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**Planning and Policy Initiatives for Tourism
Development in Nepal: Analysis of Perspectives and
Positioning Alignment**

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Abstract

The history of tourism in Nepal is cropped up by a gradual sequence from a remote isolated nation till 50s to a vibrant destination of nature, culture and adventure today. The successful ascent of Mt. Annapurna among eight thousanders in 1950 and the world's tallest peak Mt. Everest in 1953 marked the special milestones in the mountaineering history not only in Nepal but around the globe as well. The government of Nepal has been recognizing tourism as a special catalyst of economic prosperity of the state in continuum since the very first five-year periodic plan of 1956. However, there are inconsistent perspectives and factor of focuses in periodic plans mostly in interpreting the paradigm of tourism, its development pattern and sustainability template. Then again, the growth and development of tourism in most of the destinations of Nepal are ensuing mostly by default rather than planned proceedings. Therefore, all the periodic plans of the Government (1956-2025) were thoroughly reviewed and analyzed for this paper to identify the vision paradigm, growth perspective and the standing alignment

of the Government for tourism by using a framework of twelve different factors of focus. The paper concludes with the predicament that the government plans are still muddling through the unclear perspective of sustainability and growth paradigm descending the hazy alignment that is being reflected in the Tourism Master Plan of 1972 and the National Tourism Strategic Plan of 2016 albeit the former suffered from implementing stalemate and the latter is wrecked by the Covid-19 pandemic.

Introduction

Tourism has become a major component of global economy in 21st century. Most of the countries in the world are embracing tourism in their national plans and policies as a significant constituents of national economy switching the modality of traditional focus. In spite of the global thrust on tourism development, some countries are searching the effective way to curb the number of tourists. However, Nepal is in a mood to stimulate more tourists to visit the country. Though the concept of value tourism has become a penetrating topic of discourses in various tourism platforms in Nepal, the state's policy is yet to embrace the perspective of volume tourism irrespective of the issue of over-tourism in the trail of Mount Everest in international forums. The issue of under-tourism and over-tourism is thus a new phenomenon of recent tourism domain which is connected on either way to the sustainability issue (Sharma, 2021). Nepal has recognized the value of tourism business since the very first periodical plan of 1956 (Sharma, 2007). The history of tourism in Nepal is cropped up by a gradual sequence from a remote isolated nation till 50s to a vibrant destination of nature, culture and adventure today. The successful ascent of Mt. Annapurna in 1950 and Mt. Everest in 1953, introduction of visa system in 1955, establishment of National Tourist Development Board in 1956, launch of aviation service under Royal Nepal Airlines Corporation in 1958, colorful chapter of hippie era of 60s, subsequent formation of Nepal Tourism Board in 1998 and the campaign like 'Visit Nepal Year 1998' are some of the key milestones in Nepal for the development of tourism and growing into today's prominence.

However, there are inconsistent vision, perspectives and factor of focuses in periodic plans of Nepal in interpreting the value of tourism, its development and sustainable plans. Despite the incongruent progress, tourism as an economic catalyst has got a standing position in all the periodic plans from first (1956) to the current (2024/25-2029/30). Tourism being a multi-sectoral activity with economic, socio-cultural and environmental consequences, policy and planning are of great importance (Shrestha, 2008). Some of the factors like the trend of tourists' arrival, level of accommodation, quality of amenities, visitors' length of stay and per day expenses are vital factors to consider for the tourism planning and development of infrastructure and facilities (Sharma, 2012).

Nepal's concern with economic and social development dates back 1950's almost from scratch and in isolation from the world until 1951. Then set up the new era with the dawn of democracy in the country. Nepal formulated the first five-year National Development Plan in 1956 which laid a foundation of planned efforts in promoting tourism sectors. The process of tourism development in Nepal through the strategy of economic planning thus seem to be initiated from the very first national five-year development plan which recognized tourism

as an important source of foreign currency earning and employment creation in the country (Sharma, 2008; NPC, 2019). There are fifteen periodic plans already through and the sixteenth plan is in operation now. However, the highest number of tourists' arrivals in the country has not yet reached twelve lakhs as per the official record (MoCTCA, 2024). This justifies the fact that more than seventy years of untiring effort for tourism is not as effective as it was expected. The issue of national perspective of tourism growth and development, the branding alignment and the areas of focus are still unapparent and shifting time and again. Moreover, the periodic plans have very less cognitive coherence and connection.

Objectives and statement of the problems

The major goal of this paper is to review all the periodic plans, policies and programs published on behalf of Nepal Government by the National Planning Commission (NPC), the Ministry of Culture, Tourism and Civil Aviation (MoCTCA) and Nepal Tourism Board (NTB) and analyze the positioning alignment, growing perspectives and factors of focus for the development and promotion of tourism. The objective did not happen by default but it is decided after a thorough observation of unplanned and unsustainable tourism activities and growth in Nepal.

Pokhara has already been declared the tourism capital of Nepal. However, the development of tourism in this valley is mostly by default rather than the planned. The situation is almost identical in other destinations of the country as well. The value versus volume perspective of tourism has also become a fundamental topic of discourses in connection to sustainability. The carrying capacity of Mt Everest on the other hand has become a buzzing issue in international forums. In May 23, 2019, the number of climbers to summit Mount Everest was 354 on a single day (MoCTCA, 2023) that had become a breaking news of the media with negative connotation of carrying capacity of the trail and sustainability. Therefore, this paper is to analyze the Government's vision, growth perspective, branding alignment along with the factor of focus for the development and promotion of tourism as per the periodic plans of Nepal since the periodic plans are the visionary roadmaps and guiding frameworks of national development. However, some documents like the first tourism master plan 1972 and the tourism strategic plan 2016 were also taken as reference. But as per the objective, this paper is intentionally focused on the periodic plans since 1956 till the date to analyze the nation's perspective and focus in connection to the growth, development and promotion of tourism.

Methods and study framework

There are fifteen different periodical plans which were already completed the tenure since 1956 and the current periodical plan is the sixteenth (2024/25-29/30). These plans are the roadmaps of the nation building framework. The vision of these plans decide the nation where to go and which way to go. There are different developmental perspectives in different plans and the factors of focus are also unlike in different periodical plans. Some of the perspectives and thrusts of focus in these plans are evolutionary, coherent and complementing to the previous plans whereas in most of the cases they are avant-garde and experimental more often disconnected from the previous plans. Therefore, all the periodical plans since 1956 to 2025

published by National Planning Commission (NPC) on behalf of Nepal Government and policy papers of Ministry of Culture, Tourism and Civil Aviation (MoCTCA) were reviewed and analyzed thoroughly to explore and investigate the positioning alignment and perspective of tourism. Three dimensions of sustainability (viz. economic, socio-cultural and environment) were applied to connect the planning perspectives whereas the twelve factors of focus have applied to frame the study criteria to analyze the Government's positioning alignment for the growth and development of tourism. These factors basically help to determine the magnitude of tourism growth, development, promotion and sustainability model (Sharma, 2021) and therefore deliberately selected for analysis in this paper. They are economic benefit, tourists' satisfaction, community wellbeing, inclusion & beneficiaries, conservation and waste management, product development and diversification, infrastructure development, superstructure (act/law/policy etc.), promotional activities, amenities development, human resources and capacity enhancement, and planning coherence.

