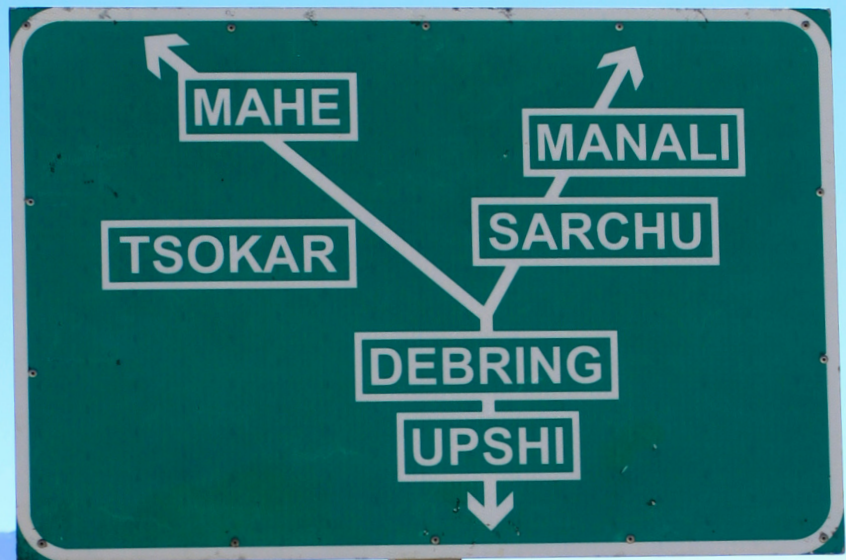




IND

2013

# Value Chain Mapping of Tourism in Ladakh



**WEL COME**  
**TSOKAR RESORT CAMPING**  
**&**  
**RESTAURANT**  
(AT THUKJE GONPA)  
→ HIGHEST RESORT IN LADAKH  
→ WELL FURNISHED ROOM'S  
→ DELUXE TENT'S  
← 18 KMS A HEAD →

KIRAN RAJASHEKARIAH  
PANKAJ CHANDAN


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# VALUE CHAIN MAPPING OF TOURISM IN LADAKH



Kiran Rajashekariah  
Pankaj Chandan

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# Abbreviations

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ALHGOA	All Ladakh Hotel and Guest House Owner's Association
ALTOA	All Ladakh Tour Operators Association
CAGR	Compound Annual Growth Rate
D&B	Dun & Bradstreet, Inc.
FDI	Foreign Direct Investment
GDP	Gross domestic product
IBEF	India Brand Equity Foundation
ICIMOD	The International Centre for Integrated Mountain Development
IUCN	International Union for Conservation of Nature
J&K	Jammu and Kashmir
KHAROF	Kashmir Hotel and Restaurant Owners Federation
LAHDC	Ladakh Autonomous Hill Development Council
LEDeG	Ladakh Ecological and Development Group
MOT	The Ministry of Transport
NGO	Non-governmental organizations
PPT	Pro-poor tourism
SECMOL	Students Educational and Cultural Movement of Ladakh
SLC	Snow Leopard Conservancy
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UNWTO	United Nations World Tourism Organization
USD	United States dollar
USP	Unique Selling Proposition
WAL	Women's Alliance of Ladakh
WTTC	The World Travel & Tourism Council



# Executive Summary

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The global tourism industry has evolved as a major force for economic growth and development in many developing countries of the world. High economic growth, increase in disposable income, access and connectivity, new forms of tourism and strong marketing are some of the key drivers for the growth of the sector. Emerging trends suggest that the growth of tourism provides opportunities for local communities by acting as a source of income, particularly in mountain areas. However, in the Himalayan region, the rapid growth of tourism has led to the constant challenge of ensuring regular income for local communities and preserving the local ecology.

The primary objective of this study is to carry out a value chain mapping of tourism in Ladakh, a region representative of tourist destinations in the Himalayas, and to recommend strategies for integrating local communities, particularly herders, women and marginal groups into tourism. In relation to this, the study maps the tourism value chain in Ladakh and its specific sub-chains, suggests measures for improving value chain linkages and develops strategies for the inclusion of vulnerable groups such as herders, women and marginal communities as beneficiaries in tourism.

The region of Ladakh in the state of Jammu & Kashmir officially opened for tourism in 1974. Ever since, tourism in the region has grown manifold. For instance, the number of tourists in Ladakh increased from about 20,000 in 2001 to about 150,000 in 2011. As a result the scope of tourism operations has increased to include a multitude of stakeholders from government agencies, the private sector, non-governmental organisations, local communities and others. However this has had a negligible impact on the economic well-being of the poor and marginal groups in the region.

The study identifies a number of potential interventions for the inclusion of herders, women and marginal communities. The interventions include home stays that promote Ladakhi hospitality and tradition, adventure tourism, rural tourism in collaboration with local NGOs to encourage volunteers, sports tourism, cultural tourism and wildlife tourism. Guidelines and incentives can be structured to ensure opportunities for local women. Production and use of local fresh and processed produce can be focused on to help the local economy. All tourism products should be designed based on principles of ecotourism. Active participation of local communities, especially the poor and the marginal groups should be ensured through regular meetings, feedback forums and action committees. Further, the revenue generated from tourism should be directed towards the development of local communities. Tourism policies need to integrate natural resource management and environmental preservation. The objective of these strategies should be to reduce the vulnerability of these communities and supplement their income so that they are not as dependent on their immediate environment for their sustenance.

WWF-India believes that the findings from this study can help conceptualize innovative initiatives for promoting sustainable tourism that is inclusive and pro-poor.

# CHAPTER 1





# INTRODUCTION

---

The global tourism industry has witnessed a remarkable evolution in recent decades. In fact, tourism has evolved as a major force for economic growth and development in many developing countries of the world.

High economic growth, increase in disposable income, access and connectivity, new forms of tourism, strong marketing and promotion are some of the key drivers for tourism growth. UNWTO (2012), for instance, states that global tourism has increased at a Compound Annual Growth Rate (CAGR) of 3.5% from 2005-11 (UNWTO, 2012), becoming one of the leading contributors to the global economy. This growth is expected to accelerate further owing to innovative tourism packages and offers tailored to suit the needs of the target market.

Tourism, if developed in the right manner, can generate business and employment opportunities for local communities and simultaneously preserve local, natural and cultural heritage. It could be a key contributor in mitigating the challenges of poverty elevation and impacts from climate change, especially in ecologically fragile regions. Emerging trends suggest that several destinations are steering towards tourism that is designed to provide opportunities for local communities and act as a source of income for the poor in the region, while ensuring the conservation of nature. Such initiatives are critical, particularly in the Himalayan region that hosts several fragile ecosystems and faces the constant challenge of preserving the economy, ecology and society.

Livelihood opportunities for people in mountain areas are generally limited. Even when a country finds the opportunity to develop, such challenges may increase the development gap between mountainous and other communities. In many cases, the absence of sustained income for the mountainous communities may lead them to exploit local resources beyond the limits of natural regeneration. As a result, tourism is increasingly being regarded as one of the few alternative options that can create new jobs and reduce poverty for communities in remote, resource-scarce regions (ICIMOD 2009). Indeed, tourism can sustain livelihoods if appropriate opportunities are provided to the local communities. But the lack of a pro-poor approach to tourism can increase hardships, especially for the marginalized sections of society, leading to the exploitation of local resources as stated before. Therefore, there exists an imperative need to bring together multi-stakeholder groups in order to co-manage rangeland resources, tourism development and so forth.

Despite tourism being integral to the economy in many parts of the world (discussed ahead in chapter 2), rapid and unsustainable tourism practices coupled with the vagaries of climate change in recent times threaten the very unique landscape and ecosystems that tourism is centred around. The problem is further compounded by the over exploitation of limited natural resources by local

---

**"If tourism is managed with a strong focus on poverty alleviation, it can directly benefit the poorer groups through employment of local people in tourism enterprises, goods and services provided to tourists, or the running of small and community-based enterprises, having positive impacts on reducing poverty levels."**

— UNWTO, Tourism and Poverty Alleviation, 2012

communities that are directly dependent on immediate nature for their livelihood. For instance, the Himalayan rangelands that support unique biodiversity are threatened from overgrazing, and exploitation of limited resources in the region. In fact experiences suggest that when a destination receives mass tourism interests, economic opportunities may cause stakeholders to overlook environmental and socio-cultural impacts. This study presents the findings of a a tourism value chain mapping conducted for Ladakh as a rapidly developing tourist destination and identifies opportunities for local communities, particularly herders, the marginal communities and women who can potentially benefit from tourism. It is argued that such initiatives would decrease the vulnerability of communities who are directly dependent on the natural resources from the region for their livelihood. The findings from the study can help conceptualise innovative initiatives for promoting sustainable tourism that is inclusive and pro-poor. Such measures not only promote economic development of the poor, but also ensure protection of natural resources, in the areas critical to tourism.

## OBJECTIVES

The primary objective of this study is to carry out a Value Chain Mapping of tourism in Ladakh, and present strategies for integrating local communities, particularly herders, women and the marginal groups into tourism. In relation to this, the study:

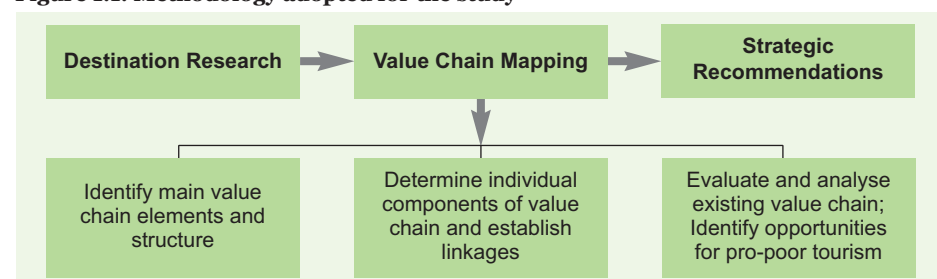
- Maps the tourism value chain, and specific sub-chains of Ladakh
- Develops measures for improving value chain linkages in Ladakh's tourism sector
- Identifies opportunities and suggests strategies for specific value chain strands to include vulnerable groups such as the herders, women and marginal communities as beneficiaries in tourism

The study hopes to influence policies aimed at local development and tourism in Ladakh, which could further ease anthropogenic pressure on the environment.

