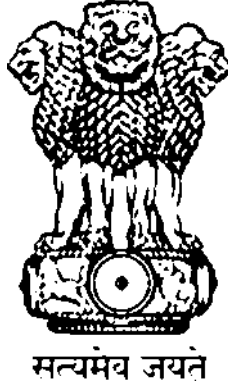


Agenda  
*for*  
the 20<sup>th</sup> Meeting of the Mission Directorate  
(Swadesh Darshan Scheme 2.0)



Date: 02/02/2024

Time: 04:00 PM

Ministry of Tourism  
Government of India

Agenda for the 20<sup>th</sup> meeting of the Mission Directorate under Swadesh Darshan 2.0 to be held under the Chairmanship of Additional Secretary (Tourism)

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Agenda 20.1 Leave of Absence

1. Following is the list of members of the Mission Directorate

(i).	Additional Secretary, Ministry of Tourism, In charge of Swadesh Darshan Scheme	Chairperson
(ii).	Director, Finance	Member
(iii).	Representatives of the Ministries of 1. Culture 2. Civil Aviation 3. Environment, Forest & Climate Change 4. Housing and Urban Affairs 5. Road Transport and Highways 6. Skill Development and Entrepreneurship 7. Railways	Member
(iv).	ACS / Principal Secretaries / Secretaries, State Mission Directors, Department of Tourism and Heads of Designated SIA for the States/UTs (Andhra Pradesh, Assam, Karnataka, Kerala, Madhya Pradesh, Puducherry UT, Rajasthan, Sikkim, Tamil Nadu, Telangana, Uttarakhand)	Members Invited
(v).	Chairpersons of Destination Management Committee (DMC) of concerned destinations (Araku-Lambasingi, Kokrajhar, Hampi, Mysuru, Kumarakom, Kozikode (Beypore), Gwalior, Satna, Puducherry, Karaikal, Bundi, Gangtok, Ananthagiri, Bhongir, Chengalpattu, Champawat)	Members Invited
(vi).	Director	IFD
(vii).	Representatives of Travel Trade and Hospitality Industry 1. IATO 2. HAI 3. FHRAI	Member
(viii).	Director (Swadesh Darshan)	Member Secretary

2. Leave of absence may be granted to the members, who are unable to attend the meeting.

Agenda 20.2 Confirmation of the proceedings of the 19<sup>th</sup> MD Meeting

1. The proceedings of the 19<sup>th</sup> meeting of the MD were circulated vide OM no. SD-8/15/2020-SD-Part (3) dated 11/01/2024 to all the members. A copy of the same is attached as Annexure-A.
2. The proceedings may be confirmed.

### Agenda 20.3 Review of DPR Package -1 for the approved 13 experiences

1. The Central Sanctioning and Monitoring Committee (CSMC) in its meetings held on 13.09.2023, 06.10.2023 and 02.11.2023 has provided in-principle approval to 48 experiences in 40 destinations for preparation of Detailed Project Report (DPR).
2. The PDMCs have prepared draft DPRs and forwarded the same to the States and the same are being checked by the States including obtaining necessary NOCs and pre-construction Clearances.
3. It has been brought out time and again the need for developing end to end tourist experience with sustainable operations and management particularly in the light of experience of implementation of experience of SD 1.0. Further, the performance audit of SD 1.0 by CAG has also revealed various shortcomings in the implementation of scheme and it must be ensured that those are taken care of in the implementation of SD 2.0.
4. Accordingly, the checklist for reviewing the DPRs by the States and PDMCs was circulated vide O.M No SD-8/3/2022-SD dated 12.01.2024 (Annexure-2) and broad structure for tourism experience and management (Annexure-3) has also been circulated in line with various decisions of the CSMC, MD, templates and guidance note issued in this regard.
5. Further, the draft DPRs submitted by PDMC were reviewed with respective State/UT and PDMC in meetings held from 15.01.2024 to 22.01.2024 and proceedings of the review meeting have been circulated vide OMs No. SD-8/15/2020-SD Part (2) dated 19.01.2024 and 31.01.2024.
6. The template for DPR has been accordingly revised and same will be presented to the committee.
7. The following draft DPRs will accordingly be reviewed as per template:

Sn.	Destination (State/UT)	Approved Experiences
1	Gwalior, Madhya Pradesh	Phoolbagh Experience zone
2	Chitrakoot, Madhya Pradesh	Spiritual experience at Chitrakoot
3	Gangtok, Sikkim	Gangtok Cultural Village
4	Bundi (Kesoraipatan), Rajasthan	Spiritual Experience, Keshavraipatan
5	Hampi, Karnataka	Setting up of 'Traveller nooks'

Sn.	Destination (State/UT)	Approved Experiences
6	Mysuru, Karnataka	Tonga ride Heritage experience zone
7	Champawat, Uttarakhand	Tea Garden Experience
8	Karaikal, Puducherry	Karaikal beach and waterfront experience
9	Mamallapuram, Tamil Nadu	Immersive experience at Shore Temple
10	Ananathagiri, Telangana	Eco tourism zone at Ananathgiri forest
11	Bhongir, Telangana	Bhongir Fort Experiential Zone
12	Kokrajhar, Assam	Kokrajhar Wetland Experience
13	Araku-Lambasingi, Andhra Pradesh	Borra Cave Experience at Araku

8. The concerned PDMCs will make the presentation. Based on the appraisal by the Mission Directorate, the final DPRs will be submitted by the States.

## Agenda 20.4 Review of SOP for Destination Management Activities

1. Destination Management Organizations (DMO) are playing a pivotal role in implementation of the Swadesh Darshan 2.0 scheme, enabling destinations to build capacity and compete in the tourism ecosystem. As part of the program apart of master planning and development of new experiences at the destination, DMO is actively facilitating in establishing the destination management framework across key areas including:
  - (i) Destination Marketing & Promotion
  - (ii) Investment Promotion and PPP
  - (iii) Promotion of Sustainability & Travel for LiFE
  - (iv) Digitalization, IT and Innovation
  - (v) Skilling, Capacity Building and Community Engagement
  
2. A draft SOP for Destination Management activities has been circulated to all the States/ PDMCs/ Destinations vide OM no SD-8/25/2023-SD dated 19.01.2024 inviting feedback/ suggestions from the State/UTs, Districts and PDMC. A copy of the same is placed as Annexure-4 for review.
  
3. Further, in order to create healthy competition amongst the destinations, competition for social media and best newsletters was announced for January 2024. The following destinations were assessed to be the best in the given categories:

Sno	Category	Destination (State/UT)
1	Best Social Media Handle	Mysuru, Karnataka Instagram Handle - <a href="https://www.instagram.com/visit_mysuru/">https://www.instagram.com/visit_mysuru/</a> Account has 1,028 followers Collaborations done with Incredible India, State Tourism, India Tourism Handle and influencers with best post nearing likes around 19.3k
2	Best Social Media Post (by no of likes)	Colva, Goa (Collaboration post with influencer by Visit Colva - 30,103 Likes <a href="https://www.instagram.com/reel/C1WnzWONbsx/?utm_source=ig_web_copy_link">https://www.instagram.com/reel/C1WnzWONbsx/?utm_source=ig_web_copy_link</a>
3	Best Newsletter (December 2023 Issue)	Gandikota, Andhra Pradesh Porvorim & Colva, Goa Kozikhode (Bey pore), Kerala Gwalior, Madhya Pradesh

Sno	Category	Destination (State/UT)
		Mamallapuram, Tamil Nadu Naimisharanya, Uttar Pradesh Pithoragarh & Champawat, Uttarakhand

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## Annexure-1

Government of India  
Ministry of Tourism  
(Swadesh Darshan Division)

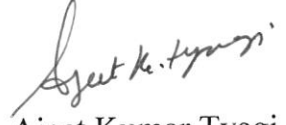
Transport Bhawan,  
1, Parliament Street,  
New Delhi-110001

File No. SD-8/15/2020-SD Part (3)

Dated 11.01.2024

### **Subject Proceedings of the 19<sup>th</sup> Mission Directorate Meeting under Swadesh Darshan 2.0 held on 05.01.2024 at 04:00 P.M.**

I am directed to enclose minutes of the 19<sup>th</sup> Meeting of the Mission Directorate under Swadesh Darshan 2.0 held under the Chairmanship of Additional Secretary (Tourism) on 05.01.2024 at 4:00 P.M. in hybrid mode for kind perusal and necessary action.

  
Ajeet Kumar Tyagi  
(Assistant Director)

Encl. as above

To,

1. The Secretary, Ministry of Culture/Civil Aviation/Environment & Forest/Housing & Urban affairs/Road Transport & Highways/ Skill Development & entrepreneurship/ Railways.
2. The ACS/ Principal Secretaries/ Secretaries/ State Mission Directors, Department of Tourism and Heads of Designated SIA of concerned States/UTs of (Andhra Pradesh, Arunachal Pradesh, Assam, Chandigarh UT, Goa, Gujarat, Himachal Pradesh, Jharkhand, Karnataka, Kerala, Ladakh UT, Madhya Pradesh, Maharashtra, Meghalaya, Mizoram, Nagaland, Puducherry UT, Punjab, Rajasthan, Sikkim, Tamil Nadu, Telangana, Tripura, Uttar Pradesh, Uttarakhand.
3. Chairperson's of Destination Management Committee of concerned destinations.
4. The President, HAI/ FHRAI/ IATO.
5. The Regional Director, Inida, Tourism Delhi/ Kolkata/ Mumbai/Chennai/ Guwahati.
6. The Director (F) Ministry of Tourism.
7. The Director (SD), Ministry of Tourism.

Copy to:-

1. Additional Secretary, Ministry of Tourism.
2. Managers and Assistant Managers of the concerned State/UTs ITO's
3. PDMC Team Leader, Project Manager and Nodal Person.  
M/s. INI design studio Ltd. (Goa)  
M/s. L&T Infra Engineering JV PwC India (Tamil Nadu)  
M/s. IPE Global Ltd. (Sikkim)  
M/s. Deloitte Touche Tohmatsu JV IBI India Group (Karnataka)
4. M/s EY, NPMU, Swadesh Darshan Scheme for doing the needful.

**Proceedings of the 19<sup>th</sup> meeting of the Mission Directorate under Swadesh Darshan 2.0 under the Chairmanship of Additional Secretary (Tourism) held on 05.01.2024 at 04:00 PM**

**Agenda 19.1 Leave of Absence**

The 19<sup>th</sup> meeting of the Mission Directorate (MD) was held on 05.01.2024 at 04:00 pm under the chairmanship of Additional Secretary (Tourism) in virtual mode. The list of attendees is given in **Annexure-1**. Leave of absence was granted to the members, who could not attend the meeting.

**Agenda 19.2 Confirmation of the proceedings of the Meeting**

The proceedings of the 16<sup>th</sup> meeting of the MD was circulated vide OM no SD-8/15/2020-SD-Part(2) dated 28.12.2023 and the 17<sup>th</sup> and 18<sup>th</sup> meetings of the MD were circulated vide OM no SD-8/15/2020-SD-Part(2) dated 01.01.2024 were confirmed.