Contextual review

Periodic plan of Nepal

Tourism planning is an important instrument to attract tourists in a particular area or country. Only an appropriate and well formulated plan can make a country or area preferable tourist destination (Aryal, 2008; Kunwar, 2017; Shrestha & Shrestha, 2012). The concept of tourism planning in Nepal was initiated from the beginning of the periodic plan of the country. The first five-year Plan (1956-1960) envisioned a welfare state with special focus on rural infrastructure, transportation, communication, and agriculture. The plan also speculated a good potentiality of tourism growth in the country and underlined the need of administrative machinery for tourism development in Nepal. In 1956, the first national organization called National Tourist Development Board (NTDB), was instituted and upgraded in Department of Tourism status in 1959 for the development of tourism. The first plan period sought to establish tourist information center, organizing the training to tourist guides, categorization of hotels, establishment of travels agencies and development of Kathmandu airport. However, performance in village development, education and health was impressive; no satisfactory results were obtained in tourism as well as in other sectors (NPC, 1956).

The second three-year plan (1962-65) was preparatory in nature and aimed to create the basic preconditions for a comprehensive plan in future. But the projected benefits were not acquired due to the consequences of a ban put to the multiparty system of Nepal. However, the plan emphasized to set up more hotels in the country and hence the number of hotels bed reached 270 by the end of the plan. The major tasks of second plan for tourism were to extent and upgrade the only Airport of Nepal for international air services, priority to the development of tourists' interest places, sightseeing services and publicity of Nepal in the international field and enactment of foreign exchange regulation Act and the department of Tourism Joined PATA (NPC, 1962).

During the third five-year plan (1965-70) tourism was already identified as one of the major foreign currencies earning economic sector of the country. It was only in the third plan

period that an objective to increase the number of incoming tourists and foreign exchange earnings was stated. The third plan became ambitious and focused on establishing hotels even outside the Kathmandu valley and extending the aviation's activities with a projection of 20,000 tourists' arrivals by the end of the plan. In 1969, long term tourism plans were thought to be formulated as tourism considered one of the strong pillars of national economy and a 'Tourism Development Committee' was also formed. Though the third plan, overall was an improvement upon the earlier plans, even after revision in 1968 the base for more comprehensive plans remained a mere dream (NPC, 1965).

The fourth plan (1970-75) enlarged the scope of tourism with trade as an important source of increasing national income and foreign earnings. The country's first tourism master plan called National Tourism Master Plan of Nepal in 1972 for 10 years formulated in technical assistance of the government of the Federal Republic of Germany. The master plan primarily focused on Sighting tourism and conceptualize the diversification of tourism activities apart from Kathmandu valley such as to develop Pokhara as the next tourism hub and to develop Chitwan as well as Lumbini as the other sub-hubs of tourism in the country. Further the plan proposed to improve the sites with tourist attractions and managing hotels and transport facilities and the development of civil aviation. However, the prevalence of certain constraints to the objective as sought in the Fourth plan were unattainable due to inadequate policies concerning tourism (NPC, 1970).

The Fifth Plan (1975-80) realized the economic importance of tourism like "increasing foreign exchange earnings and thereby improving the balance of payment, increasing employment opportunities through the development of local skills, and balancing zonal and regional development by establishing tourist centers". The main contribution of the fifth plan for tourism was to focus on preservation of historical, cultural and natural attractions. The plan emphasized the different policies to promote Nepalese Style tourism, diversion of tourists forms Kathmandu valley, increase the length of stay, develop the potential remote for trekking and mountain flight tourism, develop the tourism facilities in Pokhara, Chitwan, Lumbini and Khumbu. This plan had incorporated the same set of program contained in the tourism master plan as the second phase tourism development program (1976-80). Ministry of Tourism was conceptualized in 1976 and the first '*Tourism Act 2035*' of Nepal was enacted in 1978, within the period of this plan (MoCTCA, 1978; NPC, 1975).

The sixth national plan (1980-85) seemed to be focused on the implementation of the previous master plan and to increase number of tourist arrival and duration of stay. The plan made one of the tourism goals to increase the employment generation through the growth and expansion of tourism in different potential areas of the nation. The plan included policies such as identifying eye-catching tourist spots maximizing the use of domestic products in the tourism industries and the reducing the use of imported goods. The plan focused on developing the resorts in Ilam, Dhankuta, Rupa Tal, Begnas Tal, Shrinagar and Rara area. Further, the plan focused on mountain tourism development by opening 10 trekking trails with camping sites as well. During this plan period, King Mahendra Nature Conservation Trust as was established and promoted ecotourism (NPC, 1980).

The seventh five-year plan (1985-90) rightly addressed that tourism is a means of economic prosperity. The plan focused on quality tourism and the promotion of import substitution industries by producing local products. Policies to encourage the investment of both the public and private sector in the extension of tourist-related facilities have also been undertaken. The need to protect the environmental, historical, religious & cultural resources was first laid down in this plan. In 1990, the government utterly announced tourism as an important means of poverty alleviation of the nation (NPC, 1985).

The Eighth five-year plan (1992-97) became very notable for tourism industry which emphasized on promotion of environmental historical and cultural sites, development of linkages between tourism and other economic sectors like improvement of the living standard, increasing the employment opportunities and improvement in the quality of services and facilities for tourists. Further, to increase the number of foreign tourists emphasized on promotion and publicity activities, mobilization of private sectors, administrative reform and liberal sky policy, diversification of adventure destinations, sharing tourism benefits to community and involving community in tourism management. Further, development of mountain tourism like mountaineering, trekking, development of cultural and religious tourism, convention tourism, and extension of tourism services and facilities were the notable policies as taken by the plan. During this plan period, the 'National air Policy 2050' was formed in 1993. Most importantly, the 'Tourism policy 2052' (Revised in 2065) was formulated in 1995 which gave a new dimension in tourism industry of Nepal which focused on the involvement of private sector in tourism and recognized rural tourism as a means of rural poverty alleviation (MoCTCA, 2008). This plan initiated to enactment of 'Nepal Civil Aviation Act' in 1996, and 'Nepal Tourism Board Act 2053' in 1997 (NPC, 1992).