## METHODOLOGY

The study was carried out through a three-stage process (Figure 1.1). The first phase entailed destination research in order to achieve a holistic understanding of tourism in Ladakh. Desktop research and literature reviews were carried out to identify the drivers and key stakeholders involved in tourism in Ladakh. A workshop involving various stakeholders was organised to develop a tourism value chain, using rapid appraisal techniques for data collection. This exercise helped to understand the role and views of different stakeholders in tourism in Ladakh.

**Figure 1.1: Methodology adopted for the study**





Following this, open-ended interviews were carried out through stratified random sampling to gauge perceptions and opinions of the communities affected by tourism. On the basis of these interviews, a broad picture of the various factors and forces influencing the current tourism value chain emerged. Further, discussions with key informants and workshop participants helped refine the understanding of linkages and gaps between the various strands of the value chain. Triangulation was adopted to maintain validity and the quality of research.

The collated information was the basis for a value chain diagnosis of current weaknesses in the value chain and potential interventions for bringing about effective change, towards pro-poor tourism sensitive to the needs of herders, women and marginal groups in particular. Keeping the context in mind, a set of solutions and interventions have been suggested on the basis of ease of implementation and potential impact, which are discussed in detail in Chapter 4.

## ORGANISATION OF THE REPORT

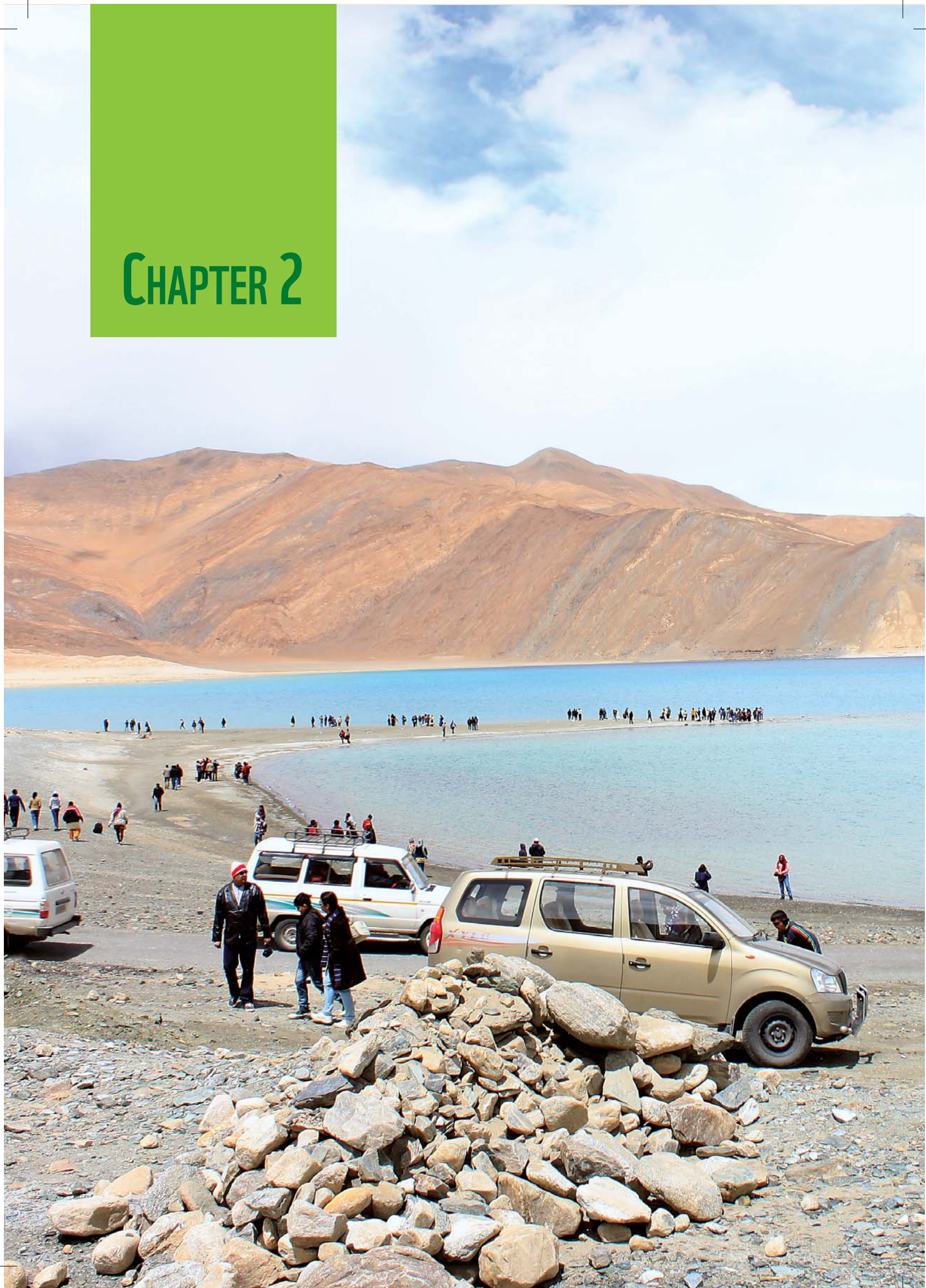
The report is organised into three additional chapters, based on the deliverables of the study.

Chapter 2 mainly discusses tourism in general and the main issues related to the sector. The chapter is divided into two sections. The first section provides an overview of the tourism sector, reviews existing policies and discusses key issues relating to the sector. The second section discusses the tourism value chain analysis for Ladakh and identifies various gaps for promoting pro-poor tourism.

Chapter 3 develops the case for including the herders, women and the marginal groups from Ladakh into tourism. It maps the key rangeland resources in Ladakh, current allocation regimes and its impact on local environment. A new and improved value chain was designed, keeping in mind the need for sustained income for local communities, particularly the local poor, herders and women who are directly dependent on the natural resources of the rangelands for their livelihood. Sustained economic opportunities for local communities, it is argued, lead to lowered pressure on the immediate environment and complement efforts for promoting sustainable tourism and rangeland community development.

The final chapter summarises the main findings from the study and concludes by making recommendations for adopting feasible alternatives to the existing tourism value chain in Ladakh, by integrating the local poor, women and the marginal groups into the process.

# CHAPTER 2



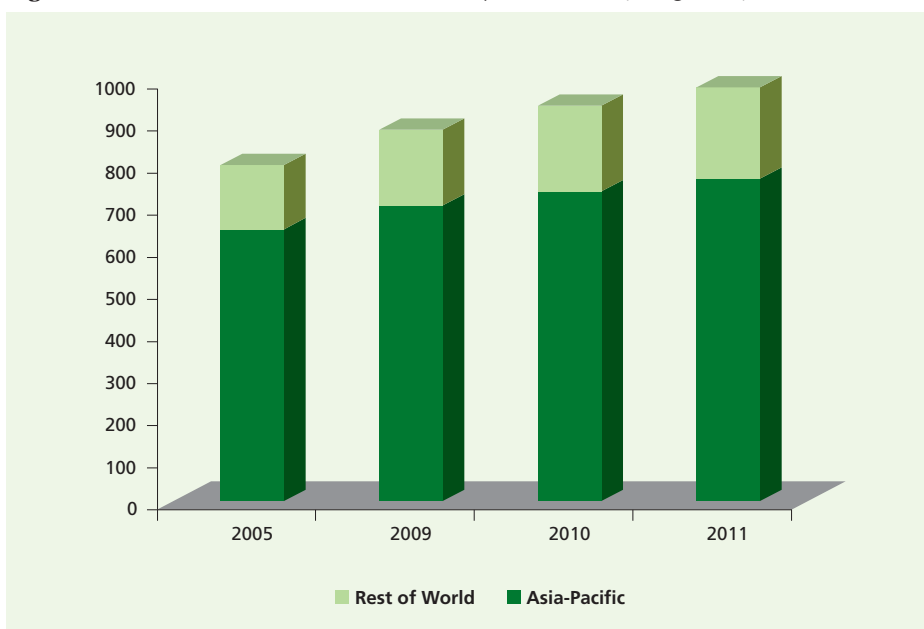
# TOURISM AND ITS VALUE CHAIN IN LADAKH

The main objective of this chapter is to develop a tourism value chain for Ladakh. The chapter also gives a broad overview of the tourism sector, followed by a discussion on the key issues related to tourism in Ladakh.

## GLOBAL TOURISM: AN OVERVIEW

Globally, in 2012, the travel and tourism sector accounted for 6.6 trillion USD or 9.3% of the (global) GDP, and created 260 million jobs (WTTC, 2013). In terms of tourists, international arrivals reached 983 million in 2011, marking a 4.6% growth from the previous year, with advanced economies contributing for 65% of tourism receipts, and 35% from developing countries (WTTC, 2012). Analysis shows that international tourism grew at an average Compound Annual Growth Rate (CAGR) of 3.5% between 2005-11. Asia emerged as the fastest growing tourism destination with a growth rate of over 6% in tourism arrivals, and 4.4% in tourism receipts (Figure 2.1).