**Agenda 19.3 Review of Master Plan, Strategy & Action Plan (MPSAP) Iteration-1**

1. It was informed that the PDMCs had submitted the Master Plan Iteration, Strategy and Action Plan (MPSAP) iteration-1 and the Ministry thereafter carried out review of the Reports and shared its observations. Further, Ministry also issued guidance note on important sections of the Master Plan and revised template.
2. The PDMCs were accordingly directed to revise the draft master plan (iteration 1) after compliance with the observations and guidance note in the revised template issued by the Ministry.
3. The Master Plans have also been circulated to the Line Ministries for their inputs and feedback vide email dated 15.11.2023 and 01.12.2023.
4. NPMU, Swadesh Darshan reviewed the revised MPSAP Iteration -1 as per the Checklist and the compliance status (attached as **Annexure-2**) was presented to the committee:

Sn.	State	Destination
1	Goa	Colva
2	Goa	Porvorim
3	Tamil Nadu	Mamallapuram
4	Tamil Nadu	The Nilgiris

5. Apart from the specific compliance status, following common observations were made regarding the draft MSAP:
- (i). The MPSAP is a holistic plan for ten years and an opportunity to prepare a comprehensive plan to develop the destinations as established tourist destinations.
  - (ii). The Proposed Strategy and Action Plan section of the report should focus equally on destination level strategies and interventions across the key areas of tourism products, IT/Digitalization, Branding Marketing & Promotion, Skilling and Capacity Development, Private Investment & PPP as well. It should not be limited to physical interventions around the tourist attractions.
  - (iii). The experiences and interventions should derive from the overall proposed strategy for the destination leading to action plan for implementation at short, medium, and long-term covering a horizon of ten years.
  - (iv). The MPSAP to highlight areas of convergence with Central/ State Programs and Schemes in the Strategy and Action Plan
  - (v). The MPSAP to suggest setting up a full-fledged and strong institutional structure for the effective functioning of the Destination Management Organization (DMO). Best practice(s) may also be given in this regard.
  - (vi). The MPSAP to conceptualize strategy/ interventions for creating enabling environment and infrastructure for private investment at the destination.
  - (vii). The MPSAP to mainstream sustainability measures and inclusive development which should also be reflected in the proposed experiences for implementation.
  - (viii). The MPSAP to suggest a mechanism for tourist data collection at the destination based on the strategy suggested by the Ministry of Tourism and other best practices.
  - (ix). The MPSAP should also focus on Visitor Management system for management of carrying capacity at the destination.
  - (x). The shelf of projects in MPSAP to include projects which may be taken up for destination development over the horizon of next 10

years. The shelf of projects to be expanded and the broad cost to be revised.

6. It was accordingly directed that the PDMCs to incorporate the above observations as well as take note of the compliance status in the subsequent iteration of the MPSAP for the destinations of Colva, Porvorim, Mamallapuram and The Nilgiris.
7. The MPSAPs Iteration-1 were approved in principle for these destinations. It was further directed that the State Implementing Agency (SIA) and Consultancy Monitoring Committee (CMC) while approving the payment against the deliverable of Master Plan, Strategy & Action Plan Iteration-1, retain 10% of the payment due for the said deliverable, which will be released after suggested improvements are made and approved by Mission Directorate.
8. All the stakeholders (Line Ministries, State, DMC and Associations etc.) were requested to give any further feedback and inputs on the MPSAP (available on SD 2.0 portal- Destination Deliverables & Meetings : <https://sd2.tourism.gov.in/ProgramReview.aspx>). The same to be incorporated in the next iteration by the PDMCs.

#### **Agenda 19.4 Review of Status of submission of DPR Package -1 for approved experiences**

1. The current status of DPRs of the approved experiences was reviewed. It was noted that PDMCs have prepared draft DPRs and forwarded the same to the States and the same are being checked by the States including obtaining necessary NOCs and pre-construction Clearances.
2. It was again reiterated to the States that in light of the guidance note issued and light of the observations made in the performance audit of SD 1.0 by CAG, it is important that the tourism experiences under SD 2.0 focus on improving the service levels at all the tourist touch points and ensure operation and management of assets on sustainable basis.
3. The salient features of the checklist for review of DPRs to include the above were presented and reviewed.
4. Accordingly, a checklist for reviewing the DPRs by the States and PDMCs is attached as **Annexure-3**. The same should be checked by the PDMCs and States before forwarding the DPRs the Ministry of Tourism. In no case, incomplete DPRs without all the NOCs/ Clearances and meeting all the requirements of checklist be forwarded.

## **Agenda 19.5 Review of Destination Management Activities**

1. It was informed that Destination Management Organizations (DMO) are playing a pivotal role in implementation of the Swadesh Darshan 2.0 scheme, enabling destinations to build capacity and compete in the tourism ecosystem.
2. Apart from master planning and development of new experiences at the destination, DMO is actively facilitating in establishing the destination management framework across key areas including:
  - (i) Destination Marketing & Promotion
  - (ii) Investment Promotion and PPP
  - (iii) Promotion of Sustainability & Travel for LiFE
  - (iv) Digitalization, IT and Innovation
  - (v) Skilling, Capacity Building and Community Engagement
3. It was informed that PDMC deployed at the destination has two dedicated Project Coordinators (Destination Personnel) at each destination and Project Manager will support DMC in providing guidance for planning, development, and management of the destination.
4. The States were requested to monitor that regular fortnightly meetings of the DMC are held. The Destination Personnel will support in agenda setting for these meetings. The meetings should focus on tracking progress and addressing key matters related to regular ongoing Destination Management Activities as well as submission of Master Plan, Strategy and Action Plan and Detailed Project Report -1.
5. It was informed that under the Destination Management Activities following planned activities are being undertaken regularly:

### **Destination Marketing & Promotion**

- (i). Launch Destination Logo and Tagline Competition
- (ii). Create dedicated destination social media handle
- (iii). Publish at least one Social Media post per Week
- (iv). Identify 1 upcoming events/festivals & promote as a unique tourist experience
- (v). Release Monthly Newsletter (by 30th of every month)
- (vi). Update destination promotion content on district website
- (vii). Identify and invite one influencer/blogger to promote destination
- (viii). Collation of existing promotional content of the destination

### **Investment Promotion and PPP**

- (i) Identification of Investment opportunities at the destination

- (ii) Create destination profile
- (iii) Regional and National Investment meeting for match making of Project identified and prospective investors.

#### **Promotion of Sustainability & Travel for LiFE**

- (i) DMC to sign up for TFL Certification on Nidhi + Portal
- (ii) Encourage service providers to sign up for TFL Certification on Nidhi + Portal
- (iii) Convergence with Swachh Bharat Mission
- (iv) Tourist Police for Safety and Security of Tourists

#### **Digitalization, IT and Innovation**

- (i) Add destination & attraction data on NIDHI + Platform
- (ii) Promote service provider registration on NIDHI + Platform
- (iii) Promote Tourist Rating & Feedback through NIDHI + Platform
- (iv) Promote Tourist grievance collection on NIDHI+ Platform
- (v) Report data for overnight stays at the destination

#### **Skilling, Capacity Building and Community Engagement**

- (i) Undertake Tourism Awareness Program
- (ii) Undertake Skill Testing & Certification Program
- (iii) Undertake Linguistic Training Programs
- (iv) Explore convergence with ongoing national and state programs – SMART City, SVNIDHI, FSSAI certification of street vendors and PM Vishwakarma scheme etc.
- (v) Converge skilling components for tourism and hospitality for the following
  - a. Tourist facilitators at the destination to be utilised
  - b. Tourist Guide at the destination – multilingual
  - c. Training of new guides and facilitators
  - d. Training of homestays owners,
  - e. SHGs for tourism services
  - f. Souvenir design, development, and promotion

6. The progress of the destinations on above five key strategic areas are uploaded and available on portal and the States were requested to review the same.
7. The focus of SD 2.0 is on bottom up approach to destination development and the above-mentioned activities in the 5 key strategic areas are fundamental orienting the destinations towards tourism.
8. The State/UTs were requested to encourage the DMOs to take proactive actions in this regard.

## **Agenda 19.6 Review of Model Structure for RFP**

1. It was informed that Ministry of Tourism has already circulated guidance note for DPR package -1 for end-to-end experience and model structure for RFP has to be evolved accordingly.
2. In this regard PDMCs M/s. IPE Global Ltd. and M/s. Deloitte Touche Tohmatsu JV IBI India Group made preliminary presentations on their structure for 'Namli Cultural Village' and 'Setting-up of Travellers Nooks in Hampi' respectively.
3. The presentations were followed by discussion. It was noted that while the overall intent of Tourism Experience Development and Management Agency has been captured, both the presentations required to be further improved.
4. Based on the discussion, a template for structure of operation and management in an integrated way through Tourism Experience and Development Agency is attached at **Annexure-4**.
5. All PDMCs were directed to share the draft structures within a week's time in line with the template.

\*\*\*\*\*



## Annexure 1: List of Participants

### 1. List of participants from Line Ministries

Sn.	Ministry	Name of Participant	Designation
1.	Ministry of Culture	Sh. R. N. Kumaran	Dy. Superintending Archaeologist, ASI
2.	Ministry of Civil Aviation	Sh. Kameshwar Mishra	Under Secretary
3.	Ministry of Railways	Sh. Summet Singh	Director (T&C)
4.	Ministry of Environment, Forest & Climate Change	Dr. Sudheer	Scientist

### 2. List of participants from the Industry Associations

Sn.	Association	Name of Participant	Designation
1.	FHRAI	Sh. Arun Kumar Singh	Director

### 3. List of Participants from States/UTs

Sn.	State/UT	Name	Designation
1.	Andhra Pradesh	Sh. C.S.N. Murthy	Chief Engineer, APTDC
2.	Andhra Pradesh	Shri S. Mallikarjuna	DTO, Kadappa District
3.	Andhra Pradesh	Sh. K.Karthik	Joint Collector, Alluri Sitarama Raju district
4.	Arunachal Pradesh	Sh. K.N. Damo	Director, Dept of Tourism
5.	Arunachal Pradesh	Smt. Rita Yorong	DTO, Shi Yomi District
6.	Assam	Sh. Kumar Padmapani Bora	Principal Secretary and MD ATDC
7.	Assam	Sh. A. S. Rengma	Senior Planning Officer, DC Office, Kokrajhar district
8.	Chandigarh UT	Sh. Rohit Gupta	Director Tourism & CEO STEPS

Sn.	State/UT	Name	Designation
9.	Goa	Sh. Sumant Nadkarni	Superintendent Engineer, GTDC
10.	Goa	Sh. Shiv Prasad Naik	Dy Collector, North Goa District
11.	Goa	Sh. Srinet Kothwale	Additional Collector, South Goa District
12.	Gujarat	Sh. Vishal Damaliya	Zonal Engineer, TCGL
13.	Gujarat	Sh. Jasvantbhai Chavda	DPO, Kachchh district
14.	Himachal Pradesh	Sh. Ravinder Nath Sharma	Additional Director, Dept. of Tourism & CA
15.	Himachal Pradesh	Sh. Vinay Dhiman	DTDO, Kangra District
16.	Jharkhand	Smt. Anjali Yadav	Director, Dept of Tourism
17.	Jharkhand	Sh. Arvind Kr. Jha	Executive Engineer, JSBCCL
18.	Jharkhand	Sh. Amit Kumar	District Tourism Nodal Officer, Seraikela Kharsawan District
19.	Karnataka	Sh. Rajamma Chowdareddy	Joint Commissioner, KTIL
20.	Kerala	Sh. Rajiv K.S.	Planning Officer, Dept of Tourism
21.	Kerala	Sh. Amal Maheshwar	Deputy Collector, Kottayam District
22.	Kerala	Sh. Harshil	Sub Collector, Kozhikode District
23.	Ladakh UT	Smt. Kunzes Angmo	Director, Dept of Tourism
24.	Madhya Pradesh	Sh. Vivek Shrotriya	AMD & State Mission Director - MPTB
25.	Madhya Pradesh	Sh. Shishir Shrivastava	Sub Divisional Officer, Gwalior District
26.	Maharashtra	Smt. Jayshree Bhog	Secretary, Directorate of Tourism
27.	Maharashtra	Sh. Ravindra Matapathi	Deputy Collector, Sindhudurg District
28.	Mizoram	Sh. V. Lalengmawia	Joint Secretary
29.	Mizoram	Sh. Pi Dr. Lalchamliani	SDC Aizawl District

