quality issues have been identified and addressed in this analysis:

- Trek nights: A small number of responses with implausibly high trek durations (above 60 nights) have been excluded as likely data entry errors. All analysis uses only responses at or below 60 nights.
- Spend data: Self-reported NRs figures have lower response rates than other questions (40-65% completion). Group trekkers often leave spend fields blank because fees were paid through their operator. Treat spend medians as directional.
- Gender field: One response had an occupation value coded in the gender field, likely a data entry shift error. This has been excluded from gender analysis.
- Categorical consistency: Travel mode, travel type, and visit frequency answers show variation in phrasing across languages (e.g., 'By Air', 'By plane', 'By air (airplane or helicopter)'). These have been normalised using keyword matching.
- Column-shift errors: A subset of respondents appears to have responses shifted by one column in certain sections (notably the recommendation question and fee comment fields). Responses clearly belonging to an adjacent question have been excluded from analysis of the affected column.

The underlying methodology is designed to be robust to the normalisation issues identified above.

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Annex VII

WORLD HERITAGE CONVENTION RESOLUTIONS / DECISIONS ON THE SAGARMATHA NATIONAL PARK 2025

(DECISION 47 COM 7B.13)

The World Heritage Committee,

1. Having examined Document WHC/25/47.COM/7B.Add.2,
2. Recalling Decisions **44 COM 7B.96** and **45 COM 7B.87**, adopted at its extended 44th (Fuzhou/online, 2021) and extended 45th (Riyadh, 2023) sessions respectively,
3. Takes note that the revision of the 2016-2020 Management Plan for the property is being finalised, however regrets that this process has not yet been completed and requests the State Party to finalize, as soon as possible, the revised Management Plan, including chapters on tourism, mitigation plan for the Kongde View Resort and interventions to reduce firewood collection and promote alternative energy, for submission to the World Heritage Centre;
4. Also recalling concerns regarding increasing numbers of visitors to the property, takes note that measures such as visitor regulation and waste management continue to be implemented; and reiterates its request to the State Party to support a strategic sustainable tourism management approach by:

    d) Providing an update of the planned development of a Tourism Management Plan,
    e) Undertaking a visitor carrying capacity study to establish an appropriate carrying capacity for the property, especially during the peak season, and use the findings to inform the Tourism Management Plan,
    f) Ensuring that the Tourism Management Plan aligns with the revised Management Plan for the property;

5. Acknowledges that helicopters are important for rescue and emergency works in the property, however notes with concern that the World Heritage Centre has received third-party information regarding unrestricted helicopter operations, and also reiterates its request to the State Party to provide information on monitoring and regulation of tourism-related helicopter traffic within the property and the nationally designated buffer zones of the National Park;
6. Takes note that the Environmental Impact Assessment (EIA) for the optical fibre project was revised based on the IUCN recommendations prior to its approval in 2023 and subsequent implementation;
7. Notes with appreciation the State Party's continued consultation with local government and communities in view of formalizing the nationally designated buffer zone as a buffer zone of the property, and reiterates its encouragement to organize an online meeting between the State Party, the management authority, the World Heritage Centre and IUCN to provide further guidance;
8. Also notes with appreciation ongoing efforts by the park authority to address firewood collection and poaching, including patrolling and surveillance

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activities in cooperation with relevant agencies and local stakeholders, also requests the State Party to continue such measures;

9. Welcomes the State Party's continued commitment to monitor and raise awareness of climate change impacts on the local community and biodiversity, further recalling a glacial lake outburst flood which affected a village within the property in August 2024, further reiterates its request to the State Party to develop a climate adaptation strategy, and integrate this into the revised Management Plan;
10. Also takes note that the EIA for the Ama Dablam micro-hydropower project was approved following the IUCN review of March 2024 and that mitigation measures are reported to be in place, and further requests the State Party to ensure that the potential impacts of any other planned hydropower projects are assessed in line with the Guidance and Toolkit for Impact Assessments in a World Heritage Context, before making any decisions that would be difficult to reverse;
11. Also regrets that the EIA for the reportedly large hydropower project proposed in Chaurikharka and Lukla, within the nationally designated buffer zone in the vicinity of the property, has been approved without details having been provided as requested, urges again the State Party to halt the aforementioned project until the requested information has been provided, and to provide further information on the project including the assessment of potential impacts on the Outstanding Universal Value (OUV) as well as the current status of the project, as soon as possible, and no later than **1 December 2025**, to the World Heritage Centre for review by IUCN;
12. Requests furthermore the State Party to provide a response regarding the reported amendment of wildlife legislation in 2024 which allows the construction of hydropower and tourism resorts in national parks, including any potential implications for the OUV of the property, in response to the World Heritage Centre's letter dated March 2024;
13. Finally requests the State Party to submit to the World Heritage Centre, by **1 December 2026**, an updated report on the state of conservation of the property and the implementation of the above, for examination by the World Heritage Committee at its 49th session.

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