**Figure 2.1: Growth of international tourism, in millions (2005-2011)**



Source: UNWTO Report (2012)

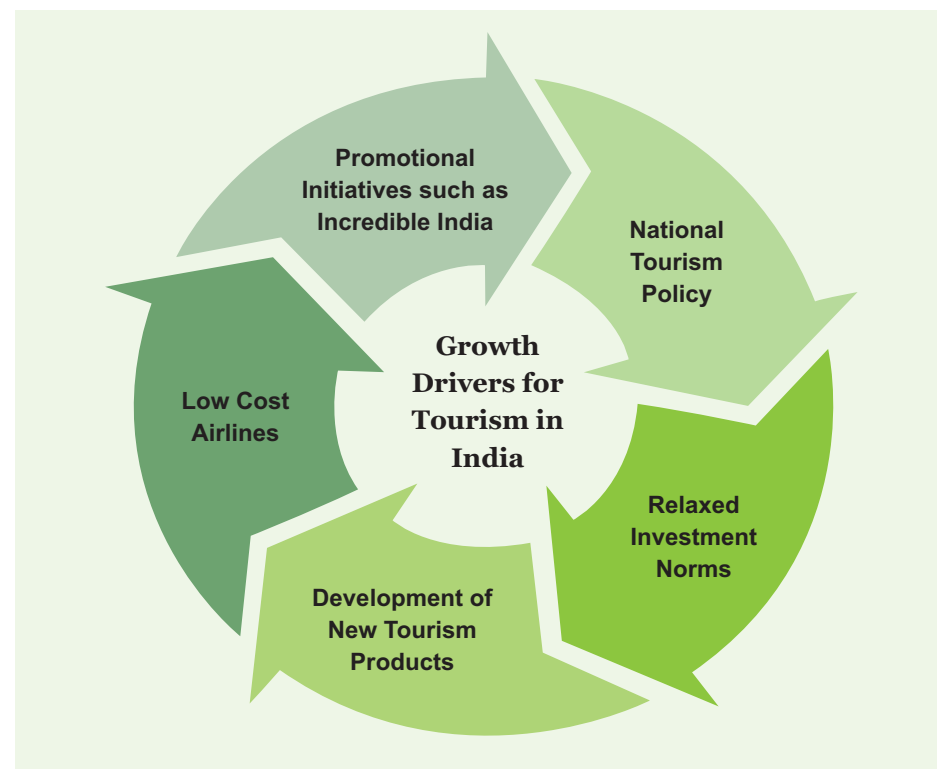
- Travel and tourism accounts for 6.6 trillion USD or 9.3% of global GDP in 2012
- International tourist arrivals reached 983 million during 2011-12
- International tourism grew at CAGR 3.5% from 2005-11
- Asia recorded the fastest growth for tourism for 2011-12 (over 6%)

The region's share in tourism arrivals has been increasing steadily in recent years. For instance UNWTO (2012) states that tourism arrivals in Asia grew from 19% in 2005 to about 22% in 2011. Existing trends indicate that the tourism sector is poised to growth further in the region. UNWTO, for instance, predicts that by 2030, tourist arrivals to emerging economies will increase to over a billion, a majority of which will be to Asia.

### TOURISM IN INDIA: AN OVERVIEW

India offers the most diverse global basket of products to the tourism sector. The country's rich history, cultural heritage, diversity of religion, and natural beauty fascinate tourists from across the globe. As a result, the tourism sector has witnessed significant growth in recent years. This has been led by growth in both leisure and business tourism. The consistent and robust performance of the tourism sector can be attributed to several key growth drivers (Figure 2.2). Rising incomes, increasing affordability, growing aspirations, increasing globalisation, and a growing airline industry along with improvement in travel-related infrastructure have supported industry growth (D&B, 2013). Tourism holds immense potential for the Indian economy. It can provide impetus to other industries through backward and forward linkages and can contribute significantly to GDP.

**Figure 2.2: Key drivers of tourism sector in India**



In India, the tourism sector has witnessed significant growth in recent years. India recorded foreign tourist arrival (FTA) of 5.78 million in 2010 compared to 5.17 million during 2009, posting a growth of 11.8%, much higher than the global growth of 6.5%. Analysis suggests that tourist arrivals in the country registered a

CAGR of 7.2% during 2006-011. IBEF (2011) estimates that tourist arrivals in India are expected to reach 9 million by 2015-16. Similarly, domestic tourism has emerged as an important contributor to the sector. The State of Economy and Prospects (2012) estimated that domestic tourist visits during 2010 was 740.2 million with a growth rate of 10.7% from previous year. WTTC suggest that tourism in India accounted for 6.6% (or 127.7 billion USD) of the country's GDP in 2012 (WTTC, 2013).

**Figure 2.3: Growth in International tourism arrivals in India, in millions (2008-2012)**



Source: Ministry of Tourism, WTTC, IBEF 2012

The growth in tourism is further driven by proactive tourism policy that creates various incentives, campaigns, strategic agreements to promote tourism and so forth (See Box 1). For instance, direct air connectivity between countries in the region, and allowing 100% foreign direct investment (FDI) in the hospitality sector have promoted tourism.

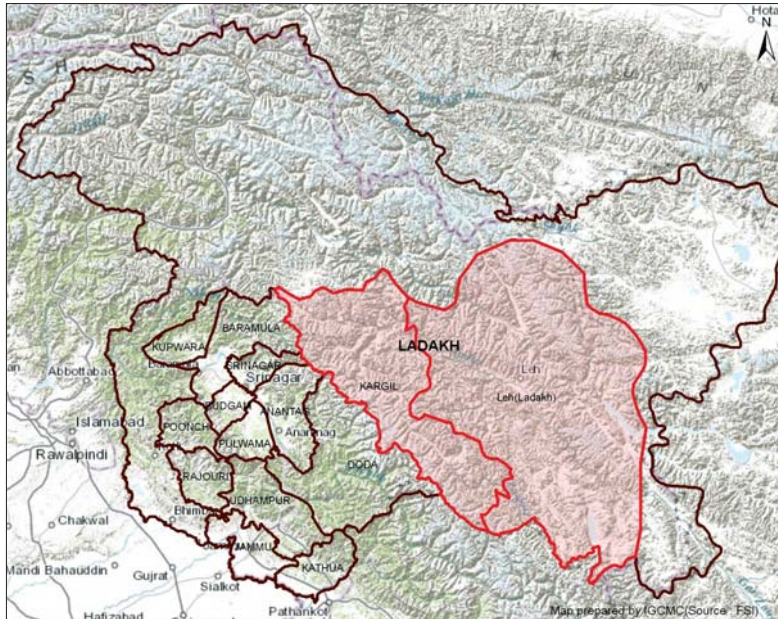
The Himalayan region has emerged as one of the most popular destinations for tourism in India offering a wide range of experiences including religious, recreational, adventure and nature based tourism.

The increase in demand for tourism in the Himalayas has led to rapid adaptation of tourism industry to the changing needs of visitors. On the other hand, this increase has led to overexploitation of natural resources and pollution which, coupled with climate change impacts, is threatening the ecological integrity of the fragile ecosystems in the region. Further, lack of economic opportunities for the local poor in tourism has led to increase in feminisation of mountain communities due to immigration of males to urban areas seeking employment and over exploitation of natural resources in the region to meet their daily needs (ICIMOD, 2008). In the long run such exploitation also threatens the prospects of local tourism. However, in order to address some of these concerns the Ministry of Environment and Forest, Government of India has issued guidelines that specifically call for the participation of local communities in tourism and preservation of the environment (MoEF, 2011).

- Indian tourism constitutes around 0.7% of the global tourism market
- The total contribution of travel and tourism to GDP was USD 127.7 billion or 6.6% of GDP in 2012
- Tourism generates 9% of jobs in India

## TOURISM IN LADAKH: AN OVERVIEW

**Figure 2.4: Location of Ladakh in Jammu & Kashmir**



Source: IGCMC, WWF-India

Ladakh is located in the state of Jammu and Kashmir, between the Karakoram Range in the North and the Himalayas in the South. The region is characterised by harsh terrain, limited accessibility and extreme climatic conditions, which in turn provide unique cultural and spiritual diversity that act as a Unique Selling Proposition (USP) for tourism.

Ladakh officially opened for tourism in 1974 with 527 tourists visiting the region (J&K Tourism Department, 2010). Since then the number of tourists have grown consistently. The total number of tourists grew from about 20,000 in 2001 to 150,000 in 2011. Analysis shows that the number of tourists registered a CAGR of over 22% during 2006-11 (Figure 2.5), revealing a sudden and substantial

spurt in tourist interest for this region. Existing trends indicate that tourism in Ladakh is poised to grow in the coming years.

### Box 2.1: Major tourism products in Ladakh

#### Major Tourism Products in Ladakh



##### NATURE TOURISM

Major attractions include Pangong Lake, Khardungla Pass, Zaskar Valley, Changla Pass and Hemis National Park

##### WILDLIFE TOURISM

Distinctive and diverse mountain fauna such as snow leopard, Tibetan sheep, yak, marmot, blue sheep, lynx and many more



##### ADVENTURE TOURISM

Major attraction include trekking, mountaineering, rafting, motorcycle tours, cycling, camping and safaris

Stok Kangri and Kangyatse (6200-6400 m) are popular peaks for mountaineering

The Indus and Zaskar rivers are popular for rafting.



##### RELIGIOUS TOURISM

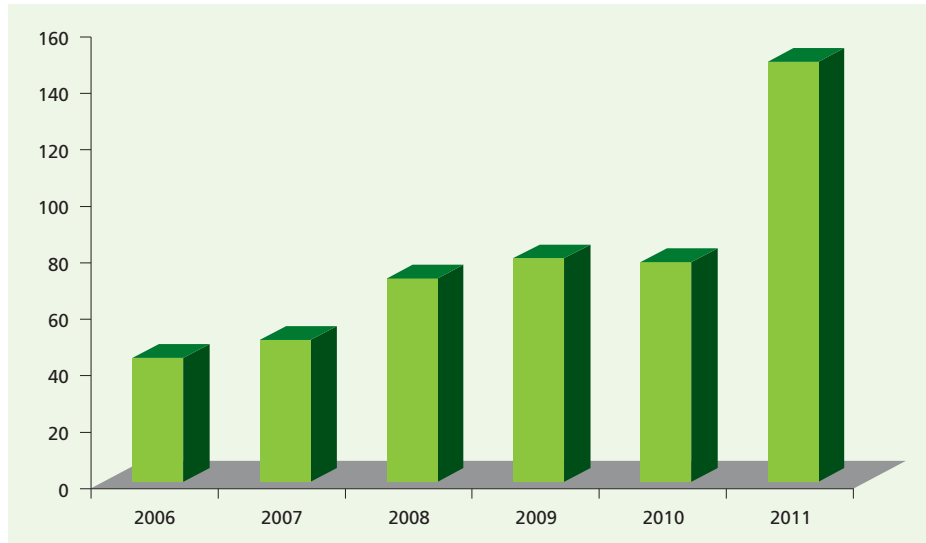
Multitude of ethnic and religious groups inhabit Leh- Buddhist, Tibetan, and Muslim

Major attractions include Hemis monastery, Sankar Gompa, the Palace Museum, Leh Monastery and Leh Mosque

Major festivals include Hemis Festival, Gustor, Stok Guru Tsechu and Matho Nagrang



**Figure 2.5: Growth of tourism arrivals in Ladakh, in thousands (2006-11)**



**Source:** J&K Tourism Department, *The Hindu* (Dec, 2011), *Ladakh Studies (Resources, 2010)*, *Economic Times* (2008)

Despite tourism being the mainstay of Ladakh’s economy (along with marginal agriculture and support services for the Indian Army), since the early 1970s, a study by Charlie (2004) states that only 4% of the working population is employed in the sector directly and yet contributes to nearly 50% of its GDP. As a result tourism has been in focus of several development plans of the region. Some of the key initiatives by the Government include, sanctioning of 104 mountain peaks in Leh-Ladakh region for adventure tourism, approving of mega projects to promote Ladakh as a spiritual and wellness destination, direct capital and interest subsidy for investment in tourism sector, and so forth.