Sn.	State/UT	Name	Designation
30.	Mizoram	Sh. Pu James Lalrinchhana	District Collector, Champai
31.	Nagaland	Sh. Nchumbemo Lotha	Secretary, Dept of Tourism
32.	Odisha	Smt. Ellora Bharati Jena	Joint Secretary
33.	Punjab	Smt. Neru Katyul Gupta	Director, Directorate of Tourism
34.	Punjab	Shri Harpreet Singh	Collector, Amritsar District
35.	Punjab	Shri Sukhjinder Singh	ADC, Kapurthala District
36.	Puducherry UT	Sh. Sendhilynathan	Deputy Collector, Karaikal District
37.	Rajasthan	Dr. Rashmi Sharma	Director, Dept of Tourism
38.	Rajasthan	Sh. Sohan Lal	SDM, Bundi District
39.	Rajasthan	Sh. Sanjay Kumar	ADM Jodhpur District
40.	Sikkim	Sh. C.S. Rao	Pr. Secretary, Dept of Tourism & Civil Aviation
41.	Sikkim	Smt. Tirsang Tamang	SDM Gyalshing District
42.	Sikkim	Sh. Roshan Agawane	ADM Gangtok District
43.	Tamil Nadu	Sh. J Jayakumar	AD, TTDC
44.	Tamil Nadu	Sh. Narayana Sharma	Sub- Collector, Chengalpattu
45.	Tripura	Sh. Tapan Kumar Das	Director Tourism
46.	Tripura	Sh. Suraj Debbarma	DC, Unakoti District
47.	Uttarakhand	Shri. Satish Bahuguna	OSD, Dept of Tourism
48.	Uttar Pradesh	Sh. Ashwini K Pandey	Spl Secretary & MD UPTDC
49.	Uttar Pradesh	Sh. Jagadamba Singh	ADM, Prayagraj District
50.	Uttar Pradesh	Sh. Parag Maheshwari	SDM, Sitapur District

4. **List of Participants from Ministry of Tourism**

<b>Sn.</b>	<b>Name</b>	<b>Designation</b>
1.	Sh. Jasvinder Singh	Director (T), Swadesh Darshan
2.	Sh. Om Prakash	Under Secretary, IFD
3.	Sh. Ajeet Kumar Tyagi	Asst Director, Swadesh Darshan Div.
4.	Faisal Khan	Member, NPMU
5.	Karishma Prasad	Member, NPMU

5. **List of Participants from the PDMC**

<b>Sn.</b>	<b>Name</b>	<b>Designation</b>
1.	Sh. Hash Goel	Team Leader (Goa), M/s. INI design studio Ltd.
2.	Sh. Balakrishnan Mahadeva	Team Leader (Tamil Nadu), M/s. L&T Infra Engineering JV PwC India
3.	Sh. Swetank Dave	Investment Promotion & PPP Expert (Sikkim) M/s. IPE Global Ltd.
4.	Smt. Pallavi	Investment Promotion & PPP Expert (Karnataka) M/s. Deloitte Touche Tohmatsu JV IBI India Group

## Annexure 2

### Review of Master Plan, Strategy and Action Plan Iteration-01 under Swadesh Darshan 2.0

**Name of the Destination (State):** Colva (Goa)

**Name of the PDMC:** M/s. INI Design Studio Ltd.

**Date of Signing of Agreement:** 12.05.2023

**Due Date of Submission as per Agreement:** 26.06.2023

**Actual Date of Report Submission:** 04.07.2023

**Date of Submission of Revised Report:** 16.10.2023

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>1</sup> )	Remarks /Observations (on Compliance)
<b>1</b>	<b>Introduction</b>	No	Section 1.2.2 Destination Delineation and maps to be updated as per Revised Inception Report submitted.	Complied
<b>2</b>	<b>Review of Statutory and Tourism Plans</b>			
2.1	Aspects to be covered: (i) Whether listed plans have been prepared for the destination	Yes	-	-
2.2	(ii) Listing of relevant Proposals and Self of Projects in Sections 4.3 to 4.6.	Yes	-	-
<b>3</b>	<b>Overview of the Destination</b>			
3.1	Introduction of Destination	Yes	-	-
3.2	Physiography and Climate	Yes	-	-

<sup>1</sup> SOP for Guidance on Preparation of Master Plan, Strategy & Action Plan circulated by Ministry of Tourism

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>1</sup> )	Remarks /Observations (on Compliance)
3.3	History	Yes	-	-
3.4	Demographic Profile	No	The section to be updated as per revised delineation of the study area in Inception Report.	Complied
3.5	Economic Profile	No	The section to be updated as per revised delineation of the study area in Inception Report.	Complied
3.6	Key Tourism Assets	No	The section maybe refined further as per Point 2 of the Guidance Note.	Complied
<b>4</b>	<b>Destination Assessment</b>			
4.1	Destination Connectivity  <i>Aspects to be covered:</i> <i>(i) Air Connectivity</i> <i>(ii) Rail Connectivity</i> <i>(iii) Road Connectivity</i> <i>(iv) Waterway Connectivity</i>	No	<ul style="list-style-type: none"> <li>• Availability and condition of wayside amenities on NH-66 to be provided.</li> <li>• The section maybe further refined as per Point 4 of the Guidance Note.</li> </ul>	Complied
4.2	Tourist Statistics	No	<ul style="list-style-type: none"> <li>• The section to be updated as per Point 5 of the Guidance note in subsequent iteration.</li> <li>• The availability, quality and methodology being adopted by the State for recording tourist arrivals to be assessed.</li> <li>• A framework to improve the methodology for more accurate data</li> </ul>	Complied. To be further detailed in subsequent iteration including analysis of the Tourist survey conducted.

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>1</sup> )	Remarks /Observations (on Compliance)
			collection may be provided in subsequent iterations.	
4.3	<p>Tourist Attractions at the Destination</p> <p><i>Aspects to be covered:</i></p> <p>(i) <i>Primary Attractions (As-Is Assessment, Planned Initiatives and Gaps/issues)</i></p> <p>(ii) <i>Secondary Attractions (As-Is Assessment, Planned Initiatives and Gaps/issues)</i></p>	No	<ul style="list-style-type: none"> <li>Section to be re-structured with attraction wise assessment instead of grouping together.</li> <li>A key map on Google satellite imagery showing the destination study area boundary and location of the attractions being assessed may be also provided.</li> <li>Assessment of overall condition of the amenities at primary attractions with photographs to be also provided.</li> <li>Section 4.3.1 (e) &amp; Section 4.2.2 (c)- Condition of the amenities to be elaborated.</li> <li>Section 4.3.1 (g) &amp; Section 4.2.2 (k) - The means of accessibility to the attractions to be elaborated.</li> <li>Section 4.3.1 (i) and Section 4.3.2 (e)- The condition of the facilities mentioned to be elaborated as well as overall assessment of safety and cleanliness at the attractions</li> </ul>	Complied

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>1</sup> )	Remarks /Observations (on Compliance)
			<ul style="list-style-type: none"> <li>Gaps and issues may be supported with photograph(s).</li> </ul>	
4.4.	Basic Tourism Infrastructure  <i>Aspects to be covered:</i> (i) General Framework Condition (ii) Planned Initiatives	Yes	-	-
4.5	Accommodation Facilities  <i>Aspects to be covered:</i> (i) As-Is Assessment (ii) Planned Initiatives (iii) Gaps / Issues	No	Further details and assessment to be provided in subsequent iteration.	Complied. To be further detailed in subsequent iteration including analysis of the survey conducted.
4.6	ICT readiness  <i>Aspects to be covered:</i> (i) As-Is Assessment (ii) Planned Initiatives (iii) Gaps / Issues	No	Section 4.6.7- The information regarding tourist helpline number has been provided. The grievance redressal mechanism and its effectiveness to be elaborated in subsequent iteration.	Complied.
4.7	Employment and Skilling	No	The details as per template to be provided in subsequent iteration.	To be detailed based on analysis primary data collection
4.8	Community Engagement	No	The details as per template to be provided in subsequent iteration.	To be detailed based on analysis primary data collection
4.9	Branding, Marketing and Promotion	No	Preliminary details about the Branding, Marketing and Promotion initiatives undertaken by the State to be provided.	Complied. The section to be further detailed in subsequent iterations.



Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>1</sup> )	Remarks /Observations (on Compliance)
			Further details and assessment as per template to be provided in subsequent iteration.	
4.10	Tourist Carrying Capacity	No	The Physical Carrying capacity calculated in the Iconic Master Plan prepared for Colva to be validated in Iteration-1 Detailed assessment to be provided subsequent iterations.	Not initiated. Reason cited: Finalization of components
4.11	Destination Institutional Structure	No	The assessment of the DMC's role, responsibility and functioning for planning, developing and managing various activities at the destination to be provided in subsequent iteration.	Complied. The section may be further detailed in subsequent iterations.
4.12	Details of Stakeholder Consultations	No	<ul style="list-style-type: none"> <li>• Kick-off meetings are not considered as Stakeholder Consultations.</li> <li>• The key outcomes/discussion points provided to be for Porvorim only.</li> <li>• In subsequent iterations, the consultations with identified stakeholders undertaken to be aimed at validating the assessment carried out, identification of gaps and potentials as well</li> </ul>	Complied

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>1</sup> )	Remarks /Observations (on Compliance)
			as proposed interventions.	
4.13	Key Takeaways (Summary of key Issues, gaps, opportunities & potentials)	No	The section is missing and to be provided as per Point 3 of the Guidance Note.	Complied
<b>5</b>				
	<b>Vision and Target Output</b>			
5.1	Vision Statement	No	The section to be updated as per point 6 of Guidance Note	Complied
5.2	Target Output	No	The section to be provided in subsequent Iteration as per Point 7 of the Guidance Note.	Complied. The section may be further detailed in subsequent iterations.
<b>6</b>				
	<b>Proposed Strategy and Action Plan</b>			
6.1	Proposed Interventions  <i>Interventions Areas:</i> (i) <i>Spatial Planning and interventions</i> (ii) <i>Digital Interventions</i> (iii) <i>Employment, Skilling and community engagement</i> (iv) <i>Branding, Marketing and Promotion</i> (v) <i>Institutional Structure</i> (vi) <i>Policy &amp; Regulatory Interventions</i>	No	<ul style="list-style-type: none"> <li>The section to be updated as per point 8 of Guidance Note in subsequent iteration.</li> <li>All proposals at the identified areas/attractions to include interventions to improve end to end tourist experience.</li> <li>In Iteration-1, at least one area/primary attraction to be proposed as a tourism experience zone having end-to-end interventions to enhance tourist experience in</li> </ul>	Complied Following to be provided: <ul style="list-style-type: none"> <li>Section to focus equally on destination level strategies and interventions across all areas including Private Investment &amp; PPP and not be limited to physical interventions around the tourist attractions.</li> <li>The experiences and</li> </ul>

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>1</sup> )	Remarks /Observations (on Compliance)
	<i>(vii) Any other area Detailing of the Intervention areas as per aspects (a) to (g) listed in the template.</i>		consultation with State and DMC and all details to be provided.	<p>interventions should derive from the overall proposed strategy for the destination leading to action plan for implementation at short, medium, and long-term covering a horizon of ten years.</p> <ul style="list-style-type: none"> <li>• Interventions/ strategies based on the gaps identified in basic tourist infrastructure in Section 4.4. along with possible convergence to be provided in subsequent iteration.</li> </ul>
6.2	Pre-Feasibility Assessment of identified PPP projects <i>(if any)</i>	No	To be provided in Iteration-1 if any project is identified to be undertaken via PPP mode.	No projects are identified for PPP. Strategy/ interventions to be conceptualized for creating enabling environment and infrastructure for private investment at the destination.