The ninth five-year plan (1997-02) came with long-term objectives of tourism development for the increase in tourist arrivals, length of tourist's stay, increase in tourist expenditure, increase in employment and foreign exchange earnings. One of the key sectors highlighted in the plan was enhancing direct, indirect and induce employment opportunities for overall economic development of the country. The next was establishing Nepal as a premium destination in the world tourism market through effective publicity and promotion. The major policies taken were the development of additional destination, registration of historical religious and cultural sites, national heritage sites, opening of new trekking routes and climbing peaks, development of model tourist village in each development region, preservation and promotion of indigenous culture, traditional and hospitality and tribal traditions, diversification of tourism attractions towards handicrafts and encourage private sectors to maintenance and conservation in camping sites and trekking routes. The plan focused on poverty alleviation through tourism. The most popular program during this plan period for tourism was the launching of 'Visit Nepal Year' in 1998 which was promoted at global level through Nepal Tourism Board (NPC, 1997).

The tenth five-year plan (2002-07) focused on developing the additional tourism infrastructure and to increase the duration of tourist stay. Tourism is promoted to the Asian and European inbound markets with a brand slogan "*Naturally Nepal: Once is not enough*". The

major objectives of the plan were to develop quality and sustainability in the tourism sector, to conserve, preserve and maintain the historical cultural and religious resources and improve the air transport services in the country. Likewise, some policy initiations were set up as priority like to increase the role of local bodies for quality tourism with services, facilities and products; increase and extension of tourism activities in rural area by opening the restricted zone; enhance the internal tourism activities and increase the community role to develop and manage the local tourism product and resources; priority to neighboring tourists mainly India and China to increase their expenditure with length of stay. The plan has conceived the development and extension of village tourism to create livelihood changes, employment and other opportunities and helps in achieving regional balance and poverty alleviation. Further, from the perspective of comparative advantage, the plan explicitly focused on pro-poor approach of tourism development for livelihood support of rural people. Tourism for Rural Poverty Alleviation Program (TRPAP) initiated by Ministry of Tourism serves as an example. The program focused on developing tourism in rural communities with ethnic settlement in six districts as a pilot project. Whatever the proposed strategic programs & activities in the plan for tourism, due to various constraints the plan is not able to receive expected outcome (NPC, 2002).

The eleventh plan (2007/08 – 2009/10) was interim three-year plan formulated and implemented after the historic people movement in Nepal. The plan envisioned to develop Nepal as major tourism destination in the world market through the conservation and promotion of cultural and natural tourism products as well as safe aviation service. The plan has conceived that tourism an important segment of national economy for economic growth, employment opportunity and poverty alleviation. Further, the plan involved the local body for the development of tourism infrastructure, preservation of cultural & archeological heritages to promote, diversified and expansion of tourism product and facilities. The community base Home-stay tourism was formally introduced with high priority deal for the decentralization of tourism in the rural settlements by developing appropriate policies and guidelines such as Tourism policy - 2008 and Home-stay Guidelines - 2010 (Aryal et al., 2019). Institutional strengthening of the community-based home-stay tourism was initiated with the realization to improve the livelihood of rural people in this plan period. Special attention has been given to the women, Janajati, Madhesi and deprived communities, low-income groups, destitute and deprived groups to bring improvements in their social and economic conditions and lay a foundation for a *Prosperous, Modern and Just Nepal*. The government also launched a long-term visionary document for the sustainability of tourism in the country as '*Tourism Vision 2020*' in 2009 during the plan period (MoCTCA, 2009; NPC, 2007).

The twelfth three-years plan (2010/11 - 2012/13) has brought programs envisioning the attributes of tourism to extent rural areas to reduce poverty through balanced and inclusive community-based tourism development. Further, the plan has called on the local body to include the development of tourism infrastructure, preserve and beautification of cultural heritages and increase the awareness of home-stay tourism in their periodic plan. The government targeted to bring 12 lakhs tourists, earn US dollar 500 million, focused on

ecotourism, agro-tourism, rural & community tourism, sports, education & health tourism, cultural & religious tourism and diversification of adventure tourism activities in different places during this period. The plan has set up an important policy of 4Ps (public-people-private-partnership) to develop tourism sector as a base of national economy by the joint initiation for the extension of tourism infrastructure. The government has launched a new scheme of incentive leave tourism as *Travel Leave Concession* to promote domestic tourism among government officials (NPC, 2010).

The thirteenth plan (2013/14 - 2015/16) targeted to bring 11 lakhs tourists, increase per tourist expenditure to US Dollar 50 per day and maintain 14 days the average length of stay accordingly, emphasized the promotion, development and diversification of tourism for the benefit of rural community with just. The plan also envisioned exploring the new tourism products and manage infrastructure for the development of tourism industry, as one of the strong pillars of the national economy and to support the livelihood and living standard of local people. The plan aimed to project the image of Nepal as an attractive, interesting and safe destination in the world by mobilizing economic diplomacy and Nepalese Diasporas. Further plan insisted local body, community and private sectors to participate with leadership role and use 30 percent of the tourism income of a destination to improve tourism infrastructure for quality services and facilities. One of the major breaks-through in the policy of this plan was to support the community-based home-stay program in possible rural areas by constructing a community building, trekking trail and tourism infrastructure development. The focus of the plan was on formulation of tourism master plan in different districts/destinations, established integrated tourism service centers, promote village tourism, invite foreign investment in big tourism project, recognized Nepali as domestic tourist, segmental marketing to China and India etc. The most important task by the end of this plan is to launch 'National Tourism Strategic Plan 2016-25' (NPC, 2013).

The fourteenth three-year plan (2016/17 - 2018/19) has come with a clear vision of '*tourism for economic prosperity*'. It has aimed to develop the tourism sector to create employment, increase in income, economic growth and living standard of people. The programs and strategies incorporated in the plan and emphasize to draw tourism benefits to local people through the concept of village tourism, encourage domestic tourism in all seasons, make tourism environment friendly through eco/agro- tourism, one province on especial tourism destination, establishment of cultural museum, declaration of "*Domestic Tourism Year 2073, Visit Nepal Year 2018, Greater Janakpur, Master plan for National pride projects such as Lumbini and Pashupatinath*" etc. The plan has specially focused on improving the services and qualities of home-stay tourism for the outreach of the tourism benefit to rural community. The plan has also targeted to bring 12 lakhs tourists, increase per tourist expenditure to US \$ 60, prolong length of stay to 15 days and generate additional one lakh twenty thousand direct employment through tourism in plan period (NPC, 2016).