A SWOT analysis of tourism in Ladakh is summarised in Box 2.2.

**Box 2.2: SWOT analysis of tourism in Ladakh**

S	W	O	T
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Rich culture and heritage</li> <li>High level of awareness and opportunity of tourism among locals</li> <li>Unique landscape and biodiversity</li> <li>Market for local handicrafts</li> <li>Traditional harmonisation of livelihoods with nature</li> </ul>	<ul style="list-style-type: none"> <li>No state tourism policy</li> <li>Inadequate human resources</li> <li>Limited investment in the sector labor force</li> <li>Most tourism business owned by outsiders</li> </ul>	<ul style="list-style-type: none"> <li>Growing involvement of state and private sector</li> <li>Development of sustainable circuits and mega projects</li> <li>Untapped potential of domestic market</li> <li>Niche tourism can be explored further</li> </ul>	<ul style="list-style-type: none"> <li>Increasing stress on environment from rapid growth in tourism</li> <li>Unplanned development of circuits and mega projects diverting into new areas</li> <li>Limited accessibility and connectivity in certain places</li> <li>Economy primarily dependent on tourism</li> </ul>

As stated earlier, the rapid development of Ladakh, mostly on account of tourism, and climate change in Ladakh has led to the degrading of ecosystems. Expanding infrastructure to accommodate rapidly growing 'modern' tourism consumes more resources than can be supported by local ecosystems. This has led to over exploitation and degradation. For instance, lack of a proper sewage disposal system in Ladakh is leading to sewage overflow and pollution of local drinking water sources. Studies by ICIMOD suggest that glaciers in Ladakh region are shrinking at a rapid rate, and predicts about 35% of them will disappear within two decades (Hindu Business Line, 2009).

In conclusion, the over exploitation of a delicate ecosystem coupled with limited natural resource availability poses severe hardship to local communities. As a result these communities and various stakeholders involved in tourism in Ladakh have to operate keeping in mind a large number of variables. Therefore flexibility becomes critical for the operation of tourism in Ladakh. Resource distribution is central to this value chain, as well as co-functioning of stakeholders who work on the basis of mutual cooperation in order to secure their interests within the tourism sector.

**Table 2.1: Key stakeholders in tourism in Ladakh**

Government Agencies	Ministry of Tourism, Govt of India Jammu & Kashmir Tourism Department Ladakh Autonomous Hill Development Council Department of Wildlife and Forest
Local business	Hotels and guest houses Home stays Restaurants Handicrafts, traditional souvenirs, local jewellery Transport Tour operators Travel agents
Industry associations	ALTOA: All Ladakh Tour Operators Association Taxi Union, Leh Kashmir Hotel & Restaurant Owners Federation
Non-Governmental Organisation	Students Educational and Cultural Movement of Ladakh Women Alliance of Ladakh The Mountain Institute Snow Leopard Conservancy Ladakh Ecological and Development Group WWF-India
Local Community	Local tour guides, hotel staff, cab drivers, range land communities

As seen from the table above, the governments, both at the centre and state are the key stakeholders responsible for policies related to tourism. Other stakeholder groups such as accommodation, local business enterprises, and industry associations constitute the operational structure of the tourism sector, while local communities provide resources, labour and knowledge. Analysis of information gathered from field investigation revealed that some stakeholder groups had more influence and interests than others in certain areas in tourism. A tourism value

chain analysis for Ladakh was carried out, where different stakeholders were mapped.

A mapping of different actors, and their role in tourism value chain was analysed.

### TOURISM VALUE CHAIN ANALYSIS: A BRIEF NOTE

Tourism industry is primarily service and people oriented. It is made up of businesses and organisations belonging to various other industries and sectors. In general, tourism industry comprises hospitality (related to accommodation and dining), travel (transportation services) , and various other businesses which offer services and products to tourists (Figure 2.6). In fact, it is this interplay among the various businesses and organisations/persons which offer an inclusive travel experience to tourists.

**Figure 2.6: Key components of the tourism industry**



As tourism continues to grow and more stakeholders engage with the sector, destination resources are utilised with an understanding that it leads to mutual gain across the sector. This results in investments for creating infrastructure, employment opportunities, direct income from tourists and the creation of varied services. Thus, tourism can be an effective mechanism to transfer resources to local communities around destinations and garner efforts for local community development. However in a majority of cases, benefit is not fairly distributed across the tourism chain and as a result development efforts are often skewed, or resources misallocated, and so forth. Therefore, analysing the destination value chain is essential to understand the degree of engagement of stakeholders in tourism and the economic model that operates there.

## TOURISM VALUE CHAIN ANALYSIS FOR LADAKH

The tourism sector in Ladakh has largely developed on a 'reactive' basis. The massive influx of tourists has resulted in major changes in the economic and environmental aspects of the region. In most cases, the local community has had to react consistently to accommodate a steadily increasing inflow of tourists. In addition, income distribution, resource utilisation and other tangible benefits to the local community are increasingly becoming a matter of concern. A tourism value chain analysis has been carried out for Ladakh in order to understand its relevance to each stakeholder in the chain.

The existing tourism model of Ladakh comprises of highly diversified tourism products, provided across the value chain to cater to a wide variety of users. Religious, nature-based and adventure tourism have their own select niches within existing tourism. Discussions revealed that the demand for specialised tourism, particularly for adventure, is on the rise in recent times.

In general, the tourism value chain is influenced by both the state, through tourism policies, and non-state actors, supported by associations that represented specific interests of relevant stakeholders. In Ladakh the key state agencies that influence tourism include, the Department of Tourism of both state and central government, Jammu & Kashmir Wildlife Protection Department, Indian Army, and Ladakh Autonomous Hill Development Council (LAHDC); and the non-state actors included the All Ladakh Tour Operators Association (ALTOA), All Ladakh Hotel and Guest House Owner's Association (ALHGOA), Ladakh Taxi Operators Co-operative Ltd, the Women's Alliance of Ladakh (WAL), Students Educational and Cultural Movement of Ladakh (SECMOL) and Ladakh Ecological and Development Group (LEDeG), Snow Leopard Conservancy (SLC), WWF-India, and so forth (Figure 2.7).

Preliminary analysis of existing tourism value chain for Ladakh suggests it is mainly aimed at promoting private investment, macro-economic growth and foreign exchange earnings, without taking into account the needs of poor and the marginal groups. Investors are either local elites or seasonal entrepreneurs from Kashmir, Punjab and Delhi, whose profits are repatriated to metropolitan centres. Goering (1990) in his study on Ladakh argued that while a small group of people benefitted from tourism in the region, majority of the benefits accrued to the outsiders. Similar concerns were expressed during the workshop and discussions held with various stakeholders involved in tourism. Even among local population, the main beneficiaries from tourism are confined to the business districts in Leh, despite 90% of Ladakhis residing outside the city. In other words, tourism economy in the region remains largely skewed and does not yield optimal return on investment.

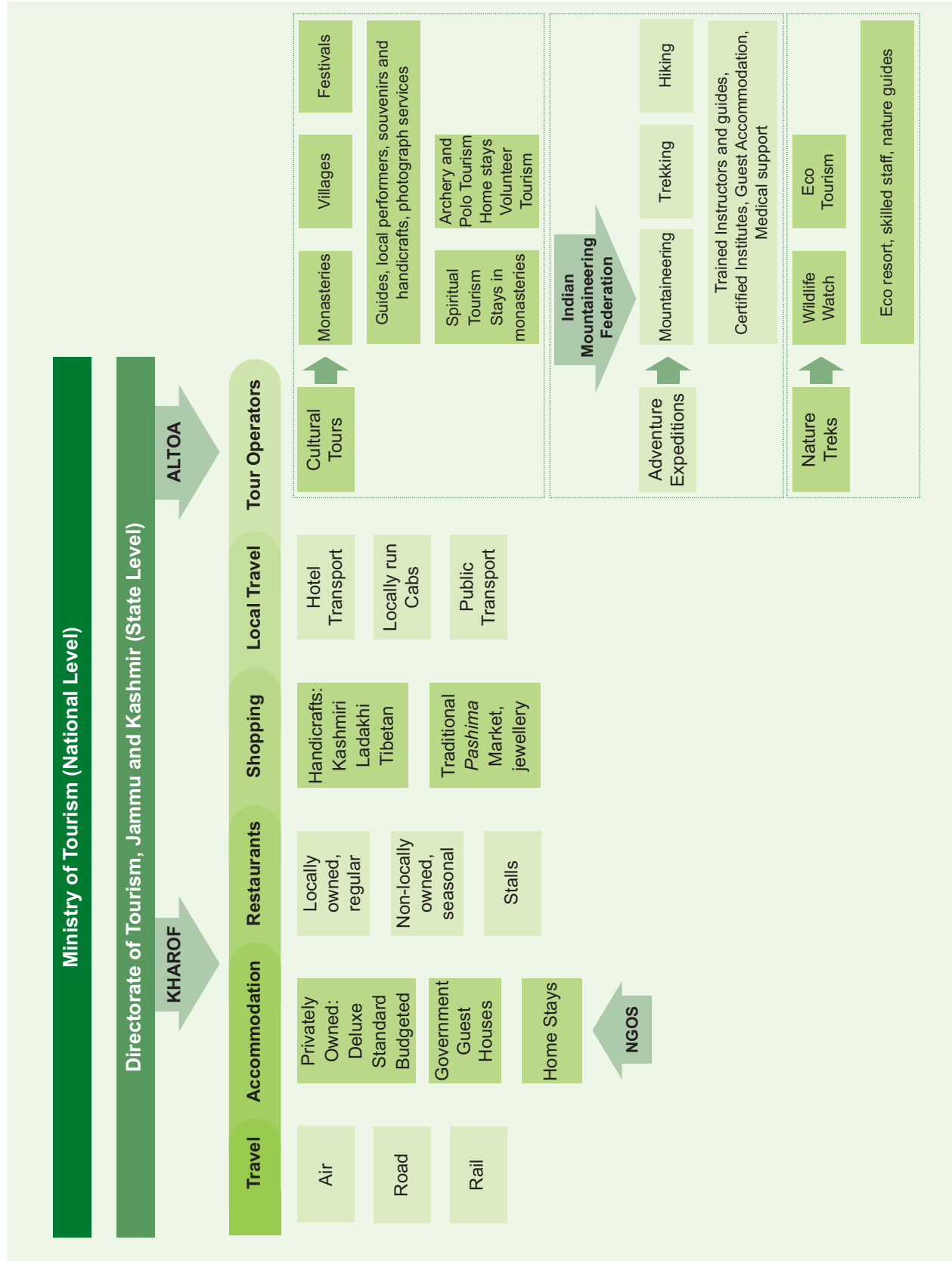
**"Value chain analysis focuses on tourism as a system and explores the tourism supply chain in order to identify opportunities for impoverished communities to participate in a wide range of opportunities to provide needed items/supplies/skills, etc for the front line tourism operators."**