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>1</sup> )	Remarks /Observations (on Compliance)
6.3	Layout Plan	No	To be provided in Iteration-1 for identified zone proposed to be taken up for development in DPR Package-1.	Complied
6.4	Integration with PM Gati Shakti (i) <i>Final Delineated Study Area (to be provided in Iteration after approval of Inception Report)</i> (ii) <i>Proposed Interventions (to be provided in subsequent Iteration after approval of DPR for the intervention)</i>	No	GIS database of the final delineated study area boundary to be provided after approval of Inception Report.	Complied
6.5	Summary of the Proposed Projects (to be provided in each Iteration)	No	The summary of the proposed interventions to be provided in each iteration as per the model template especially projects for intervention area to be taken up in DPR Package-1.	Complied Shelf of projects to include projects which may be taken up for destination development over the horizon of next 10 years with the broad cost
6.6	Monitoring and Evaluation (for identified KPIs for the proposed projects)	No	To be provided in subsequent iteration.	Complied. The section may be further detailed in subsequent iterations.
<b>7</b>	<b>Project Operation and Maintenance Plan</b>			
7.1	O&M Framework	No	The O&M framework for the identified intervention area	Complied. The section to be further detailed in

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>1</sup> )	Remarks /Observations (on Compliance)
	<i>(to be provided for projects identified for DPR Packages)</i>		prioritized for DPR Package-1 to be provided in Iteration-1 as part of end-to-end development of tourist experience zone.	subsequent iteration. O&M plan for any intervention should be detailed and comprehensive.
<b>8</b>	<b>General Observations</b>			
8.1	List of References & Annexures	Yes	-	-

**Name of the Destination (State):** Porvorim (Goa)

**Name of the PDMC:** M/s. INI Design Studio Ltd.

**Date of Signing of Agreement:** 12.05.2023

**Due Date of Submission as per Agreement:** 26.06.2023

**Actual Date of Report Submission:** 04.07.2023

**Date of Submission of Revised Report:** 16.10.2023

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t requirements of the ToR, Model Template & Guidance Note <sup>2</sup> )	Remarks /Observations (on Compliance)
1	Introduction	No	Section 1.2.2 Destination Delineation and maps to be updated as per Revised Inception Report submitted.	Complied
2	<b>Review of Statutory and Tourism Plans</b>			
2.1	Aspects to be covered: (i) Whether listed plans have been prepared for the destination	Yes	-	-
2.2	(ii) Listing of relevant Proposals and Self of Projects in Sections 4.3 to 4.6.	Yes	-	-
3	<b>Overview of the Destination</b>			
3.1	Introduction of Destination	Yes	-	-
3.2	Physiography and Climate	Yes	-	-
3.3	History	Yes	-	-
3.4	Demographic Profile	Yes	-	-
3.5	Economic Profile	Yes	-	-

<sup>2</sup> SOP for Guidance on Preparation of Master Plan, Strategy & Action Plan circulated by Ministry of Tourism

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t requirements of the ToR, Model Template & Guidance Note <sup>2</sup> )	Remarks /Observations (on Compliance)
3.6	Key Tourism Assets	No	The section maybe refined further as per Point 2 of the Guidance Note.	
<b>4</b>	<b>Destination Assessment</b>			
4.1	Destination Connectivity  <i>Aspects to be covered:</i> (v) Air Connectivity (vi) Rail Connectivity (vii) Road Connectivity (viii) Waterway Connectivity	No	<ul style="list-style-type: none"> <li>Availability and condition of wayside amenities on NH-66 to be provided.</li> <li>The section maybe further refined as per Point 4 of the Guidance Note.</li> </ul>	Complied
4.2	Tourist Statistics	No	<ul style="list-style-type: none"> <li>The section to be updated as per Point 5 of the Guidance note in subsequent iteration.</li> <li>The availability, quality and methodology being adopted by the State for recording tourist arrivals to be assessed.</li> <li>A framework to improve the methodology for more accurate data collection may be provided in subsequent iterations.</li> </ul>	Complied. The section may be further detailed in subsequent iterations.
4.3	Tourist Attractions at the Destination  <i>Aspects to be covered:</i> (iii) Primary Attractions (As-Is Assessment,	No	<ul style="list-style-type: none"> <li>Section to be re-structured with attraction wise assessment instead of grouping together.</li> <li>A key map on Google satellite imagery</li> </ul>	Complied

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t requirements of the ToR, Model Template & Guidance Note <sup>2</sup> )	Remarks /Observations (on Compliance)
	<i>Planned Initiatives and Gaps/issues</i> (iv) <i>Secondary Attractions (As-Is Assessment, Planned Initiatives and Gaps/issues)</i>		<p>showing the destination study area boundary and location of the attractions being assessed may be also provided.</p> <ul style="list-style-type: none"> <li>• Assessment of overall condition of the amenities with photographs to be also provided.</li> <li>• Assessment of Goa Art Trail and Cycling Tour to be accompanied by map showing the respective routes.</li> <li>• Gaps and issues may be supported with photograph(s).</li> </ul>	
4.4.	Basic Tourism Infrastructure  <i>Aspects to be covered:</i> (iii) <i>General Framework Condition</i> (iv) <i>Planned Initiatives</i>	No	<ul style="list-style-type: none"> <li>• Section 4.4 (b)- Instead of provisions of the Act, the assessment of conditions at the destination to be provided</li> <li>• Section 4.4 (d) is missing</li> </ul>	Complied
4.5	Accommodation Facilities  <i>Aspects to be covered:</i> (iv) <i>As-Is Assessment</i> (v) <i>Planned Initiatives</i> (vi) <i>Gaps / Issues</i>	No	Further details and assessment to be provided in subsequent iteration.	Complied. The section may be further detailed in subsequent iterations.
4.6	ICT readiness  <i>Aspects to be covered:</i> (iv) <i>As-Is Assessment</i>	No	Section 4.6.7- The information regarding tourist helpline number has been provided. The grievance	Complied



Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t requirements of the ToR, Model Template & Guidance Note <sup>2</sup> )	Remarks /Observations (on Compliance)
	(v) <i>Planned Initiatives</i> (vi) <i>Gaps / Issues</i>		redressal mechanism and its effectiveness to be elaborated in subsequent iteration.	
4.7	Employment and Skilling	No	The details as per template to be provided in subsequent iteration.	Not Initiated Reason cited: Ongoing Destination specific data collection
4.8	Community Engagement	No	The details as per template to be provided in subsequent iteration.	Not Initiated Reason cited: Ongoing Destination specific data collection
4.9	Branding, Marketing and Promotion	No	Preliminary details about the Branding, Marketing and Promotion initiatives undertaken by the State to be provided. Further details and assessment as per template to be provided in subsequent iteration.	Complied. The section may be further detailed in subsequent iterations.
4.10	Tourist Carrying Capacity	No	Preliminary/Initial carrying capacity assessment to be provided in Iteration-1 Detailed assessment to be provided subsequent iterations.	Not initiated. Reason cited: Finalization of components
4.11	Destination Institutional Structure	No	The assessment of the DMC's role, responsibility and functioning for planning, developing and managing various activities at the destination to be provided in subsequent iteration.	Complied. The section may be further detailed in subsequent iterations.

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t requirements of the ToR, Model Template & Guidance Note <sup>2</sup> )	Remarks /Observations (on Compliance)
4.12	Details of Stakeholder Consultations	No	<ul style="list-style-type: none"> <li>Kick-off meetings are not considered as Stakeholder Consultations.</li> <li>The key outcomes/discussion points provided to be for Porvorim only.</li> <li>In subsequent iterations, the consultations with identified stakeholders undertaken to be aimed at validating the assessment carried out, identification of gaps and potentials as well as proposed interventions.</li> </ul>	Complied
4.13	Key Takeaways (Summary of key Issues, gaps, opportunities & potentials)	No	The section is missing and to be provided as per Point 3 of the Guidance Note.	Complied
<b>5</b>	<b>Vision and Target Output</b>			
5.1	Vision Statement	No	The section to be updated as per point 6 of Guidance Note	Complied
5.2	Target Output	No	The section to be provided in subsequent Iteration as per Point 7 of the Guidance Note.	Complied. The section may be further detailed in subsequent iterations.
<b>6</b>	<b>Proposed Strategy and Action Plan</b>			
6.1	Proposed Interventions	No	<ul style="list-style-type: none"> <li>The section to be updated as per point 8 of Guidance Note</li> </ul>	Complied

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t requirements of the ToR, Model Template & Guidance Note <sup>2</sup> )	Remarks /Observations (on Compliance)
	<p><i>Interventions Areas:</i></p> <p>(viii) <i>Spatial Planning and interventions</i></p> <p>(ix) <i>Digital Interventions</i></p> <p>(x) <i>Employment, Skilling and community engagement</i></p> <p>(xi) <i>Branding, Marketing and Promotion</i></p> <p>(xii) <i>Institutional Structure</i></p> <p>(xiii) <i>Policy &amp; Regulatory Interventions</i></p> <p>(xiv) <i>Any other area Detailing of the Intervention areas as per aspects (a) to (g) listed in the template.</i></p>		<p>in subsequent iteration.</p> <ul style="list-style-type: none"> <li>All proposals at the identified areas/attractions to include interventions to improve end to end tourist experience.</li> <li>In Iteration-1, atleast one area/primary attraction to be proposed as a tourism experience zone having end-to-end interventions to enhance tourist experience in consultation with State and DMC and all details to be provided.</li> </ul> <p>One of the zones identified on pg 58 may be further developed and prioritized for DPR Package-1.</p>	
6.2	Pre-Feasibility Assessment of identified PPP projects (if any)	No	To be provided in Iteration-1 if any project is identified to be undertaken via PPP mode.	Not Applicable in Iteration-01
6.3	Layout Plan	No	To be provided in Iteration-1 for identified zone proposed to be taken up for development in DPR Package-1.	Complied
6.4	Integration with PM Gati Shakti	No	GIS database of the final delineated study area	Final Delineated Study Area to be provided.