The fifteenth five-year plan (2019/20 - 2023/24) has targeted an ambitious progress to bring 35 lakhs tourists, increase per tourist expenditure to US \$ 100, prolong length of stay to 15 days, GDP contribution to national economy 10 percent and generate additional four

lakhs ninety thousand direct employment through tourism. The plan has envisioned Nepal as a country of safe, quality, pleasure, tourism friendly attractive destination and to distribute the benefit of tourism to local community with just. The plan was aimed at the joint initiation of public, private, cooperative partnership to develop tourism infrastructure and to promote tourism in and international sectors. It has also insisted on foreign investment and inter-governmental coordination within the country to develop tourism infrastructure for mega tourism projects. Further the plan has posed the natural beauty, harmonious culture, friendly people, spirituality and origin of ancient knowledge and philosophy as an opportunity to develop unique tourism products for the possible driving force for the prosperity of the country. Further, propose to develop hill stations of rural areas as meeting, conference and events base tourism (NPC, 2019).

The sixteenth five-year plan (2024/25 – 2029/30) is the current plan in operation. This plan has some targets like 25 lakhs tourists, 15 days' length of stay, \$85 per day expense and 7% contribution to the national GDP through tourism. The plan has also proposed 'one district one tourism destination and promotion of one local multi-tourism village' during the plan period. Infrastructure development, market extension, market consolidation, quality investment and diversification of products are other aim of this plan. Introduction of satellite accounting system is another important aim of this plan (NPC, 2024).

A thorough review of all those 16 documents of periodical plans reveal that all plan periods had adopted various objectives, working policies, strategies, and programs. There are two clear observations on these plans. One is the lack of adequate execution of the various provisions of the plans and the other is the lack of proper consistency and coherence among various plan documents. Almost all five/three years plan of Nepal are giving high priority for development of tourism though the achievements are not expected, yet some of the achievements are notable. One of them is the establishment of conservation areas and the preservation of natural, cultural and religious sites and good initiation to list of Nepalese heritages in UNESCO heritage sites. The Tourism Act 2035 (1978), Nepal tourism Board Act 2053 (1997), Tourism Policy 2065 (2008), Tourism Vision 2020 (2009) and National Tourism Strategic Plan 2016-25 are the major government documents which are guiding, directing and shaping tourism industry of Nepal. There has been a period of almost seven decade of planning with a total of sixteen periodical plans but seems inconsistent and sporadic thrusts in periodic plans instead of having consistency and complementing proceeds.

Similarly, there are some important initiatives for the planned and systematic development of tourism in Nepal. Among them is the first tourism master plan of 1972 and the national tourism strategic plan of 2016. The first tourism master plan of 1972 is also called the milestone document to develop and promote tourism destinations in a systematic and planned way. The very first tourism master plan classified five different categories of tourism activities in Nepal. They are sightseeing tourism, trekking tourism, Nepal style tourism, recreational tourism and pilgrimage. The plan suggested tourism activities outside the Kathmandu valley. Possible tourism destinations on focus were Pokhara, Tansen, Chitwan and Lumbini (DOT-HMG, 1972). This very first tourism master plan could not be very effective and efficient to achieve

the goal due to the lack of proper implementation mechanism and prudence of experience (Upadhyay, 2019).

Likewise, the Ministry of Culture, Tourism and Civil Aviation (MoCTCA) of Nepal has also published a 10-year strategic plan called “*National Tourism Strategic Plan 2016-2025*” in technical assistance of Netherlands (under SNV) and UKAid. This strategic plan had two phases of five years each. The first five years was for destination diversification and improvement whereas the remaining five years was assigned for the integrated product development, product extension and quality enhancement. The expectation for the first five years is to have tourism growth by 17.5 percent and get tourists’ arrivals to 1,339,000, maintain average length of stay to 14 days, contribute 4.9 percent to GDP and earn US\$ 1,321 million by the end of 2020. Similarly, the expectation for the next five years is to grow tourism at the rate of 12.5 percent to make total arrivals to 2,522,000, increase average length of stay to 15 days, GDP contribution increased to 9.29 percent with earnings of US\$ 3,401 million by the end of 2025 (MoCTCA, 2025). The major focus of the plan was on branding destinations for marketing infrastructural enhancement, destination/product diversification, human resource development, community-based management and conservation (Khatiwada, 2022; Khatiwadada et al., 2024; MoCTCA, 2016,).

All these planning initiatives have some common interest to increase the number of tourists’ arrival, tourism products, service and facilities and extension of tourism activities in the rural community of the country. They are looking for volume tourism by increasing number but still there is question of value tourism especially in rural community. The country is vulnerable in natural, social and cultural environment due to the limitation of carrying capacity, high diversity and alarming fragility against the income that we receive from tourism (Sharma, 2016). Thus, we need to focus on value tourism unlike volume tourism in rural community switching the focus on earning high with less number by quality tourism through community-based management practice (Sharma, 2021).

As an improved structure of the Tourist Industry Act of 1964, the new Tourism Act – 2035 announced in 1978 to regulate tourism industry of Nepal. This Act has clearly explained various rules and regulations to register the travel and trekking agencies, hotels, lodges, restaurants and bars, and conducting the business in convertible foreign currency through Nepal Rastra Bank. Rules and regulations about mountaineering were also explained in detail. The Department of Tourism was given more power to inspect, direct and maintain the prescribed standard for the tourists and to suspend or punish agencies failing to abide by the provision of the Act and those who fail to follow the rules and regulations are subject to warning, suspension of registration, fine and closure (MoCTCA, 1995).

Similarly, there are some other initiatives in Nepal for tourism exploration, development and management. They are Tourism Policy 1995, Tourism Vision 2020, Tourism for Rural Poverty Alleviation Program (TRPAP) 2002, Visit Nepal Year 1998, Destination Nepal Campaign (2002-03), Visit Pokhara Year 2007, Tourism Policy 2008, Nepal Tourism Year 2011 and Visit Lumbini Year 2012. All these initiatives have a significant impact on tourism and local economy (Upadhyay & Khatiwada, 2012). Whatsoever, the aim of this paper is

to review the periodic plans of different years and therefore the impacts and implications of other policies, programs and events on the tourism and society are not considered here. All the periodic plans of Nepal since 1956 were reviewed and analyzed keeping them in a framework of twelve different factors of focus which were selected deliberately in a belief that they help to determine the magnitude of growth, development, promotion and sustainability pattern of tourism in the country (Sharma, 2021).