— Dr. Trevor Sofield  
(Asian Development Bank),  
2011



***"We are poor and depend on the limited natural resources available in the areas. Tourism is big here, but (we) benefit very little from it."***

Figure 2.7: Tourism value chain analysis of Ladakh



# CHAPTER 3



# MAPPING PRO-POOR TOURISM IN LADAKH

The main objective of this chapter is to analyse information gathered from field work and explore pro-poor tourism for Ladakh. The chapter begins by discussing environment-poverty-tourism linkages in Ladakh, followed by the concept of pro-poor tourism and concludes by making a case for pro-poor tourism that benefits poor, women and marginal group in the region.

## KEY RESOURCES OF HIMALAYAN RANGELANDS

The high altitude Tibetan plateau and its surrounding trans-Himalayan region are home to the Himalayan rangelands that include a grassland ecosystem, which occupy more than 60% of the Hindu Kush-Himalayan region (ICIMOD, 2012). These grasslands are subject to harsh climatic and geographical constraints such as short growing season, frigid temperatures and arid soil, which do not support agriculture. The extremities have created ecologically unique structures and compositions, and support an array of mountainous vegetation and wildlife. For instance, Pfister (2004) identifies 20 species of wild herbivores, 13 species of carnivores and over 275 species of birds in the trans-Himalayan region (Table 3.1). This multitude of natural resources is critical to the survival of communities inhabiting the region.

These rangelands resources provide an array of natural resources that are critical to the local population, particularly the herding and pastoral



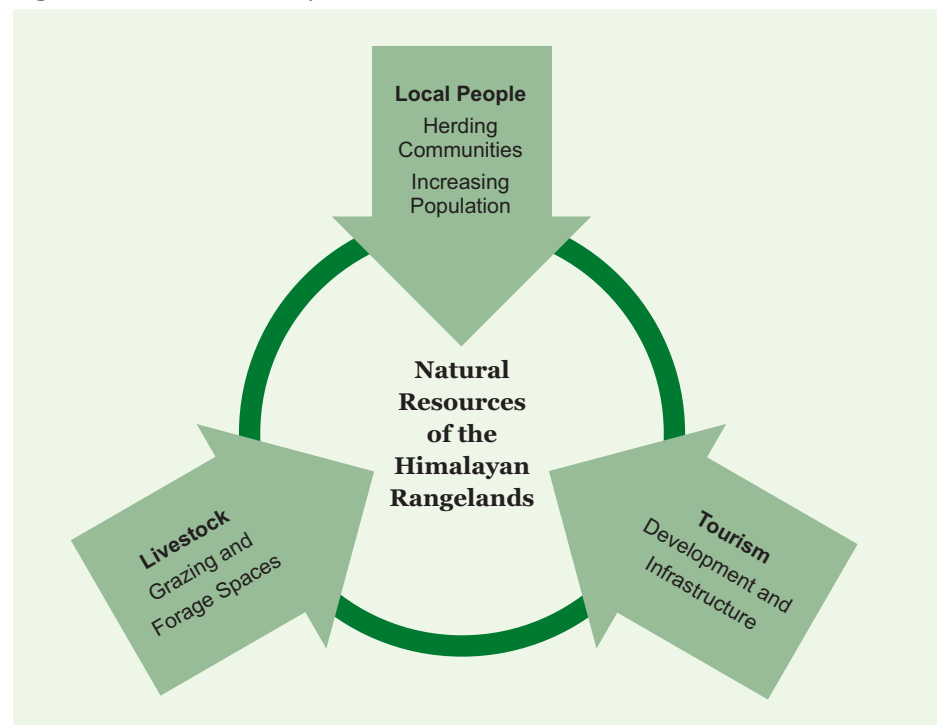
**Table 3.1: Key natural resources in Ladakh**

<p><b>Water sources</b> Meltwater from glaciers</p> <p><b>Rivers</b> Zaskar Indus</p> <p><b>Alpine pastures</b> <i>Marg</i> <i>Bahak</i> <i>Dhok</i></p> <p><b>Fodder plants</b> Lucerne Melilotus Burtse Yakzars Rozen Lonze Tama Pili</p>	<p><b>Native trees for fodder</b> Acer Aescuwus Albizzia Anogeissus Ailanthus Bauhinia Betula Cedrala Dalbergia Erythrina Ficus Grewia Puercus Ulmus</p> <p><b>Wildlife</b> Wild yak Nyan (sheep) Urial</p>	<p><b>Medicinal plants</b> <i>Ephedra nebrodensis</i> <i>Artemisia maritima</i> <i>Carum bulbocastanum</i> Thymus and Ferula <i>Juglans regia</i> <i>Pinus gerardiana</i> <i>Zizyphus sativa</i></p> <p><b>Timber</b></p> <p><b>Firewood and fuel</b></p> <p><b>Livestock</b> Yak Goats Sheep Cattle Horses Dzos Zomos Donkeys</p>
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**Source:** Pfister (2004), Jina (1991), Mann (2002), Bora (2004), Defence Research and Development Organization (1995)

communities inhabiting the highlands. However, in recent years this limited pool of resources is under immense pressure from the increasing demand from the local economy and the tourism sector. Investigation reveals that rapid increase in livestock population in the region is imposing severe pressure on the sparse grasslands and limited resource holdings.

**Figure 3.1: Pressures on key natural resources in Ladakh**





## RESOURCE COMPOSITION AND CHANGE

In order to analyse the current scenario of resource allocation, income and employment opportunities, we shall analyse the region's demographic profile and socio-economic conditions of the local population.

**Table 3.2: Socio-economic profile of Ladakh**

Demographic Profile		
Year	1981	2001
Area (sq km)	96,701	96,701
Population	1,34,372	2,32,864
Population density (sq km)	1.4	2.4
Female population	48.69%	45.10%
Adult Sex Ratio	886	823
Rural Population	91%	75%
Number of towns	3	3
Number of villages	242	242
Tribal Profile		
Gara	-	1150
Mon	873	980
Beda	319	400
Dokhpa	3000	4000
Brokpa	1920	2500

*Source: Census (1981), Zeisler (2004), Hattaway (2004), Sagwal (1991)*

Ladakh has witnessed an increase in human and livestock population, in recent decades. Analysis showed that the population of the region increased from 0.13 million in 1981 to 0.23 million in 2001 (Census, 1981; 2001), resulting in an increase in population density (from 2/sq km in 1981 to 5 sq/km in 2001). In particular, the tribal population directly dependent on pastoral and grazing activities for their livelihood has grown in recent decades. For instance, the population of Dokhpa tribe, whose economy is centred around animal husbandry and subsistence farming, has increased by over 30% in two decades.

## SOCIO-ECONOMIC PROFILE

Livestock grazing and subsistence agriculture are primary economic activities for highland communities (Mal, 1997). Agriculture is limited as only single-short duration crops can be supported above an altitude of 2,300 meters due to climatic constraints (IUCN, 2010). Animal products like meat and milk form the main diet of people, while products like wool and pashmina (soft fibre of goats) are of major trade focus in the national and international market. Thus, livestock grazing and rearing is the predominant activity in rangeland pastures; it centres the economy of local herding communities and defines the major income source for these communities.

However, high utility of livestock and the socio-economic changes have caused an increase in livestock population (Rawat and Adhikari, 2002; Anon. 2002). In particular, poverty and increasing competition for grazing space and resources has prompted an increasing herd size among reared livestock which has had implications for the fragile rangeland ecosystem.



### LIVESTOCK IMPACT

Discussions with local communities and other stakeholders revealed there has been a steady increase in the livestock population of Ladakh in recent years. However, the absence of historical information on livestock due to absence of regular census makes the analysis difficult. The increase in livestock population poses serious threat to the limited rangeland resources and grazing space in the area (Bhag mal and Gupta, 1997). However statistics revealed that the number of yaks, which form the core of the herders' economy in the region, has seen a decreasing trend in recent years. For instance, the population of Yaks decreased from 18,900 in 2005 to 13,400 in 2011. The decline can be attributed to lack of employment opportunities (as transporters) to herders; decline in milk production among herds due to inbreeding; migration of younger generations of herders to middle and low altitudes in search of more profitable ventures and so forth. The problem is further compounded by loss of livestock due to the vagaries of climate. A report by WWF-India showed that a number of pashmina goats were killed in the recent blizzard in the region.



The loss of livestock results in a devastating lack of income for families who are primarily dependent on livestock for their sustenance. Such incidents signify how crucial livestock are to the fragile economy of the rangeland communities and how any major changes will impact their livelihood.

In addition, competition for the limited rangeland resources by indigenous wildlife causes serious concern to the rangeland resource. For instance, in Hanle valley, an important production centre for pashmina wool, the population of goats is increasing, thereby competing with the Tibetan gazelle which is a native species to the valley for forage space and grazing grounds (Bagchi et al, 2004; Namgail, 2007).

### **ENVIRONMENT-POVERTY-TOURISM LINKAGES: PRELIMINARY ASSESSMENT**

Ladakh's rangeland communities are experiencing rapid and significant changes in their immediate natural and socio-economic environment. Preliminary analysis suggests that tourism is the main stay of the region's economy, contributing significantly to the region's economy. The growth of tourism further contributes to local infrastructure and services and employment opportunities to the local population.

However, diversion of limited natural resources to the rapidly expanding tourism sector, environmental degradation from pollution, change in land use, increase in livestock density, vagaries of climate change pose serious concerns for the development of the region. Studies by Oneworld SouthAsia (2009) on tourism in Ladakh show that the region is facing severe water and solid waste management problems due to rapid development of the region.