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t requirements of the ToR, Model Template & Guidance Note <sup>2</sup> )	Remarks /Observations (on Compliance)
	(iii) Final Delineated Study Area (to be provided in Iteration after approval of Inception Report) (iv) Proposed Interventions (to be provided in subsequent Iteration after approval of DPR for the intervention)		boundary to be provided after approval of Inception Report.	
6.5	Summary of the Proposed Projects (to be provided in each Iteration)	No	The summary of the proposed interventions to be provided in each iteration as per the model template especially projects for intervention area to be taken up in DPR Package-1.	Complied
6.6	Monitoring and Evaluation (for identified KPIs for the proposed projects)	No	To be provided in subsequent iteration.	Complied. The section may be further detailed in subsequent iterations.
<b>7</b>	<b>Project Operation and Maintenance Plan</b>			
7.1	O&M Framework (to be provided for projects identified for DPR Packages)	No	The O&M framework for the identified intervention area prioritized for DPR Package-1 to be provided in Iteration-1 as part of end-to-end development of tourist experience zone.	Complied. The section to be further detailed in subsequent iteration.  O&M plan for any intervention should be detailed and comprehensive.
<b>8</b>	<b>General Observations</b>			

Chapter /Section	Item	Iteration-01		Revised Iteration-01
		Compliance (Yes/No)	Remarks /Observations (w.r.t requirements of the ToR, Model Template & Guidance Note <sup>2</sup> )	Remarks /Observations (on Compliance)
8.1	List of References & Annexures	Yes	-	

**Name of the Destination (State):** Mamallapuram (Tamil Nadu)

**Name of the PDMC:** M/s. L&T Infra Engineering PwC India Ltd. JV

**Date of Signing of Agreement:** 08.05.2023

**Due Date of Submission as per Agreement:** 22.06.2023

**Actual Date of Report Submission:** 05.07.2023

**Date of Submission of Revised Report:**

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>3</sup> )	Remarks / Observations (On Compliance)
<b>1</b>	<b>Introduction</b>	Yes	-	-
<b>2</b>	<b>Review of Statutory and Tourism Plans</b>			
2.1	<b>Aspects to be covered:</b> <i>(i) Whether listed plans have been prepared for the destination</i>	Yes	-	-
2.2	<i>(ii) Listing of relevant Proposals and Self of Projects in Sections 4.3 to 4.6.</i>	No	The list of relevant proposals/ projects from the plan(s) reviewed to be provided in Section 4.3 to 4.6. (Refer Section 2, Note of the Model Template)	Complied
<b>3</b>	<b>Overview of the Destination</b>			
3.1	Introduction of Destination	No	A3 Size map showing location and study area to be provided.	Complied
3.2	Physiography and Climate	Yes	-	-
3.3	History	Yes	-	-
3.4	Demographic Profile	No	Demographic profile such as population	Complied

<sup>3</sup> SOP for Guidance on Preparation of Master Plan, Strategy & Action Plan circulated by Ministry of Tourism

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>3</sup> )	Remarks / Observations (On Compliance)
			density, sex ratio, literacy rate to be provided.	
3.5	Economic Profile	No	<ul style="list-style-type: none"> <li>Only yearly growth of economic output of the district is provided.</li> <li>Other analysis related to workforce participation, type of workers in the workforce is not provided.</li> </ul>	Complied
3.6	Key Tourism Assets	No	<ul style="list-style-type: none"> <li>Relevant photographs and maps to be provided</li> <li>Festivals/fair/events themes and footfall details to be provided</li> <li>This section to be further refined as per point 2 of guidance note</li> </ul>	Complied
<b>4</b>				
	<b>Destination Assessment</b>			
4.1	Destination Connectivity <b>Aspects to be covered:</b> <i>(ix) Air Connectivity</i> <i>(x) Rail Connectivity</i> <i>(xi) Road Connectivity</i> <i>(xii) Waterway Connectivity</i>	No	<ul style="list-style-type: none"> <li>The section should cover the aspects like facilities pertaining to air, rail &amp; road connectivity, hygiene &amp; cleanliness, and etc along with the photographs of each aspect.</li> <li>The section shall cover- <ul style="list-style-type: none"> <li>Monthly passenger traffic to be provided</li> </ul> </li> </ul>	Condition of the highways and availability of wayside amenities to be provided.  Other observations are complied.

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>3</sup> )	Remarks / Observations (On Compliance)
			<ul style="list-style-type: none"> <li>– Has there been any opinion taken from the users of the facility regarding any challenges they face while using the facility and to understand the current situation?</li> <li>– The surveys and interviews conducted to be annexed.</li> <li>– Are these gaps and challenges been addressed by proposed intervention?</li> <li>• Identification of the gaps as per the industry standards to be provided.</li> <li>• The section to be revised as per Point 4 of the Guidance Note.</li> <li>• Waterways connectivity/sea route to be provided as per section 4.1.4 of guidance note (if applicable)</li> </ul>	
4.2	Tourist Statistics	No	<ul style="list-style-type: none"> <li>• Year wise trend of tourist arrival to be provided for 2015-2019</li> <li>• As per the Master Plan Template, tourist statistics of 4.2 (d), (e), (f), (g),</li> </ul>	<p>Complied. The section to be further refined in subsequent iteration based on analysis of the primary survey.</p> <ul style="list-style-type: none"> <li>• The availability, quality and</li> </ul>



Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>3</sup> )	Remarks / Observations (On Compliance)
			and (h) are to be provided in subsequent iteration and the section to be revised as per Point 5 of the Guidance Note.	methodology being adopted by the State for recording tourist arrivals to be assessed. <ul style="list-style-type: none"> <li>A framework to improve the methodology for more accurate data collection may be provided in subsequent iterations.</li> </ul>
4.3	Tourist Attractions at the Destination <b>Aspects to be covered:</b> (v) Primary Attractions (As-Is Assessment, Planned Initiatives and Gaps/issues) (vi) Secondary Attractions (As-Is Assessment, Planned Initiatives and Gaps/issues)	No	<ul style="list-style-type: none"> <li>More details to be provided in As-Is assessment in accordance with model template.</li> <li>Planned initiatives at the tourist attractions is provided. This section to be linked with proposed interventions listed in statutory plans (if any) in Chapter 2.</li> <li>Gaps and issues to be provided and supported with better photograph(s).</li> <li>Rating System if not benchmarked to any standards/ best practices to be removed.</li> </ul>	Complied
4.4.	Basic Tourism Infrastructure  Aspects to be covered:	No	<ul style="list-style-type: none"> <li>Details of general framework conditions is missing</li> <li>Information on Planned initiatives is missing</li> </ul>	Complied

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>3</sup> )	Remarks / Observations (On Compliance)
	(v) General Framework Condition (vi) Planned Initiatives			
4.5	Accommodation Facilities  Aspects to be covered: (vii) As-Is Assessment (viii) Planned Initiatives (ix) Gaps / Issues	No	<ul style="list-style-type: none"> <li>The data provided in this section is observed to be incomplete and needs to be added in subsequent iteration as per master plan template.</li> <li>Gaps/issues needs to be provided.</li> <li>Planned initiatives to be provided.</li> </ul>	Complied. To be further detailed as per the Model Template in subsequent iteration.
4.6	ICT readiness  Aspects to be covered: (vii) As-Is Assessment (viii) Planned Initiatives (ix) Gaps / Issues	No	<ul style="list-style-type: none"> <li>Snapshots of the websites, portal, applications listed to be provided to assess the user interface and the quality?</li> <li>Whether the websites, portal and applications are user friendly or not?</li> <li>Are these regularly updated?</li> <li>Does the website, portal, applications provide hassle free experience to the tourists?</li> <li>Is there a need to revamp these portal, website and applications? If yes, then, has it been taken up in master plan?</li> </ul>	Complied

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>3</sup> )	Remarks / Observations (On Compliance)
4.7	Employment and Skilling	No	Detailed assessment as per model template to be provided in subsequent iteration	Complied. To be further detailed in subsequent iteration
4.8	Community Engagement	No	Detailed assessment as per point (i), (iv) & (v) model template to be provided in subsequent iteration.	Complied. To be further detailed in subsequent iteration
4.9	Branding, Marketing and Promotion	No	Detailed assessment as per point (iv) of model template to be provided in subsequent iteration.	Complied. To be further detailed in subsequent iteration
4.10	Tourist Carrying Capacity	No	<ul style="list-style-type: none"> <li>TCC analysis to be included in subsequent iterations of the master plan.</li> <li>TCC of the tourist attractions must be considered while proposing the interventions.</li> </ul>	Preliminary assessment conducted, to be further detailed in next iteration
4.11	Destination Institutional Structure	No	<ul style="list-style-type: none"> <li>First meeting with DMC is yet to be organized.</li> <li>The assessment of the DMC's role, responsibility and functioning for planning, developing and managing various activities at the destination to be provided in subsequent iteration.</li> <li>Information on point (iii) is pending</li> </ul>	<ul style="list-style-type: none"> <li>To be further detailed in subsequent iteration.</li> <li>The assessment of the DMC's role, responsibility and functioning for planning, developing and managing various activities at the destination to be provided in subsequent iteration.</li> </ul>

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>3</sup> )	Remarks / Observations (On Compliance)
4.12	Details of Stakeholder Consultations	No	Details of key take aways from Stakeholder Consultation to be provided	Complied. In subsequent iterations, the consultations with identified stakeholders undertaken to be aimed at validating the assessment carried out, identification of gaps and potentials as well as proposed interventions.
4.13	Key Takeaways (Summary of key Issues, gaps, opportunities & potentials)	No	This section is missing and to be provided as per point 3 of guidance note.	Complied
<b>5</b>				
	Vision and Target Output			
5.1	Vision Statement	No	This section to be updated as per point 6 of the guidance note.	The vision statement to be crisp, capturing the destination's proposed positioning and can be owned by all stakeholders.
5.2	Target Output	No	The section to be provided in subsequent Iteration as per Point 7 of the Guidance Note	To be provided in subsequent iteration
<b>6</b>				
	Proposed Strategy and Action Plan			
6.1	Proposed Interventions  <i>Interventions Areas:</i>	No	<ul style="list-style-type: none"> <li>This section to be updated as per point 8 of guidance note in</li> </ul>	To be further refined & elaborated in subsequent iteration:

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>3</sup> )	Remarks / Observations (On Compliance)
	<p>(xv) Spatial Planning and interventions</p> <p>(xvi) Digital Interventions</p> <p>(xvii) Employment, Skilling and community engagement</p> <p>(xviii) Branding, Marketing and Promotion</p> <p>(xix) Institutional Structure</p> <p>(xx) Policy &amp; Regulatory Interventions</p> <p>(xxi) Any other area</p> <p><i>Detailing of the Intervention areas as per aspects (a) to (g) listed in the template.</i></p>		<p>subsequent iteration</p> <ul style="list-style-type: none"> <li>In Iteration-1, at least one area for end-to-end development to enhance tourist experience to be prioritized in consultation with State and DMC and all details to be provided.</li> <li>As per model template 6.1, further details on point (v), (vi) &amp; (vii) is required in subsequent iterations.</li> </ul>	<ul style="list-style-type: none"> <li>The overall strategy for holistic development of the destination for 10 yr horizon to be provided.</li> <li>Destination level strategies and interventions across the areas of tourism products, IT/Digitalization, Branding Marketing &amp; Promotion, Skilling and Capacity Development to be further detailed.</li> <li>Opportunities for Private Investment &amp; PPP to be provided.</li> </ul>
6.2	Pre-Feasibility Assessment of identified PPP projects (if any)	No	To be provided in Iteration-1 if any project is identified to be undertaken via PPP mode.	No projects are identified for PPP. No projects are identified for PPP.
6.3	Layout Plan	Yes	Provided	Complied
6.4	Integration with PM Gati Shakti (v) Final Delineated Study Area (to be provided in Iteration after approval of	No	GIS database of the final delineated study area boundary to be provided after approval of Inception Report.	Complied