Analysis and discussion

The periodical plans of Nepal from first (1956/57 - 1960/61) to sixteenth (2024/25 - 2029/30) were analyzed keeping them in a framework comprising of twelve different variables which are called factors of focus in this paper. They are economic benefit, tourists' satisfaction, community wellbeing, inclusion and wider beneficiaries, conservation and preservation, product development/diversification, superstructure (Act/Law/Policy etc.), promotional activities, amenities development, human resource development/capacity enhancement and planning coherence. These factors of focus were devised deliberately to analyze the vision, magnitude of tourism growth, perspective, positioning and sustainability. The ANNEX I summarizes the periodic plans with factors of focus.

According to this analysis, it is revealed that only two variables are commonly emphasized in all the plans. They are economic benefits of tourism and the issue of tourism product development or diversification. The development of infrastructure is also the factor of focus almost in all the periodic plans except 6th five-year plan. Similarly, thirteen different periodic plans have focused on the superstructure for tourism which encompasses the formulation of Act, Law, Rules and Regulations. But three periodic plans viz 6th, 7th and 15th have found ignored the task of enhancing superstructure for the development of tourism industry. In coherence of the plans, it is revealed that altogether thirteen periodic plans have a sort of connection and correlation between the plans with the exception of first, second and fifth periodic plans which were lacking concurrent move with the other plans. For the problem of connectivity between the very first and second periodic plan can be given the benefit of doubt being the initial trial plans with immature and ineffective implementation mechanism whereas the major political movement of 2036 BS in the country might have deranged the functioning and coherence of the fifth periodic plan.

The development of amenity, which is considered as one of the major components of quality and success of the destination, is the issue of highly ignorance in almost all periodic plans of Nepal. Only the fifth and thirteenth periodic plans have shown concerns of amenity enhancement in the destination. Skilled human resources form the backbone of tourism industry and the hospitality industry of Nepal has still been facing the dearth of skilled human resources with hospitality acumen. However, only six out of sixteen periodic plans (1st, 4th, 5th, 11th, 14th and 16th plans) have addressed the issue of human resources for hospitality and their capacity development to fit the tourism market.

In this connection, some of the periodic plans are notable. The fourth periodic plan proposed to upgrade the then Hotel Management and Tourism Training Center (HMTTC) to a bachelor

level institution and thus envisioned the concept of Nepal Academy of Tourism and Hotel Management (NATHM) which was materialized in 1972 with the support of the United Nations Development Programme (UNDP) and the International Labor Organization (ILO). The fourth five-year plan also visualized a first tourism master plan of the country that was formulated in 1972. This master plan, though faced implementation imbroglio, became the corner stone for the tourism industry of Nepal. Similarly, some notable periods in this context are the fifth plan, which conceptualized the training programs for local to help tourism industry, the eleventh plan that conceived the training program for the tour guide as well as cook for the hotels.

The fourteenth as well as the sixteenth periodic plans had focused to create employment through tourism in the country. In the same way, the periodic plans from seventh to ninth visualized a wider aspect and implication of tourism like the tourist satisfaction, community wellbeing, inclusion for benefit, conservation and preservation and promotional activities for tourism.

Conclusion

The government of Nepal has been accounting tourism in a standing position as a strong pillar of economic prosperity since the very first five-year periodic plan of 1956. Despite this, the tourism activities today in most of the destinations have been ensuing mostly by default rather than planned proceedings. The concern of sustainability perspective is utterly ignored be it in periodic plans or policies and programs except a few internationally funded project like TRPAP (supported by UNDP in collaboration with Nepal Government) which operated in rural areas of six districts of Nepal as a pilot project with an aim to alleviate rural poverty through tourism (Dhakal, 2003). The tourism master plan 1972 and National Tourism Strategic Plan 2016-25 also had wider vision of diversification of tourism products beyond Kathmandu valley, sustainable growth and responsible practices. However, the former suffered from the lack of implementing mechanism whereas the later plan faced covid-19 pandemic as a major hindrance to achieve goals. Therefore, sustainability as yet has become a major concern of tourism domain in Nepal. There are three pillars of sustainability - economic, sociocultural and environmental (Sharma, 2021). In most of the plans, policies and programs, only the economic perspective seems to be the dominating concern in connection to tourism growth and development in Nepal.

Twelve different factors of focus were used in this paper as the study framework and analyzed all the five-year periodic plans published since 1956 to 2025. The analysis shows that the national vision and perspective of tourism growth and development is still unable to clearly state some of the major issues like where to go (value vs volume perspective), how to go (sustainability), why to go (cognitive coherence of planning), how much to accept (carrying capacity) and which market to focus (branding alignment). The conclusion of the study on the basis of the factors of focus along with some other additional but very important reflections are summarized in the following points.

1. **Economic benefit:** Almost all periodic plans have focused tourism as an important sector of economic gains in the country. It is necessary to integrate development and

conservation strategy of tourism from socio-cultural and environmental perspective for sustainability (Khatiwada et al., 2022; Sharma, 2013). But it is found that none of the plans has integrated other segments and non-economic implications of tourism in periodic plans.

2. **Quality and tourist's satisfaction:** The future potentiality of a destination is mostly indicated by the repeat visitation of the tourists and their level of satisfaction. Only satisfied visitors recommend others to visit the destination and the satisfaction level has direct correlation with the quality of service provided in the destination (Sharma, 2014). However, the tourists' satisfaction and issues of quality service are the aspects of ignorance in periodic plans.
3. **Community wellbeing:** The concept of community-based homestays has become one of the most prioritized areas since the 8th plan and the significant volume of budget has already been allocated for community based homestays and community buildings from federal, provincial and local governments (Khatiwada, 2022). The proliferation of community-based home-stays in Nepal in later years is one of the remarkable achievements in tourism domain (Sharma, 2020). The new Tourism Policy 2065 (MoCTCA, 2008) particularly envisioned bringing tourism benefits to the poor communities, especially in the rural areas, accordingly extended the program and activities. The previous studies (Khatiwada, 2022; Khatiwadada et al., 2024; Kanel et al., 2024) rightly remarked that community based homestay plays the supporting role for gradual increase in external facilitation, exposure and capacity development endeavors, promotion of local food and culture for their earning and wide ranges of direct and indirect economic, socio-cultural, and environmental benefits.
4. **Inclusion and beneficiaries:** The benefit sharing mechanism and inclusion in tourism activities are two vital concerns in a tourism destination for destination's ownership. Even the previous study (Khatiwada et al., 2022) suggested that policymakers and planners must develop plans, policies, and strategies that promote the tourism sector and involve local communities in decision-making processes and tourism implementation. The periodic plans of Nepal seem to be oblivious regarding the issue of equitable inclusion and share of tourism earning.
5. **Conservation and preservation:** In Nepal, the issues of environmental conservation and preservation of history, heritages and culture were largely ad hoc, informal, contingent on traditional practices and under the direct patronage of royal authority before 1990. The Ancient Monument Preservation Act 1956 was not so influential then. However, the collaboration with UNESCO after its Kathmandu office in 1998 has significantly shifted the conservation dynamics and sustainable development initiatives in Nepal especially in heritages (Sharma, 2016). The establishment of the Annapurna Conservation Area (ACA) in 1986 under the National Trust for Nature Conservation (NTNC), formerly known as King Mahendra Trust for Nature Conservation (KMTNC), marked a significant turning point in nature conservation of Nepal. In spite of these initiatives, the socio-cultural aspects are still not in limelight

even in periodic plans of Nepal so far.