Further lack of sustained economic opportunities for the poor and marginal groups and women in the current tourism model has led to skewed income distribution, migration of youth to urban areas and communities unable to reap the benefits from the expanding tourism in the region.

Women in the region who are mainly responsible for livestock rearing and limited agriculture activities such as milking and food processing, and conservation directly bear the hardships from the destruction of natural resources (ICIMOD, 2012). Migration of young men to urban areas and lower altitudes in search of viable employment, further add to the pressure of managing rangeland economy on the women.

The need for conservation of indigenous resources and attention to the environmental consequences of unplanned development as well as the involvement of local communities particularly poor, women and marginal groups are imperative for developing sustainable tourism in Ladakh. In particular, the poor and the marginal groups who have directly invested in the natural and cultural offerings of the region hold the key to the development of tourism in the region. We argue that Ladakh has potential for developing pro-poor tourism, a concept which is discussed in the next section.

## PRO-POOR TOURISM

Globally, since the early 1990s interest in eco-tourism, sustainable tourism and community tourism has grown rapidly amongst decision-makers, practitioners and advocates of tourism. For instance, the World Tourism Organisation defines sustainable tourism as ‘...leading to the management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems’ (WTO, 1993). Much of the debate focusses around environmental sustainability or enhancing community involvement in tourism. While such initiatives incorporate pro-poor elements, the existing approach to ‘sustainable tourism’ fail to take into account the links between poverty, environment and development.

## TOURISM AND POVERTY: ADOPTING A PRO-POOR APPROACH TO TOURISM

Tourism is one of the world’s largest industries. International tourism is growing at a significant rate in recent years, particularly in the low and middle income countries that are characterised by poverty and limited economic opportunities for the poor. The UN Commission on Sustainable Development in 1999 urged governments to: ‘...maximise the potential of tourism for eradicating poverty by developing appropriate strategies in co-operation with all major groups, indigenous and local communities’. The **Pro-poor tourism** attempt to do this, by putting poor people and poverty at the centre of the sustainability debate.

In general, pro-poor tourism (PPT) is defined as *tourism that generates net benefits for the poor*. Conceptually, pro-poor tourism integrates local communities into the process for the purpose of generating net benefits for poor and disenfranchised local communities (Ashley, et al., 2001). From an economic point of view, tourism generates opportunities that directly benefit poor communities, alongside social, environmental or cultural benefits. Strategies for making tourism pro-poor focus on *unlocking opportunities* for the poor within tourism. It involves three core activities: increasing access to economic benefits for the poor, mainly through expanding business and employment opportunities; addressing negative social and environmental impacts associated with tourism such as lost access to land and other resources and policy/process reform by creating a policy and planning framework that removes barriers to the poor by promoting participation of the poor in planning and decision-making processes, encouraging partnerships between private sector and the poor in developing tourism products.

Pro-poor tourism has several advantages that include- opportunities to develop poor and marginal areas with export and diversification options; prospect of labour-intensive opportunities compared to other non-agricultural activities, employment of a high proportion of women and value to natural resources and local culture, which may feature among the few assets belonging to the poor. However, pro-poor tourism cannot be viewed as an exclusive development opportunity. It requires the integration of stakeholders across the value chain in order to be effective.

Figure 3.2: Attributes of pro-poor tourism



Pro-poor tourism can be instrumental in alleviating poverty in local communities by integrating them across the tourism model that is environmentally responsible and economically viable, while maintaining an agenda for sustainable development. The process and the role of different stakeholders in realising pro-poor tourism is summarised here (Figure 3.3).

**Figure 3.3: Stakeholders in pro-poor tourism**



There is a strong private sector involvement in the current value chain, in the form of tour operators, guides and the hospitality industry. They, being directly connected to tourists and visitors, can play a huge role in effecting conservation. It is arguable that tourists might themselves wish to contribute to conservation and improvements in livelihoods of locals if they were told how. It is at this level of the value chain that partnerships can be forged with private sector institutions, who can promote conservation through sale of products, awareness generation, collection of donations etc at their level of formal interaction with tourists. A limited number of private tour operators have already begun such efforts on a small scale, such as the construction of latrines on trekking routes, collection and distribution of winter clothing and tours focussed on presenting Ladakh's history and culture in partnership with local NGOs.

The government too has been taking a keen focus in optimizing the gains of tourism for backward areas. It can create a suitable investment environment for the private sector by providing incentives for adoption of sustainable community-based tourism in areas that are still not benefitting as greatly from tourism. The government can also promote higher involvement of communities at all levels of the value chain through policy frameworks and regulations, so as to ensure community participation and benefit-sharing.

Given the shift towards tourism for income generation, households that have so far been left out of the fray because of lack of initiative or resources can be targeted for inclusion through trainings, workshop and skill-building. Ladakh has a rich culture of handicrafts, fruit processing, jewellery-making and a number of other livelihood



***“We are nomads and get nothing from tourism except garbage, so we are not interested in tourism.”***

options which can be promoted further by the setting up of micro-enterprises led by poor communities. These enterprises can be provided business development skills and others inputs for improving their production, as well as support for market linkages and market access.

A number of NGOs are actively engaged in initiatives in response to the growing challenges of tourism in the region. The Ladakh Ecological Development Group (LEDeG), based in Leh organizes cleanup drives which see the participation of foreigners and locals alike, and also promotes the production and marketing of local and traditional handicrafts made by women from rural communities. SECMOL, or the Students' Education and Cultural Movement of Ladakh works for the preservation of Ladakhi culture through cultural shows, excursions, guide training and education of youth.

Integration efforts across the value chain can be developed to sustain the involvement of poor, women and the marginal groups, and enable them with long term employment opportunities. Efforts have to be made to develop niche tourism products across the value chain to ensure adequate opportunities for the local people.

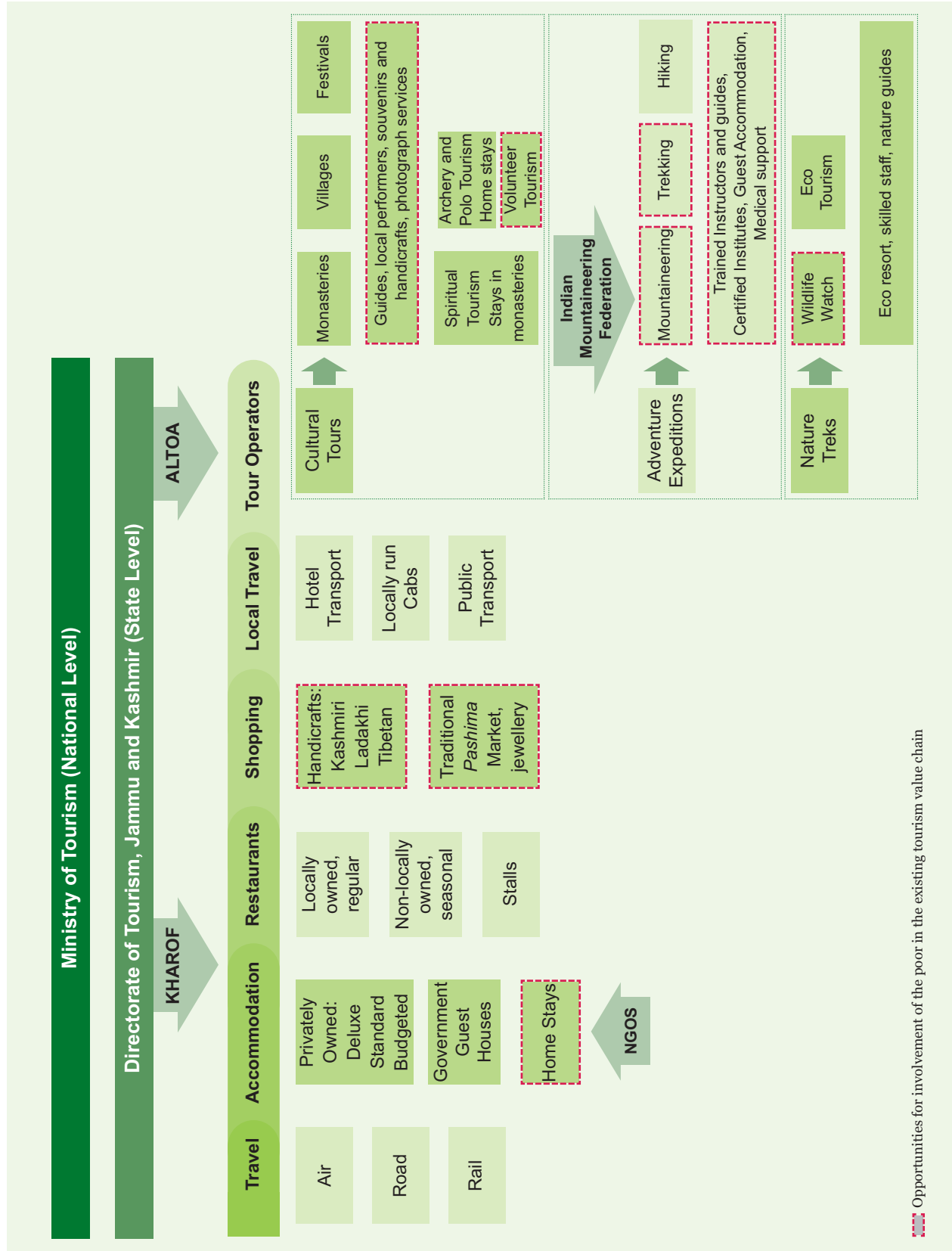
The current study recognises that the core issue with the existing tourism model of Ladakh is the lack of direct market access for the poor, women and disenfranchised groups. In addition, they lack training and specialized skills that are required to participate effectively in tourism. However, they are directly invested in cultural traditions and local lifestyles that have the potential to provide visitors with a unique local experience. Here and in the next chapter we shall identify some of the key opportunities for developing pro-poor tourism in Ladakh.