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>3</sup> )	Remarks / Observations (On Compliance)
	<i>Inception Report) (vi) Proposed Interventions (to be provided in subsequent Iteration after approval of DPR for the intervention)</i>			
6.5	Summary of the Proposed Projects <i>(to be provided in each Iteration)</i>	No	The summary to be revised as per the projects to be prioritized for DPR Package – 1.	Complied
6.6	Monitoring and Evaluation <i>(for identified KPIs for the proposed projects)</i>	No	To be provided in subsequent iteration.	Complied. The section may be further detailed in subsequent iterations.
<b>7</b>	<b>Project Operation and Maintenance Plan</b>			
7.1	O&M Framework <i>(to be provided for projects identified for DPR Packages)</i>	No	The O&M framework for the identified intervention prioritized for DPR Package-1 to be provided in Iteration-1.	Complied. The section to be further detailed in subsequent iteration.
<b>8</b>	<b>General Observations</b>			
8.1	Source of All figures and Tables	No	The source of all the data and information quoted in the report to be provided.	
8.2	List of References	No	The list of reference to be provided.	Complied
8.3	Annexures <i>(Annexure-D )</i>	Yes	-	-
8.4	Photographs	No	Photographs to be provided to show the existing condition of the	Complied

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>3</sup> )	Remarks / Observations (On Compliance)
			tourist attractions, any facility, connectivity nodes, and any other.	
8.5	Report Structure	No	The chapter order of report to be as per model template	Complied

**Name of the Destination (State):** The Nilgiris (Tamil Nadu)

**Name of the PDMC:** M/s. L&T Infra Engineering PwC India Ltd. JV

**Date of Signing of Agreement:** 08.05.2023

**Due Date of Submission as per Agreement:** 22.06.2023

**Actual Date of Report Submission:** 05.07.2023

**Date of Submission of Revised Report:** 07.11.2023

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>4</sup> )	Remarks / Observations (On Compliance)
1	Introduction	Yes	-	-
2	<b>Review of Statutory and Tourism Plans</b>			
2.1	<b>Aspects to be covered:</b> <i>(iii) Whether listed plans have been prepared for the destination</i>	Yes	-	-
2.2	<i>(iii) Listing of relevant Proposals and Self of Projects in Sections 4.3 to 4.6.</i>	No	The list of relevant proposals/ projects from the plan(s) reviewed to be provided in Section 4.3 to 4.6. (Refer Section 2, Note of the Model Template)	Not Complied
3	<b>Overview of the Destination</b>			
3.1	Introduction of Destination	No	A3 size map showing location and study area to be provided.	Complied
3.2	Physiography and Climate	No	Best time to visit is not provided. The section to be as per model template.	Complied

<sup>4</sup> SOP for Guidance on Preparation of Master Plan, Strategy & Action Plan circulated by Ministry of Tourism



Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>4</sup> )	Remarks / Observations (On Compliance)
3.3	History	Yes	-	-
3.4	Demographic Profile	Yes	-	Supporting charts/graphics to be provided
3.5	Economic Profile	Yes	-	-
3.6	Key Tourism Assets	No	This section to be further refined as per Point 2 of guidance note	Instead of description, the USP as per template to be provided.
<b>4</b>				
<b>4</b>	<b>Destination Assessment</b>			
4.1	Destination Connectivity <b>Aspects to be covered:</b> (xiii) Air Connectivity (xiv) Rail Connectivity (xv) Road Connectivity (xvi) Waterway Connectivity	No	<ul style="list-style-type: none"> <li>• <b>Air</b> - The section is not as per the template provided.</li> <li>• <b>Rail</b> – Assessment of train frequency, facilities/amenities at railway stations and hygiene/cleanliness at the facility is not provided.</li> <li>• <b>Road</b> – This section lacks information like capacity &amp; facility at bus / taxi terminal, wayside amenities, etc.</li> <li>• The description does not include mention of the upcoming/ongoing projects to improve connectivity.</li> <li>• Gaps/Issues identification with reference to industry standards/best practices is not attempted.</li> </ul>	Partially Complied <ul style="list-style-type: none"> <li>• Section 4.1.3- Condition of Highway/major roads and availability of wayside amenities at NH.</li> <li>• Upcoming/ ongoing projects to improve connectivity are not specified</li> <li>• Gaps/Challenges not identified</li> </ul>

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>4</sup> )	Remarks / Observations (On Compliance)
			<ul style="list-style-type: none"> <li>Photographs of the mentioned facilities is missing.</li> </ul>	
4.2	Tourist Statistics	No	This section to be further refined on points (d), (e), (f), (g), and (h) of the model template	<ul style="list-style-type: none"> <li>Analysis of the CAGR calculated to be provided.</li> <li>The availability, quality and methodology being adopted by the State for recording tourist arrivals to be assessed.</li> <li>A framework to improve the methodology for more accurate data collection may be provided in subsequent iterations.</li> </ul>
4.3	<p>Tourist Attractions at the Destination</p> <p><b>Aspects to be covered:</b></p> <p>(vii) Primary Attractions (As-Is Assessment, Planned Initiatives and Gaps/issues)</p> <p>(viii) Secondary Attractions (As-Is Assessment, Planned Initiatives and Gaps/issues)</p>	No	<ul style="list-style-type: none"> <li>More details to be provided in As-Is assessment in accordance with model template.</li> <li>Planned initiatives at the tourist attractions is to be provided. This section to be linked with proposed interventions listed in statutory plans (if any) in Chapter 2.</li> <li>Gaps and issues to be provided and supported with better photograph(s).</li> <li>Rating System if not benchmarked to any</li> </ul>	Complied

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>4</sup> )	Remarks / Observations (On Compliance)
			standards/ best practices to be removed.	
4.4.	Basic Tourism Infrastructure  <i>Aspects to be covered:</i> <i>(vii) General Framework Condition</i> <i>(viii) Planned Initiatives</i>	No	<ul style="list-style-type: none"> <li>Brief details on existing facilities needs to be provided as per model template in subsequent iteration.</li> <li>Information on Planned initiatives is missing.</li> </ul>	Not Complied
4.5	Accommodation Facilities  <i>Aspects to be covered:</i> <i>(x) As-Is Assessment</i> <i>(xi) Planned Initiatives</i> <i>(xii) Gaps / Issues</i>	No	<ul style="list-style-type: none"> <li>The data provided in this section is incomplete and to be added in subsequent iteration as Template section 4.5</li> <li>Planned initiatives to be provided.</li> <li>Gaps/issues needs to be provided.</li> </ul>	<ul style="list-style-type: none"> <li>Further details in subsequent iteration</li> <li>Data on accommodation be checked from verified sources</li> </ul>
4.6	ICT readiness  <i>Aspects to be covered:</i> <i>(x) As-Is Assessment</i> <i>(xi) Planned Initiatives</i> <i>(xii) Gaps / Issues</i>	No	<ul style="list-style-type: none"> <li>Snapshots of the websites, portal, applications listed to be provided to assess the user interface and the quality?</li> <li>Whether the websites, portal and applications are user friendly or not?</li> <li>Are these regularly updated?</li> <li>Does the website, portal, applications</li> </ul>	Complied

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>4</sup> )	Remarks / Observations (On Compliance)
			<p>provide hassle free experience to the tourists?</p> <ul style="list-style-type: none"> <li>Is there a need to revamp these portal, website and applications? If yes, then, has it been taken up in master plan?</li> </ul>	
4.7	Employment and Skilling	No	Detailed assessment as per model template to be provided in subsequent iteration	To be further detailed in subsequent iteration
4.8	Community Engagement	No	Detailed assessment as per model template to be provided in subsequent iteration	To be further detailed in subsequent iteration
4.9	Branding, Marketing and Promotion	No	The section does not provide information as per Point (iv) of section 4.9 of model template. This needs to be improved as per model template.	The impact assessment to be further detailed in subsequent iteration
4.10	Tourist Carrying Capacity	No	<ul style="list-style-type: none"> <li>TCC analysis to be included in subsequent iterations of the master plan.</li> <li>TCC of the tourist attractions must be considered while proposing the interventions.</li> </ul>	Not Complied
4.11	Destination Institutional Structure	No	<ul style="list-style-type: none"> <li>First meeting with DMC is yet to be organized.</li> <li>The assessment of the DMC's role,</li> </ul>	<ul style="list-style-type: none"> <li>To be further detailed in subsequent iteration.</li> </ul>

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>4</sup> )	Remarks / Observations (On Compliance)
			<p>responsibility and functioning for planning, developing and managing various activities at the destination to be provided in subsequent iteration.</p> <ul style="list-style-type: none"> <li>Information on Point (iii) of section 4.11 of model template is pending</li> </ul>	<ul style="list-style-type: none"> <li>The assessment of the DMC's role, responsibility and functioning for planning, developing and managing various activities at the destination to be provided in subsequent iteration.</li> </ul>
4.12	Details of Stakeholder Consultations	No	Details of participants of the meeting and photographs are not provided.	Complied. In subsequent iterations, the consultations with identified stakeholders undertaken to be aimed at validating the assessment carried out, identification of gaps and potentials as well as proposed interventions.
4.13	Key Takeaways (Summary of key Issues, gaps, opportunities & potentials)	No	This section is missing and to be provided as per Point 3 of guidance note.	Most of the Section does not comply with the guidance note. Points to be specific which feeds into and are addressed in Sections 5 and 6.
<b>5</b>	<b>Vision and Target Output</b>			
5.1	Vision Statement	No	This may be further refined in accordance	<ul style="list-style-type: none"> <li>The section does not comply with the guidance note.</li> </ul>

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>4</sup> )	Remarks / Observations (On Compliance)
			with Point 6 of Guidance Note	<ul style="list-style-type: none"> <li>Vision statement to be crisp, capturing the destination's proposed positioning and can be owned by all stakeholders.</li> </ul>
5.2	Target Output	No	The section to be provided in subsequent Iteration as per Point 7 of the Guidance Note.	To be provided in subsequent iteration
<b>6</b>				
<b>6</b>	<b>Proposed Strategy and Action Plan</b>			
6.1	<p>Proposed Interventions</p> <p><i>Interventions Areas:</i></p> <p>(xxii) <i>Spatial Planning and interventions</i></p> <p>(xxiii) <i>Digital Interventions</i></p> <p>(xxiv) <i>Employment, Skilling and community engagement</i></p> <p>(xxv) <i>Branding, Marketing and Promotion</i></p> <p>(xxvi) <i>Institutional Structure</i></p> <p>(xxvii) <i>Policy &amp; Regulatory Interventions</i></p> <p>(xxviii) <i>Any other area</i></p> <p><i>Detailing of the Intervention areas as per aspects (a) to</i></p>	No	<ul style="list-style-type: none"> <li>In Iteration-1, at least one area for end-to-end development to enhance tourist experience to be prioritized in consultation with State and DMC and all details to be provided.</li> <li>Interventions proposed under digital interventions needs to be reassessed.</li> <li>Interventions to be proposed based on the uniqueness of the destination.</li> </ul>	<p>To be further refined &amp; elaborated in subsequent iteration:</p> <ul style="list-style-type: none"> <li>The overall strategy for holistic development of the destination for 10 yr horizon to be provided.</li> <li>Destination level strategies and interventions across the areas of tourism products, IT/Digitalization, Branding Marketing &amp; Promotion, Skilling and Capacity Development to be further detailed.</li> <li>Opportunities for Private Investment &amp; PPP to be provided.</li> <li>Interventions under Convergence</li> </ul>