6. **Product development and diversification:** Most of the tourism products and destinations of Nepal have developed and reached the present level by default rather than by planning except a few limited cases (Sharma, 2020). The findings of this paper also validate this view. However, the role of private sectors and their allied institutions is significant for tourism product development and diversification in Nepal.
7. **Infrastructure development:** Some of the plans in Nepal have emphasized on infrastructure development in tourism destination including transportation, communication, trekking trails, community buildings, temples and view towers. However, the infrastructure in tourism destination are always criticized for not being tourism friendly.
8. **Superstructure:** The tourism sector of Nepal is guided by several acts and policies. They are mostly devised to develop, promote and regulate the tourism industry in the country. The Tourism Act, 2035 (1978) which was amended in 2042 (1985AD) for the first time and amended second time in 2053 (1997AD) is a fundamental legislation for tourism in Nepal. The Nepal Tourism Board Act 2053 (1997AD) became instrumental to establish Nepal Tourism Board (NTB) in public-private-partnership modality to promote tourism destinations in Nepal and abroad. Similarly, the Tourism Policy 2065 (2008) formulated in Nepal which mostly frames the approach of government on tourism. It mostly emphasized on community based rural tourism and involvement of private sectors. However, the Acts and policies have issues and hurdles in implementation.
9. **Marketing and promotion:** Marketing is a vital factor for every tourism business. Effective promotion differentiates the destination and helps to develop a unique brand proposition otherwise even the best destination as a product might remain just a normal place. Proper segmentation and effective marketing develop the competitive positioning of the destination in tourists' market (Sharma, 2012). The periodic plans have very less concern about the identification of market segment and implication of the components of marketing mix. However, the collaboration with some international organizations such as Pacific Asia Travel Association (PATA), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Development Programme (UNDP) etc. is inspiring initiation to promote and expand the brand of Nepal in the international arena.
10. **Amenities:** Amenity is one of the components of 5A's of tourism destination. Other components are attractions, accommodations, accessibilities and activities (Khatiwada et al., 2024; Sharma, 2012). Amenities in the destination help to enhance the comfort, safety, pleasure, satisfaction and overall experience of a destination. They simply are Wi-Fi, public restrooms, signage, information centers, health service, safe drinking water, electricity, parking etc. None of the plans in Nepal seems to have eye on them. The role of amenities to enhance the visitor's experience and satisfaction in

the destination is completely neglected.

11. **Human resource:** One of the significant concerns of quality tourism is the retention ratio of skilled and qualified human resources in the tourism industry. The study reveals that the national retention ratio of hospitality graduates is very low and the turnover of hospitality sector is relatively very high within the country (Sthapit & Shrestha, 2018). Though there are some institutions in Nepal with the sole objective of producing human resources for hospitality industry like Nepal College of Travel and Tourism Management (1995), Nepal Tourism and Hotel Management College (1999) and Nepal Academy of Tourism and Hotel Management (1999) to name a few, yet the retention pattern of hospitality graduates within the country is a challenging issue today (Khatiwada et al., 2021). None of the periodic plans found to be concerned with this issue yet.
12. **Coherence of planning:** The coherence among the periodic plans is reasonably weak. It seems that the continuous coherence among plans is only seen in case of the community-based homestays since the eighth 5-year plan (1992-97). Only on two variables of the study named economic benefit and product development or diversification, all of the periodic plans have a common vision and coherence of the programs. In other variables' perspective, the programs in the plans are mostly sporadically connected.
13. **Nepal Tourism Board (NTB):** Formation of Nepal Tourism Board in 1998 as an autonomous body in 3P (public-private-partnership) modality for promotion and marketing is a good initiative with tangible implications on destination's exploration, development and promotion.
14. **International collaboration:** Tourism is a mega industry which needs connections and collaborations with national and international organizations for planning, promotion, development and conservation projects and programs. The state's emphasis over the collaboration with the international organizations like United Nations World Tourism Organization (UNWTO), United Nations Educational, Scientific and Cultural Organization (UNESCO), Netherlands Development Organization (SNV), Pacific Asia Travel Association (PATA), United Nations Development Programme (UNDP), Department for International Development (DFID), United States Agency for International Development (USAID), UKAid, World Wide Fund (WWF), Japan International Corporation Agency (JICA) etc. is a praiseworthy initiation in this context.
15. **Assistance of international experts:** Frequent hire of international experts in strategy formulation and policy making provides with the change to improve the internal talent.
16. **Homestays:** The periodic plans of Nepal have preference to rural development through tourism and therefore have proposed and concentrated on community-based homestays with the aim of reducing poverty (Khatiwada, 2022). In doing so,

other segments of rural tourism are eclipsed.

17. **Volume Vs value:** Nepal is rich destination for tourists in terms of geo, bio and cultural diversities. These diversities are highly vulnerable and therefore have negative correlation with the number of visitors i.e. the more the number of visitors, the more will be the negative implications over them. Despite this fact, almost all the periodic plans of Nepal focus on number of tourists only (volume) as if number is everything irrespective of the quality of tourists ignoring the important segment of high yield (value) tourists.
18. **Carrying capacity:** The carrying capacity of a destination is directly related to the level of satisfaction of the visitors. However, this issue is still in shadow in the periodic plans but it has already become a topic of discourses in international forum especially the traffic jam of Mt Everest (354 persons summited Everest in a single day in May 23, 2019).
19. **Foreign investment in tourism:** The Government of Nepal has policy of inviting the Foreign Direct Investment (FDI) in various sectors, considering the needs of integrated development and conservation strategy based on a strong public-private partnership for tourism sustainability (Khatiwada et al., 2022). As per the periodic plans, the Government has shown special interest to invite FDI in tourism especially mega projects but there are various issues and hurdles to develop conducive environment for investment.