Home stays are one of the most accessible avenues for the poor to actively participate in tourism. Tourists are eager to experience Ladakh's local culture and lifestyles, hence home stays with local families are a feasible and effective option. They supplement the local income and provide tourists with a unique experience of Ladakhi hospitality. Some of the local NGOs such as The Mountain Institute and Snow Leopard Conservancy are promoting home stays facilities to tourists in collaboration with rural communities

Specialised tours are an increasingly popular offering amongst tourists who demand customised tourism products to suit their needs and expectations. The need for skilled staff across these markets is also increasing, as is the need for local participation. In particular, rural tourism that depends upon village communities encourages in-depth interaction between the tourists and the locals. Cultural performances, handicraft sales, local festivals are part of the product that can be organised to ensure direct benefits to the communities without compromising tourist experiences. Overall the focus should be on engaging the tourists in structured programs to ensure maximum benefit to the local poor and women.

In recent years, tourism aimed at the involvement and empowerment of women is developing as a niche market in many countries across the world. In Ladakh, such modes of tourism can provide avenues for gainful employment of women. Presently, the Ladakhi Women's Travel Company, a woman based organisation with trained female guides is involved in organising tours (Ladakhi Women's Travel Company, 2013). Similarly, the Women's Alliance of Ladakh organises workshops in handicrafts and for developing traditional skills for local women (Womens' Alliance of Ladakh, 2013). Such initiatives not only help develop

Figure 3.4: Integration of local poor into the existing tourism value chain



Source: Incredible India, ALTOA website

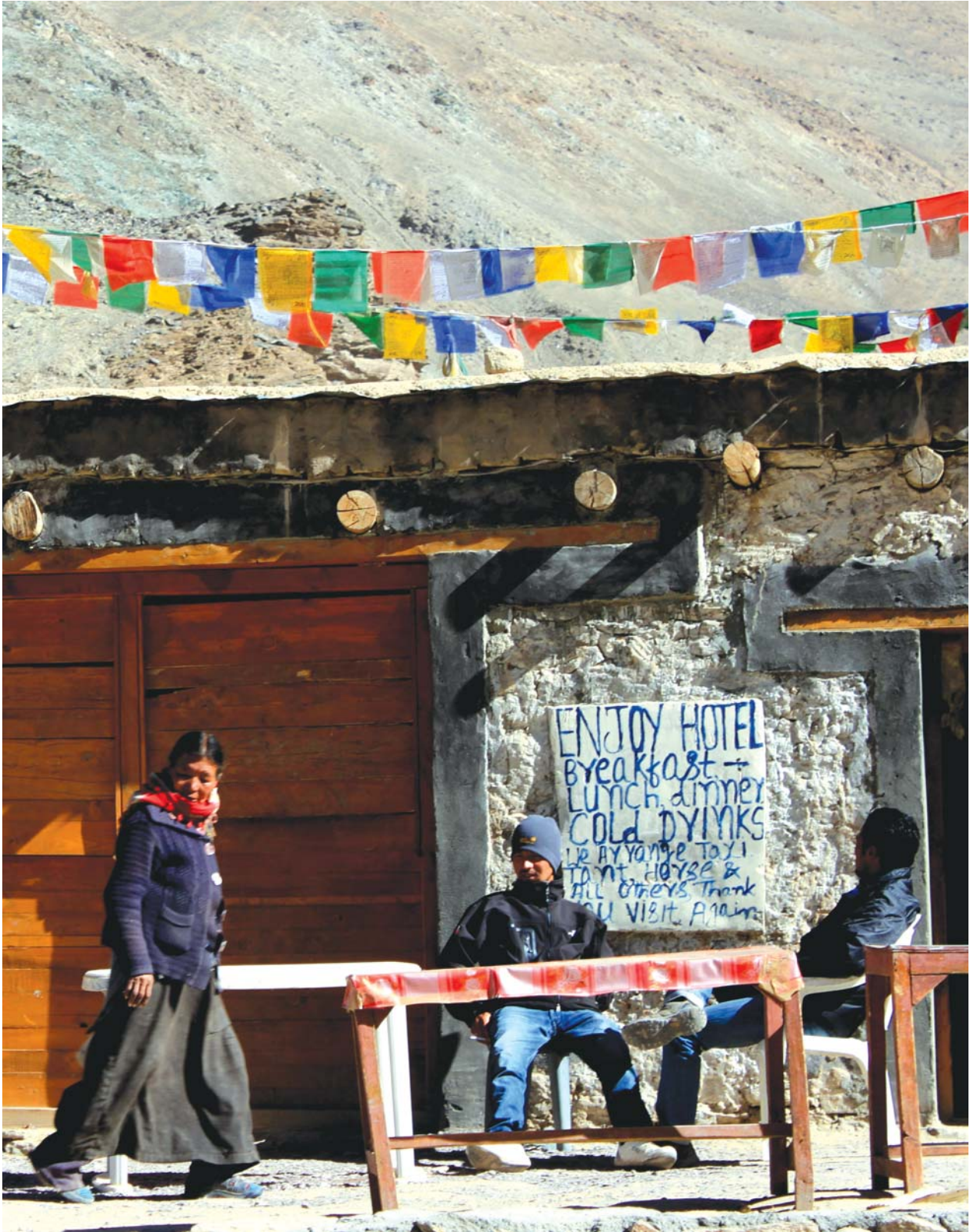


opportunities for women in the region but also create awareness of local traditions and lifestyles for cultural preservation.

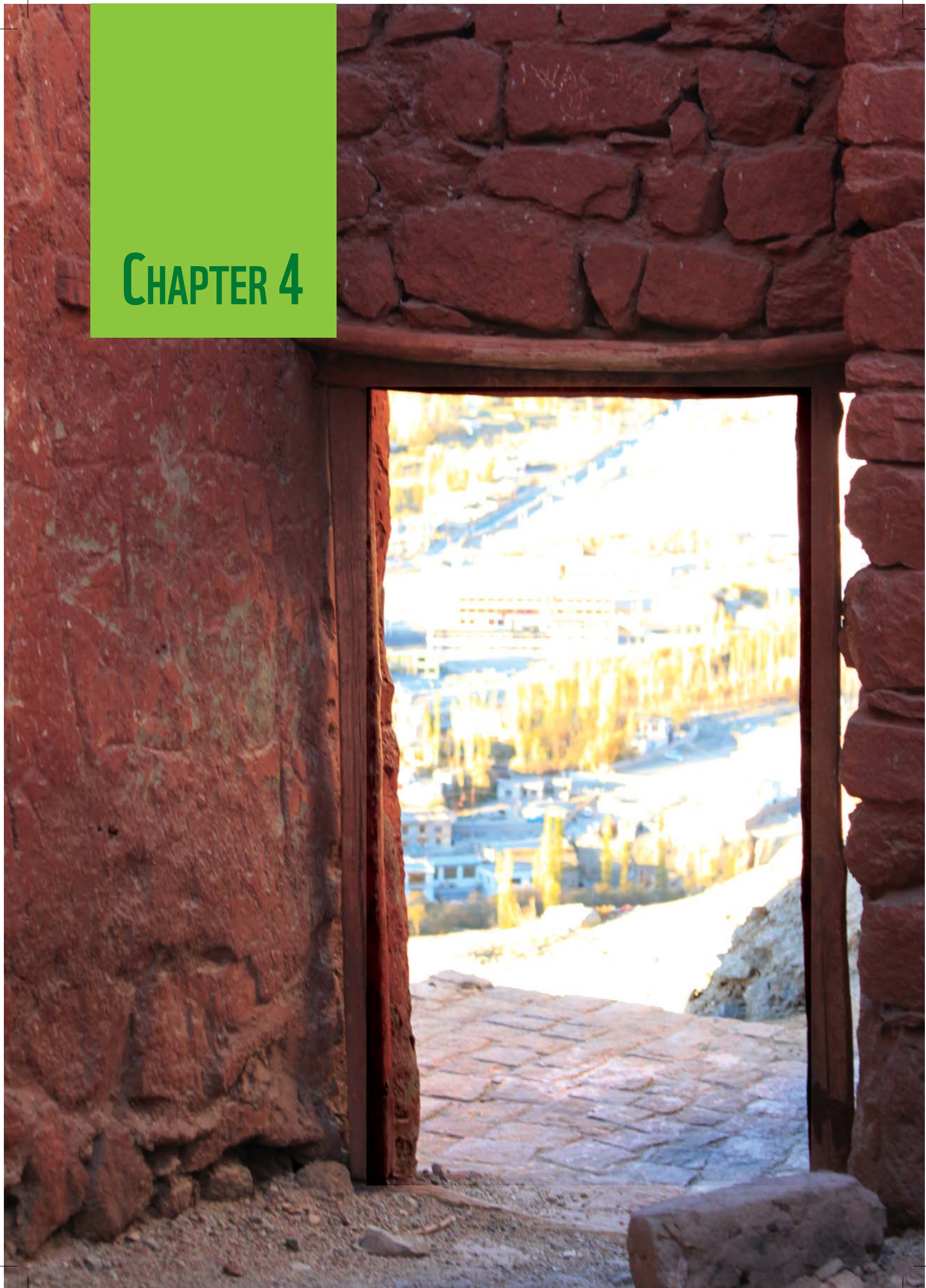
Eco tourism and adventure tourism are offerings of particular interest to the highland communities of Ladakh. Currently, Ladakh is identified as one of the 29 mega project sites for tourism development by the Ministry of Tourism, Government of India (Ministry of Tourism, 2012) and further, 104 peaks in Leh have been given clearance for mountain trekking and tours. As a result, it is expected that expanding tourism would bring in investments and create economic opportunities for the local population, especially the poor and marginal groups. Local communities can be involved in promoting adventure tourism in the highland terrains of Ladakh. In addition, rest houses, guest accommodations, medical care facilities and allied infrastructure provide long term employment to these communities. Efforts need to be directed at developing a sustainable tourism model that not only benefits the poor but ensures minimal impact on the environment. New eco resorts can be developed to provide much needed employment to rangeland peoples as well.

Such efforts can be much needed step for alleviating the burgeoning poverty in the Ladakhi communities, particularly the herders. We believe pro-poor tourism will be instrumental in reducing the burden of these communities by directly benefitting them from tourism.





# CHAPTER 4



# CONCLUSION

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This chapter summarises the main findings of this study and provides recommendations for developing and promoting pro-poor tourism in Ladakh.

Tourism in Ladakh has developed rapidly over the years and its scope of operations has increased to include a multitude of stakeholders that include private sector actors, government agencies, not for profit organisations, local communities and so forth. But as tourism continues to evolve as an important sector of the local economy, its consequent impacts and the role of the sector in the long term development of the area are also generating interest.