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>4</sup> )	Remarks / Observations (On Compliance)
	<i>(g) listed in the template.</i>			to be provided in subsequent iteration.
6.2	Pre-Feasibility Assessment of identified PPP projects <i>(if any)</i>	No	To be provided in Iteration-1 if any project is identified to be undertaken via PPP mode.	No projects are identified for PPP. No projects are identified for PPP.
6.3	Layout Plan	No	Provided for few hard interventions.	Complied
6.4	Integration with PM Gati Shakti <i>(vii) Final Delineated Study Area (to be provided in iteration after approval of Inception Report)</i> <i>(viii) Proposed Interventions (to be provided in subsequent iteration after approval of DPR for the intervention)</i>	No	GIS database of the final delineated study area boundary to be provided after approval of Inception Report.	Complied
6.5	Summary of the Proposed Projects <i>(to be provided in each Iteration)</i>	No	The summary to be revised as per the projects to be prioritized for DPR Package – 1.	Complied Interventions under Convergence to be provided in subsequent iteration.
6.6	Monitoring and Evaluation <i>(for identified KPIs for the proposed projects)</i>	No	To be provided in subsequent iteration.	Complied. The section may be further detailed in subsequent iterations.
<b>7</b>	<b>Project Operation and Maintenance Plan</b>			

Chapter /Section	Item	Iteration -1		Revised Iteration -1
		Compliance as per Model Template (Yes/No)	Remarks /Observations (w.r.t the requirements of the ToR, Model Template & Guidance Note <sup>4</sup> )	Remarks / Observations (On Compliance)
7.1	O&M Framework (to be provided for projects identified for DPR Packages)	No	The O&M framework for the identified intervention prioritized for DPR Package-1 to be provided in Iteration-1.	Complied. To be further refined in subsequent iteration.
<b>8</b>				
<b>General Observations</b>				
8.1	Source of All figures and Tables	No	The source of all the data and information quoted in the report to be provided.	Not Complied
8.2	List of References	No	The list of reference to be provided.	Complied
8.3	Annexures (Annexure-D in 1 <sup>st</sup> Iteration)	No	The MoM of stakeholder consultations to be provided in the format prescribed in the model master plan template.	Complied
8.4	Photographs	No	Photographs to be provided to show the existing condition of the tourist attractions, any facility, connectivity nodes, and any other.	Complied
8.5	Report Structure	No	<ul style="list-style-type: none"> <li>The chapter order of report to be as per model template</li> <li>Section 4.3.1</li> </ul>	Complied  The section to be in running format instead of tabular format



### Annexure-3

#### Checklist for DPR for the identified Experiences (Based on the guidelines, templates, guidance notes and review by MD and CSMC)

Sno	Item	Compliance (Yes/ No)
<b>A</b>	<b>General</b>	
1	DPR in alignment with the concept approved by CSMC and	
2	Observations made in the meetings of MD and CSMC have been incorporated.	
<b>A</b>	<b>Tourist Experience Parameters</b>	
	DPR should have all interventions to provide end to end tourist experience across all major tourist touch points	
(a)	<b>Provision for marketing and promotion:</b> <ul style="list-style-type: none"> <li>• Promotional material digital and physical</li> <li>• Promotion on website/ mobile app</li> <li>• Promotion on social media</li> <li>• Other channels to reach domestic and foreign tourists</li> </ul>	
(b)	<b>Provision for booking support</b> <ul style="list-style-type: none"> <li>• Internet booking</li> <li>• Onsite computerized token</li> <li>• Information on expected waiting time etc.</li> </ul>	
(c)	<b>Information Dissemination:</b> <ul style="list-style-type: none"> <li>• QR codes widely displayed to access information about destination/ attraction,</li> <li>• Information Center,</li> <li>• Tourist Maps,</li> <li>• Wayfinding, signages etc. at major nodes</li> </ul>	
(d)	<b>Traffic Management</b> <ul style="list-style-type: none"> <li>• Drop-off &amp; Pick-up points,</li> <li>• Parking,</li> <li>• Pedestrianization</li> <li>• E-vehicle from parking,</li> <li>• Connection with local transportation etc.</li> </ul>	
(d)	<b>Interpretation &amp; Sensitization:</b> <ul style="list-style-type: none"> <li>• Interpretation Centre/ Orientation Centre/ Site Museums/ Exhibition Centre,</li> </ul>	

<b>Sno</b>	<b>Item</b>	<b>Compliance (Yes/ No)</b>
	<ul style="list-style-type: none"> <li>• Audio guides</li> <li>• Other similar initiatives (digital and physical)</li> </ul>	
(e)	<b>Visitor Management:</b> <ul style="list-style-type: none"> <li>• Holding areas at the ticket counter/ token</li> <li>• Entry regulation by groups</li> <li>• Evacuation plan,</li> <li>• Universal Accessibility,</li> <li>• CCTV/ Manpower for monitoring the movement</li> </ul>	
(f)	<b>Cleanliness and Hygiene</b> <ul style="list-style-type: none"> <li>• Measures for maintaining Cleanliness</li> <li>• Hygiene and Aesthetics particularly for nearby street vendors</li> </ul>	
(g)	<b>Shopping Experience:</b> <ul style="list-style-type: none"> <li>• Provision for souvenir shops, local products (ODOP etc.)</li> <li>• Provision for space for hawkers/ street vendors</li> <li>• Other related retail spaces</li> </ul>	
(h)	<b>Food &amp; Beverage:</b> <ul style="list-style-type: none"> <li>• Provision for Café/ Restaurants/ Food Carts / Kiosks etc.</li> </ul>	
(i)	<b>Feedback:</b> <ul style="list-style-type: none"> <li>• Provision for tourist feedback at the exit of planned tourist experience.</li> <li>• Provision to showcase feedback and rating online.</li> <li>• Provision to capture grievance</li> </ul>	
<b>B</b>	<b>Project Readiness and Design Based Parameters</b>	
<b>1</b>	<b>Land</b>	
	Land should be in possession of State Tourism Department or the agency	
<b>2</b>	<b>Project Layout and Architecture Design</b>	
(a)	Have details about the proposed components been provided?	
(b)	Are the detailed engineering drawings ready for tendering?	
<b>3</b>	<b>Pre-Construction Clearances</b>	
(a)	ASI	
(b)	Forest	
(c)	CRZ	

<b>Sno</b>	<b>Item</b>	<b>Compliance (Yes/ No)</b>
(d)	Municipal Authority	
(e)	Any other clearance or NOC required	
<b>4</b>	<b>Environment Protection</b>	
(a)	Wastewater Treatment	
(b)	Solid Waste Management	
<b>5</b>	<b>Sustainable Practices</b>	
(a)	Design of hard components based on <ul style="list-style-type: none"> <li>• local architecture,</li> <li>• use of local materials and</li> <li>• other eco-friendly and</li> <li>• heritage considerations, as applicable.</li> </ul>	
(b)	Use of indigenous species in landscaping works	
(c)	Universal accessibility included in detailed design	
(d)	At environmentally sensitive areas such as wetlands and waterfronts, beaches etc. Ensure <ul style="list-style-type: none"> <li>• Minimal construction</li> <li>• Nature-based activities</li> </ul>	
(e)	Interventions for Capacity building and empowerment of women & youth	
<b>6</b>	<b>Project Cost Estimation</b>  The Government will only be funding the cost of major enabling components and the fixers and furnishing item and other items for operation and management will be in the scope of Implementation Partner (Tourist Experience Development & Management Agency). <ul style="list-style-type: none"> <li>• DPR to clearly designate components to be funded under Swadesh Darshan and</li> <li>• Other minimum obligations required to be developed or installed for successful operationalisation and management of the project.</li> </ul>	
<b>7</b>	<b>Sustainable Operation and Management</b>	
(a)	The 'Tourist Experience Development & Management Agency' will be responsible for project implementation, operation and management of overall tourists experience as per the defined service levels?	

Sno	Item	Compliance (Yes/ No)
(b)	Have the service level requirements for Operations, Maintenance & Management <ul style="list-style-type: none"> <li>• Well defined and measurable</li> <li>• Identification of means of measurement of the same</li> <li>• Penalties for not meeting the SLAs</li> </ul>	
(c)	Skilling & Capacity Building: Training programs, staff sensitization, safety & evacuation protocol etc.	
(d)	All the revenue streams for operation and management of the end-to-end experience to be identified: <ul style="list-style-type: none"> <li>• Parking</li> <li>• E-vehicle</li> <li>• Ticket for the attraction</li> <li>• Rent/ Income from Shopping outlets</li> <li>• Rent/ income from food and beverage outlets</li> <li>• Advertisements including LED etc.</li> <li>• Priority que</li> <li>• Value added services</li> <li>• Others</li> </ul>	
(e)	Are the proposed revenue stream sufficient to sustain the pre-defined service levels?	
(f)	If No, does the state commit to provide the funding and capacity gap to sustain the proposed experience?	
(g)	Net income from the experience to be retained by DMC with 10% to be allocated to SIA	

## Annexure-5

### Broad Structure for RFP Structuring for onboarding Tourism Experience Development and Management Agency

Sn.	Item	Description
<b>1. Project Scope and Timelines</b>		
1.1	<b>Name of the Project</b>	<b>Development, Construction, Operation and Management of &lt;Name of the Experience&gt;</b>
1.2	<b>Authority</b>	<b>&lt;Name of the State Implementation Agency approved by Ministry of Tourism&gt;</b>
1.3	<b>Project Context</b>	<p>Ministry of Tourism, Government of India has formulated Swadesh Darshan 2.0 Scheme (hereinafter referred as “Scheme”) to develop sustainable and responsible tourist destinations in the country by adopting the Destination Centric and Tourist Centric Approach.</p> <p>The Scheme is being implemented in the State of &lt;Name of the State&gt; through &lt;Name of the Agency&gt; as State Implementation Agency.</p> <p>&lt;Name of the Destination&gt; has been notified in the State of &lt;Name of the State&gt; for developing as sustainable and responsible tourist destination. A Destination Management Committee (DMC) has also been constituted for the Destination under District Collector for coordinating, facilitating, and providing guidance for development of the destination.</p> <p>A professional agency &lt;Name of the PDMC&gt; has been engaged as project design and management consultant (PDMC) for providing end to end support to SIA and DMC for implementation of the Scheme. A Master Plan for the destination has been prepared as part of the Scheme with the help of PDMC.</p> <p>The project &lt;Name of the Experience&gt; has been identified as one of the interventions in the Master Plan to enhance the tourist experience.</p>
1.4	<b>Project Brief</b>	<p>The “Authority” intends to adopt bidding process to hire a Tourism Experience Development and Management Agency (TEDMA) to develop, construct, operate, maintain and manage the project.</p> <p><i>{The salient features of the project are described here.}</i></p>
1.5	<b>Location</b>	<i>{Describe the locations covered by the project including a site map}</i>
1.6	<b>Total Land Area</b>	<i>{Total area of the site}</i>
1.7	<b>Total Develop-able Area</b>	<i>{Area which can be developed for revenue generating components}</i>
1.8	<b>Project Duration</b>	Development and Construction – Maximum 12 months