Recommendations

The current periodic plan of Nepal is sixteenth and the first plan is the plan of 1956. It's already been almost seventy years of systematic periodic plans. The very first periodic plan had already identified tourism as a beneficial segment of national economy. However, there is inconsistency in planning national tourism, branding the image and in selecting the development perspective of tourism mostly in value versus volume pattern. The implementation of sustainability template is also not effective so far. Therefore, the following suggestions are recommended for consideration in the upcoming periodic plans:

- The following periodic plans need to be complementing the previous plan(s) to establish a consistency and coherence of programs and budgets to avoid the currently realized inconsistent and inadequately connectedness among the plans.
- The national plans and policy should be indicative in connection to the tourism development perspective of value-volume continuum.
- The national vision, plans and policies need to have inter-connected clarity regarding the positioning alignment and image branding strategy of tourism.
- It is better to have national model of sustainability as the state has already considered tourism as a pillar of economic prosperity and poverty alleviation so that the model will be the framework of other two pillars of sustainability viz. socio-culture and environment while formulating tourism strategies and policies.

- Nepal is no doubt an unparalleled country in the world in terms of its diversity. It is one of the richest countries in the world in this connection. However, the fragility of diversity should not be ignored. The conservation and preservation of geo diversity, biodiversity and ethnic diversity of the country need to be connected with the pattern of plan and the management of carrying capacity.
- The Everest region has already become a cemetery of almost three hundred abandoned corpses of mountaineers and 2019's single day summit by 354 climbers with frequent traffic jam has become an alarming issue of carrying capacity, over-tourism and its management in the international forum. Therefore, the upcoming periodic plans of Nepal should address the burning issue of carrying capacity so that the strategic plans and policies will also be guided by the perspective of integrated national visionary frame to explore, develop, promote and conserve the tourism products and destinations in Nepal.

Annex I : Analysis of periodic plans on the basis of 12 factor of focus

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
First 5-Year Plan (1956/57 – 1960/61) :											
A pioneer plan period setting organizational and institutional structure for tourism development and capacity building initiations of 'travel profession'											
Identify tourism as a beneficial segment of national economy	Training of tourist guide, hotel categorization, tourism information center	-	-	-	Explore tourism potential areas	Focus on transport & communication, development of Kathmandu Airport, establishment of RNAC in July1, 1958	Formation of National Tourist Development Board (1956), NTDB upgraded to department of tourism (1959)	Establish tourist information center	Tourist guide training,	-	
Second 3-Year Plan (Fiscal Year 1962/63 – 1964/65):											
A short-lived plan laid down the legislation of tourism for the mainstream development of support agencies (e.g. hotels, restaurants, tour guides, trekking & mountain tourism, etc.)											
Tourism as one of the best foreign currency earning economic sector	Upgrade hotel & airport service				Develop of tourist places, sightseen service	Emphasis on hotel setup, upgrade airport, support agencies, tour guide	Enactment of foreign exchange regulation, Tourist Industry Act 1964	Promotion & publicity in int'l market, Joint PATA			

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
<p>Third 5-Year Plan (Fiscal Year 1965/66 – 1969/70): A plan emphasized to conserve and maintain the historical cultural places for tourism. The establishment of tourist standards hotels and extension of aviation facilities to the various destinations.</p>											
Focus to increase tourist number & more earn foreign currency. Taken as tourism as an economic pillar				Conservation of historical cultural heritages	Establish hotels outside Kathmandu valley	Aviation upgrade plan to cater service to projected 20,000 int'l tourists	Realized a need of a Tourism Master Plan in 1969, formed tourism development committee				Improvement of earlier plan, revision in 1968 for upcoming master plan

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
<p>Fourth 5-Year Plan (Fiscal Year 1970/71 – 1974/75): With the great thrust to future tourism development in a planned, integrated and sustainable manner, the formulation of 'Tourism Master Plan 1972' illustrates an example and a turning point in the history of tourism in Nepal. Objective not achieved due to the lack of tourism implementation policies.</p>											
Enlarged the scope of tourism as an important source of income & foreign currency				Sustainability issues in tourism plan 1972	Sightseen expanded out of valley, plan to develop Pokhara as next tourism hub and Chitwan & Lumbini as sub-hubs	Develop tourists sites, hotels, transportation & upgrade civil aviation.	1 st National Tourism Master Plan 1972 - 82 formulated in assistance of Germany			Established Hotel Management & Tourism Training Center (HMTTC), now NATHM for skilled HR	3 rd year plan laid the foundation for TMP 1972

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
Fifth 5-Year Plan (Fiscal Year 1975/76 – 1979/80):											
A plan period with milestone for institutional consolidation and inter-sectoral coordination in tourism sector:											
Tourism revenue as strong source of balance of payment, increase length of stay	Focus on Nepali style of hospitality	Employment for locals, promote Nepali style of hospitality	Development of local skills	Preservation of nature, culture and history	Diversify and enhance destinations: Pokhara, Chitwan, Lumbini, Khumbu, Trekking Trails in remote areas mountain flight,	Upgrade hubs and sub-hub destinations like Pokhara, Chitwan, Lumbini, Khumbu	Tourism ministry conceptualized in 1976, Upgraded Tourist Industry Act 1964 to Tourism Act 2035 (1978)			Training for locals for tourism	Implementation of TMP 1972

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
<p>Sixth 5-Year Plan (Fiscal Year 1980/81 – 1984/85): A plan with review (1984) of tourism development master plan 1972 and the future institutional consolidation in tourism sector of Nepal.</p>											
Focus to increase number of tourists, length of stay & job creation				King Mahendra Nature Conservation Trust (MNCT) in action for eco-tourism	Opening hotels in potential areas: Ilam Resorts, Dhankuta, Rupa Lake, Begnas Lake, Srinagar, Rara Lake, Mountain Tourism, 10 Trekking Trails with Camping Sites						Focus on implementation of previous TMP 1972

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
<p>Seventh 5-Year Plan (Fiscal Year 1985/86 – 1989/90): A plan for future actions and strategic supports for infrastructure development. Addressed the tourism is a means of economic prosperity & focusing to local product and quality tourism.</p>											
Tourism for Economic prosperity & poverty alleviation (1990)	Interest on quality of tourism service		Local involvement, Joint investment (public-private mix modality)	Protection of environmental, historical, religious & cultural resources	Nature, culture, history, heritage and religion as tourism products	Mixed modality of infrastructure and development					Implementation and upgrade previous plans
<p>Eighth 5-Year Plan (Fiscal Year 1992/93 – 1996/97): An era of transformation from restriction to openness in tourism sector, for quality tourism and environment conservation. It also formulated Tourism Policy 1995 with an objective to diversify the tourism to rural areas.</p>											
Rural tourism as a tool to alleviate poverty in rural areas	Focus on quality tourism	Community homestay	Rural tourism as a tool to alleviate poverty in villages of Nepal	Focus on environment conservation	Product diversification, mountaineering, trekking, convention tourism (MICE)	Encourage private sector for investment and involvement	National Air Policy 2050 (1993), Tourism Policy 2052 (1995), revised in 2065, Nepal Civil Aviation Act 1996, Nepal Tourism Board Act 2053 (1997)				