In particular, eco-tourism and community tourism have generated major interest amongst the key decision makers in Ladakh. These concepts focus on the need to ensure that tourism is not detrimental to the environmental and cultural base on which it is dependent and does not ultimately, erode these resources. However, an additional challenge is the integration of poor communities and people within these sustainable models in order to direct tourism towards poverty alleviation in a destination site.

## RECOMMENDATIONS FOR LADAKH

Tourism presents several opportunities for sustainable, pro-poor development by integrating it with the local economy by including disenfranchised and poor communities. As a destination, Ladakh is capable of supporting such pro-poor tourism opportunities across its value chain for creating sustained employment and livelihood opportunities, especially for the poor, women and marginal communities. Some of the options available for developing pro-poor tourism in Ladakh are mentioned in the following table (Table 4.1).



**Table 4.1: Summary description of good practices**

Opportunities	Strategic Plan of Action
Home stays	<p>With the Ministry of Tourism planning to position Ladakh as a spiritual and wellness destination, home stays can be positioned as an authentic, local experience with a focus on Ladakhi hospitality and tradition.</p> <ul style="list-style-type: none"> <li>● Identify rural sites for home stays. For instance, Markha valley and Tsomoriri that are known for local wildlife, and Lamayuru, Alchi and Wanla which are culturally significant areas are potential sites for development of homestays.</li> <li>● Train local people for running home stays</li> <li>● Formulate guidelines for efficient water use and waste management</li> <li>● Encourage use of locally grown and manufactured products to support local economy</li> </ul>
Accommodation	<ul style="list-style-type: none"> <li>● Train and support services in hotel management for local and disenfranchised groups</li> <li>● Emphasise ecotourism standards across new and established accommodation</li> </ul>
Adventure Tourism	<p>In general, rangeland populations are familiar with high altitude terrain and would therefore be suited for employment in adventure tourism opportunities. With the government clearing 104 peaks in Leh for adventure tourism, guides will be in demand.</p> <ul style="list-style-type: none"> <li>● Create job opportunities in mountaineering, trekking and camping for local communities</li> <li>● Training for local communities to meet existing safety standards</li> <li>● Create emergency and first aid centres</li> <li>● Encourage participation of tribal and rangeland youth through promotion</li> </ul>
Volunteer Tourism	<p>Opportunities can be developed in collaboration with NGOs to tap the growing volunteer market in tourism</p> <ul style="list-style-type: none"> <li>● Integrate programs for volunteer work with tourism.</li> <li>● Develop home stays and residential facilities to support long term visitors</li> <li>● Develop opportunities for volunteer participation based on interaction with rural population and add value to the community. For e.g. teaching, managing livestock, etc.</li> <li>● Extend interaction with visitors to provide a unique experience of Ladakhi way of life.</li> </ul>
Sports Tourism	<ul style="list-style-type: none"> <li>● Develop opportunities to integrate rural sports like polo and archery in tourism model</li> <li>● Promote Leh's annual Archery festival and local polo tournaments to direct tourist flows to the villages</li> </ul>
Cultural Tourism	<ul style="list-style-type: none"> <li>● Identify cultural sites where local participation is feasible</li> <li>● Structure training programs for guides, gompa conservation, cultural performances, travel and accommodation</li> <li>● Create hubs for production and sale of locally made handicrafts</li> </ul>
Wildlife Tourism	<ul style="list-style-type: none"> <li>● Involve local communities in wildlife conservation efforts, grassland management.</li> <li>● Encourage participation of youths from local tribes who are already familiar with the environment and local fauna</li> </ul>
Opportunities for Women	<ul style="list-style-type: none"> <li>● Structure guidelines and incentives for agencies and organisations to employ women</li> <li>● Train women to develop capabilities as a tourism workforce viz., cooking and food preparation classes for visitors, making and selling handicrafts, women led tour expeditions and so forth</li> </ul>

Overall, the object of these strategies discussed so far should be to supplement income so that communities are not as dependent on their immediate environment for their sustenance. However, in order to ensure successful establishment of sustainable tourism certain guidelines need to be followed regarding the usage of resources and the overall environmental impact. Solutions crafted as per the value chain diagnosis need to keep in mind sustainability at all stages of the value chain, such as accommodation, travel, hospitality, adventure tourism and construction activities.

- Traditional styles and standards of Ladakhi life need to be maintained to ensure an authentic and rewarding experience to the visitor, and further the goal for cultural preservation. It is important to ensure that exposure to tourists from different cultural backgrounds does not filter into the Ladakhi way of life and leads to aspirations of western ideals and a high consumption lifestyle, especially for the youth of the region.
- Locally grown or manufactured products should be used to promote local businesses and boost local economy. Not only would this help ease the pressure on dwindling resources but also promote commodities and products unique to the Ladakh landscape.
- All tourism products should be designed with eco tourism concepts in mind. For example, accommodation should employ adequate systems for waste disposal and water management. Tourism implies a high ecological footprint in terms of water, energy and use of natural resources. Effective resource utilisation is of paramount concern within a sustainable tourism model.
- Tourism system should ensure that revenue is directed towards development of local communities.
- Policies should be designed and integrated with tourism to support environmental preservation. Grassland management is of critical importance in Ladakh and guidelines need to be developed to ensure sustainable use of these resources.
- Measures need to be developed for encouraging active participation of local communities, especially the poor and the marginal groups, in tourism activities. Communities should actively participative and regular awareness meetings, feedback forums and action committees need to be engaged for the same.

## RECOMMENDED ENTRY-POINTS FOR SUSTAINABLE PRO-POOR TOURISM IN LADAKH

### **Preservation of Ladakhi culture**

Homestays for tourists in traditional Ladakhi homes offer not only sustainable solutions for accommodation, but help spread the larger message of Ladakh's unique culture and traditions that can be experienced first-hand by tourists. Homestay locations can be selected according to location, infrastructure and income-generating needs of the household to identify the families which would benefit the most from these initiatives. Interactive sessions featuring talks on conservation and culture and showcasing music and movies aligned similarly can be organized, for the dual-pronged objectives of sensitization and entertainment for tourists.

### **Adventure Tourism**

A substantial slice of the tourism pie in Ladakh comes from trekkers and hikers, who travel to areas with very limited fodder and fuel resources. They need to be sensitized to their impact on the immediate environment and should be encouraged to keep it to the minimum possible. This opens up opportunities for employment of Ladakhi youths from poor families who can be trained as trekking guides. They can also be trained on ecologically friendly trekking practices which they can encourage trekkers and hikers to adopt.

### **Water Management**

Traditional water sources are being used up over their natural regenerative capacities, leading to the need to import water through tanks and trucks. Measures of water harvesting and increasing groundwater availability can be put into place by installing the requisite structures and means for the same in local hotels and resorts. Simple measures such as storage tanks, water capture channels on roofs, low-water intensive bathroom fixtures, etc can be put into place in local hotels and resorts. Reducing the need for water for tourism will allow for more water availability for local residents and families who effectively bear the brunt of tourism-oriented resource use.

### **Waste segregation and management**

Waste management needs to be taken up in a big way; currently there is a huge increase in waste generation which has begun to impact health of residents as well. A number of hotels are using water-intensive techniques for waste and sewage disposal. Waste segregation and proper disposal needs to be initiated in conjunction with other organizations working in the area, while organizing cleanup drives and awareness campaigns on the same issue.

### **Awareness building and Participation**

Awareness building is an important part of the sustainable tourism concept, and needs to target not just the locals but tourists and the hospitality industry as well. Tourists should be encouraged to adopt environmentally friendly practices for their transport and waste management. Further, they need to feel involved in the conservation efforts to maintain Ladakh's pristine environment, and can be made to participate in conservation activities and drives. Hotels and resort owners should be pushed to adopt solar energy, water harvesting and other appropriate technology aimed at resource efficiency not just for the cause of sustainability, but also to position themselves on the 'green' hospitality map.

These strategies can help ensure local participation and direct income to disenfranchised groups across Ladakh. With an effective action plan in place, the next steps can include developing infrastructure suited for ecotourism and developing guidelines to ensure employment opportunities in tourism for local communities including the rangeland peoples, women and the youth. With their assured participation, Ladakh's scope and opportunity for tourism is expected to be promising and will ensure mutual benefit for both visitors and the local peoples.

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# ANNEXURE

## List of participants who attended the Tourism Value Chain Workshop on November 1<sup>st</sup>, 2012 in Ladakh

Rigzin Spalbar	CEC, LAHDC
Yangchan Dolma	AIR, Leh
Tsering Namgail	ALTOA
Tsering Angchuk	ALTOA
Rinchen Angmo	Asst. Prof, Degree College, Leh
Rana Parveen	Asst. Prof, Degree College, Leh
Tashi Ldawa	Asst. Prof, Degree College, Leh
Deskyong Namgail	Asst. Prof, Degree College, Leh
Yangchan Dolma	Chief Education Officer
Jigmet Takpa IFS	Conservator Forest/Wildlife
Mohd Baqir	Forest Department
Sonam Dorjay	Forest Department
Mohd Abass	Forest Department
Tsering Angchuk	Hotel Association, Leh
Skarma Thinless	Hotel Association, Leh
Dr Asif Hussan	LDO, Stakna
Rachel Nilza	LEDeG
Tashi Thokmet	LEHO
Chetan Dorjay	Principal, Boys Hr Sec School, Leh
Stanzin Khentse	RDY
Radika Kothari	Snow Leopard Conservancy
Jigmet Dadul	Snow Leopard Conservancy
Manasi Saikia	Snow Leopard Conservancy
Kizia Tepththomi	Snow Leopard Conservancy
Sonam Jorgais	Tata Institute of Social Sciences
Sonam	Tourism Department
Tashi Tundup	Tourism Department
Yangchan Dolma	Tourism Department
Tsewang Yanjore	Travel Agent
Sonam Chospel	Travel Agent
Lobzang Khatup	Wildlife Department
Tsering Angchuk	Wildlife Department
Tsering Phuntsog	Wildlife Department
Tsering Tundup	Wildlife Department
Abdul Rahug	Wildlife Department
Smanla Tsering	Wildlife Department
Kunzes Angmo	Wildlife Institute of India, Dehradun
Tsering Angmo	Women's Alliance, Leh





**Why we are here**  
To stop the degradation of the planet's natural environment and  
to build a future in which humans live in harmony with nature.

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