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
<p>Ninth 5- Year Plan (Fiscal Year 1997/98 – 2001/02): The plan focused on poverty alleviation through tourism and policy initiation to registration of historical religious & cultural sites as national heritage sites, development of model tourist villages, preservation and promotion of indigenous culture, traditional hospitality and handicrafts</p>											
Focus on poverty alleviation, plan for increase tourists number, stay & expenses		Community for culture, tradition and hospitality	Promotion of indigenous culture, traditional hospitality & handicraft	Identification of National heritage sites, preservation of culture, history & heritage	A new model tourism village in each development region	Transportation, communication & destination enhancement	Long term strategies, planning for number, stay and expenditure, NTB established in 1998, Visit Nepal Year 1998	Promotion in world tourism market			NTB Act established Nepal Tourism Board in 1998 and brought into action, Concept of Community based rural tourism carried forward

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
<p>Tenth 5-Year Plan (Fiscal Year 2002/03 – 2006/07): The plan explicitly focused on pro-poor approach of tourism development. Tourism for Rural Poverty Alleviation Program serves an example. It also envisaged various milestones on tourism and civil aviation for 15 years</p>											
Pro-poor approach, TRPAP program	Improve air service quality	Community based TRPAP	TRPAP for wider inclusion	Conserve & pre-serve & Maintain culture, nature, religious and historical sites	Asian & European markets, open restricted zones, village tourism,	Improve air transport	Rural poverty alleviation programs, improve air service, TRPAP program by ministry	Promotion in Asian & European markets with a slogan “Naturally Ne-enough.” India & China focus markets			Community based tourism is the common concept carried forward

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
Eleventh 3-Year Plan (Fiscal Year 2007/08-2009/10):											
A plan with high priority deal for the decentralization of tourism through rural and home-stay tourism development policies and plans (e.g. Tourism Policy 2009, Home-stay Guidelines 2010)											
Major source of economy, employment		Community based home-stay in high priority	Emphasis on Women, Janajati, Madhesi, Deprived community, low-income groups, destitute		Product decentralization & rural tourism (homestay focus)	Budget on village trails and community buildings for homestays	Tourism Policy 2009, Homestay Guidelines 2010, Tourism Vision 2020	Nepal to develop as major tourism destination in Asian & Western markets		Training for guides and cooks	Concept of TRPAP and community based tourism carried forward
Twelfth 3-Year Plan (Fiscal Year 2010/11-2012/13):											
The three-year plan has brought programs envisioning the attributes of tourism to bring global brotherhood and alleviate poverty through balanced and inclusive community-based tourism development.											
Tourism to alleviate poverty, 12 lakh tourists, 500 mn dollars,		Focus on community based tourism	Emphasis on Inclusive tourism, 4Ps in tourism (Public-Private-Partnership)		Diversity tourism products geographically, eco to religious, Adventure to education, community to sports tourism	Infrastructure focus, beautification of culture, heritages sites, community based, make local government responsible	Focus on home-stay tourism, Incentive leave plan "Travel Leave Concession"				Concept of community based tourism carried forward

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
<p>Thirteen 3-Year Plan (Fiscal Year 20013/14-2015/16): Emphasized on the promotion and diversification of tourism for the benefit of rural community with just; to explore the tourism products & to develop tourism industry, as one of the strong pillar of the national economy and to support the livelihood of local people.</p>											
Strong pillar of national economy, 11 lakh tourists target, \$150 per person expense, Length of stay 15 days	Integrated tourists service centers, community & local govtn to manage infrastructure in destination	Promote village tourism, Focus on community-based homestays, support for community buildings,	Tourism to support local livelihood, community involvement	National tourism strategic plan 2016-25 for preservation and conservation	Explore the tourism products & areas, more trekking trails in rural areas,	30% of tourism earning for destination improvement: Infrastructure, service quality, service & facility, Invite foreign investment for big projects of tourism	National tourism strategic plan 2016-25, Encourage to make master plan for each destination	Diaspora & diplomat for marketing promotion	Local gov to develop and manage destination		National tourism strategic plan 2016-25 for integrated tourism development, focus on the development of community based tourism

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
<p>Fourteenth 3-Year Plan (Fiscal Year 20016/17-2018/19): The plan has come with a clear vision of 'tourism for economic prosperity'. And has specially focused to improve the services and qualities of community-based home-stay tourism for the outreach of the tourism benefit to rural area.</p>											
Tourism for economic prosperity, 12 lakh tourists, \$60 PTE, LOS 15 days	Quality improvement of community homestay	Focus on community homestay and rural tourism	Community involvement for homestay tourism		Focus on ecotourism and agri-tourism	Every infrastructure tourism friendly,	One province one special tourism destination, Slogan: "Tourism for economic prosperity".			10 lakh jobs creation goal through tourism	Connected rural and homestay tourism
<p>Fifteenth 5-Year Plan (Fiscal Year 20019/20-2023/24): The plan has aimed at the joint initiation of public, private, cooperative partnership to develop tourism infrastructure and to promote tourism in domestic and international sectors. Further, propose to develop hill stations in rural areas as for MICE tourism.</p>											
35 lakh tourists, PTE \$100, LOS 15 days, 10% GDP, 4.9 lakh additional jobs, economic growth 9.6%					Hill stations in rural areas for MICE & Events tourism	Public-private cooperative partnership for infrastructure, FDI in tourism & inter-governmental coordination for mega tourism products		Promotion in national and international markets		Plan to add 4.9 lakh direct employment	Linkage of Community based tourism from pervious plans

Economic Benefit	Tourists' Satisfaction	Community Wellbeing	Inclusion & Wider Beneficiaries	Conservation & Preservation	Product Development / Diversification	Infrastructure Development	Superstructure (Act/Law/Policy etc.)	Promotional Activities	Amenities Development	HR Development / Capacity Enhancement	Planning Coherence
<p>Sixteenth 5- Year Plan (Fiscal Year 20024/25-2029/30): The focus areas of current plan are to increase tourists flow to 25 lakhs, per day tourists expense \$85 and length of stay 15 days, contribution of tourism to increase from current 2% to 7% by the end of the plan period. The plan has one district one tourism destination program along with the promotion of one local multi-tourism village to enhance rural tourism.</p>											
25 lakhs tourists, PTE \$85, LOS 15 days, GDP 7%		More focus on community based tourism	Inclusion and equitable sharing of tourism benefits		Market expansion & diversification	Quality investment, National and FDI for mega tourism projects	introduction of Satellite Accounting System and information networks				Linkage of community based tourism from previous plans

Author introduction

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