Sn.	Item	Description
		Operation and Management – Minimum 60 months with provision for renewal subject to satisfactory performance
1.9	Scope of Work	Detailed Scope of Work Phase 1: Construction and Development: Phase 2: Operations and Management Phase:
1.10	Minimum Development Obligations	Minimum area of various components to be developed by the TDMA, which will be funded by the Authority. An illustration has been provided in the <b>Annexure-A</b>
1.11	Estimated Project Cost	INR ____ Cr <i>NOTE: The assessment of actual costs, however, will have to be made by the Bidders.</i>
1.12	Optional Development	For any optional development, the TEDMA shall apply to the authority for prior approval and additional land may be allotted by the authority as and when required, as per the decision of the authority.
<b>2. Minimum Eligibility Criteria</b>		
2.1	Eligible Bidders	
2.2	Joint Venture / Consortium	To be allowed
2.3	Minimum Eligibility – Technical Capacity	
2.4	Minimum Eligibility – Financial Capacity	The Bidder shall have a minimum Net Worth (the “Financial Capacity”) of Rs. ____ Crore (Rupees ____ only) at the close of the preceding financial year. OR The Bidder shall have a minimum average annual turnover of Rs. ____Crore (Rupees ____ Crore only) in the last three financial years.
<b>3. Technical and Financial Evaluation</b>		
3.1	Technical Evaluation	Illustrative Parameters can be: Construction Experience of Firm, O&M Experience of Firm, Human Resource Requirement, A&M Presentation and Work Plan

Sn.	Item	Description
3.2	Financial Bid	<p><b>The interested bidders to submit price bids for following components:</b></p> <p><b>Part 1: Price Bid for Construction</b> (to be paid by the Authority)</p> <p><b>Part 2: Total Annual Fee</b> (to be paid by the TEDMA) for the total duration of the operations and management.</p> <p>NOTE: Annual fee to be paid by the TEDMA, may be subject to 5% escalation every year</p> <p>For the purpose of financial evaluation '<b>Bid Value</b>' shall be calculated as: <b>Price Bid (Part 1) – Total Annual Fee (Part 2)</b></p>
3.3	Evaluation of preferred bidder	<p><b>Stage 1:</b> The firms meeting the minimum score during the Technical evaluation, shall be shortlisted as '<b>Technically Qualified</b>' agencies.</p> <p><b>Stage 2:</b> Financial Bid for the '<b>Technically Qualified</b>' bidders shall be opened and <b>Lowest Bidder (L1)</b> shall be the <b>preferred bidder with lowest bid value.</b></p>
<b>4. Bid Conditions</b>		
4.1	Bid Validity	XX days from the Bid Due Date
4.2	Bid Security	INR ____ or ____% of the Quoted Contract Price, whichever is higher
4.3	Performance Security	<ul style="list-style-type: none"> <li>Part 1: INR ____ or ____% of the Proposed Project Cost, whichever is higher.</li> <li>Part 2: INR ____</li> </ul>
4.4	Retention Money	<ul style="list-style-type: none"> <li>10 % of Invoice amount will be retained which will be released on completion of work and release of Discharge certificate</li> </ul>
4.5	Liquidity Damages	<ul style="list-style-type: none"> <li>any delay in submission, will attract a penalty of 0.5 % of the total contract value per day and up to a maximum of 5 % of the contract value.</li> </ul>
<b>5. Roles and Responsibilities</b>		
5.1	Roles and Responsibilities of TEDMA	<p><b>Part 1 – Development and Construction of the Project</b></p> <ul style="list-style-type: none"> <li>Submit to the Authority detailed design, construction methodology, quality assurance procedures, and the procurement plan, engineering, and construction time schedule for completion of the Project in accordance with the Project Completion Schedule</li> <li>Drawings</li> <li>Prepare and submit Good for Construction (GFC) project drawings in conformity with the Scope of the Project, the technical Specifications and Standards, Applicable Laws and Good Industry Practice in such sequence as is consistent with the Project Completion Schedule</li> </ul>

Sn.	Item	Description
		<ul style="list-style-type: none"> <li>• Any deviation/ modification required for the drawing as per site condition, contractor must submit the drawing and get the approval from the Client before executing the work.</li> <li>• Furnish to the Authority a complete set of as-built Drawings,</li> <li>• Undertake the Mandatory Development Obligations</li> <li>• Penalties for delays</li> <li>• If the Development Works pertaining to the Mandatory Development Obligation is not completed within 30 (thirty) days from the Scheduled Completion Date, unless the delay is on account of reasons solely attributable to the Authority or due to Force Majeure, the Authority shall be entitled to Terminate this Agreement.</li> <li>• Furnish to the Authority a monthly report on progress of the Development Works</li> <li>• Submit monthly bills of the value of the work completed less the cumulative amount paid previously.</li> <li>• Request to issue a Certificate of Completion of the Works</li> </ul> <p><b>Part 2 – Operations and Maintenance of the Project – Technical services, Equipment O&amp;M, Human Resources, Annual Maintenance, Marketing, Sales, Revenue Collection, etc.</b></p> <ul style="list-style-type: none"> <li>• Procure, provide, install, operate, maintain all equipment, furniture and/or fixtures not provided by the Authority within the Project Site (including, but not limited to, furniture, furnishings and items related to O&amp;M such as kitchen equipment, or luggage scanner, etc.), but which may be required for implementation of Scope of Work of the Operator. Any intervention required to successfully operationalise and manage the proposed experience and not funded through the Swadesh Darshan Scheme shall be the responsibility of the TEDMA to fund, deploy and operationalise.</li> <li>• Promptly commence operations upon the Project Site, including the Project Facilities and Services.</li> <li>• Make efforts to maximise tourists handled to achieve optimal utilization of the Project Facilities and Services.</li> <li>• Ensure that the Project Facilities and Services shall adhere to the Operations and Maintenance Standards, Performance Standards and Safety Standards and there is safe, smooth, and uninterrupted flow of traffic normal operating conditions.</li> <li>• Make available all necessary financial, technical, technological, managerial, and other resources for operation, maintenance, repair and replacement of the Project Facilities and Services in a timely manner.</li> <li>• Ensure maintenance of proper and accurate record/data/accounts relating to operations of the Project Facilities and Services and the revenue earned therefrom.</li> </ul>



Sn.	Item	Description
		<ul style="list-style-type: none"> <li>• Obtain, maintain, and comply with Applicable Permits and comply with the Applicable Laws including those relating but not limited to safety, health, environment, and labour.</li> <li>• Implement standard operating procedures for all departments.</li> <li>• Undertake such commercial activities as are permitted and in the manner contemplated under the O&amp;M Agreement, Applicable Laws, and Applicable Permits, on Commercial Built-up Areas either itself or allot and grant the sub-license to any third party.</li> <li>• Collect user charges from ticketing sales, as well as from licensees of Commercial Built-up Area in the form of license fee, revenue share, security deposit, utility charges and any other form of service charges, parking revenue, advertisement rights, events, and commercial activities, etc.</li> <li>• Repair as necessary and maintain the Project Facilities and Services or any part thereof in accordance with the Scope of Work.</li> <li>• Make adequate security arrangements on the project premises.</li> <li>• Employ qualified and skilled personnel required to operate the Project Facilities and Services</li> <li>• Establish, maintain, and popularise a website dedicated to the project.</li> <li>• Marketing and Promotion – Make efforts to increase the number of international and domestic tourists.</li> <li>• Payment terms will be as per payment schedule (monthly, based on submission of approved bills)</li> </ul>
5.2	Role and Responsibilities of the Authority	<p><b>Development and Construction</b></p> <ul style="list-style-type: none"> <li>• Give possession of all parts of the Site to the Contractor.</li> <li>• Check the Contractor's bill and determine the value of the work executed which shall comprise of (i) value of the quantities of the items in the BOQ completed and (ii) valuation of Variations and Compensation Events.</li> <li>• Promptly grant approvals/ consents sought by the Operator.</li> <li>• Provide all the NOCs</li> <li>• Provide access to the Operator to all infrastructure facilities and utilities including water and electricity necessary for the implementation, operations and maintenance of the Project/ Project Facilities and Services</li> <li>• Make requisite payments as per contract.</li> <li>• Issue a Certificate of Completion of the Works upon deciding that the Work is completed.</li> </ul> <p><b>O&amp;M</b></p>

Sn.	Item	Description
		<ul style="list-style-type: none"> <li>Promptly grant approvals/ consents sought by the Operator. Assist in getting permits/licenses as required for successful O&amp;M of the project.</li> <li>Provide access to the Operator to all infrastructure facilities and utilities including water and electricity necessary for the implementation, operations and maintenance of the Project/ Project Facilities and Services</li> <li>Inspect project facilities and books of accounts.</li> <li>Recommend service levels and Key Performance Indicators to ensure service quality.</li> <li>Annual Performance Evaluation based on Key Performance Indicators provided in the RFP</li> </ul>
<b>6. Key Performance Indicators/ Service levels</b>		
6.1	Key Performance Indicators / Service Levels	<p>Authority reserves the right to discuss the standard service level agreements with short listed Bidders. The detailed service level agreement for O&amp;M will be signed at the contracting stage</p> <p>An illustration has been provided in <b>Annexure-B</b>.</p>
6.2	Methodology for measuring and certifying the performance against the specified levels	<p>The performance measurement shall be undertaken by following means:</p> <p><b>(i) Self-verification and Record Keeping:</b> TEDMA to ensure updated recording of major KPI, service levels, maintenance rosters and checklist which should ideally be updated on centralised portal on daily basis.</p> <p><b>(ii) Digital Measurement:</b> Measurement of key elements should be preferred through digital means wherever possible.</p> <p><b>(iii) Independent Agency Verification:</b> Third part agency shall undertake periodic assessment and submit report to Authority for compliance with the service levels. TEDMA to provide Action Taken Report and also liable to penalties for non-fulfilling the service levels.</p>
6.3	Penalties for not meeting the Service levels	Suitable penalties may be built in to ensure compliance of required service levels by the agency. The penalties shall include for non-compliance of minimum service levels, breach of maintenance obligations, closure of facility etc.
<b>7. Other Major Clauses</b>		
7.1	Conditions Precedent	
7.2	Project Account/ Escrow	
7.3	Change in Scope	
7.4	Change in Laws	

Sn.	Item	Description
7.5	Termination	
7.6	Other clauses	

### Illustrative Minimum Development Obligations

The TEDMA shall be required to provide a minimum of the following listed infrastructure:

No	ACTIVITIES	PARTICULARS	QUANTITY
1	Ethnic Hut	<ul style="list-style-type: none"> <li>• Performance area</li> <li>• Performance corridor</li> <li>• Corridor</li> <li>• Samarika (4 nos)</li> <li>• Hands on experience (3 nos)</li> <li>• Selfie platform (2 nos)</li> <li>• Sitting area</li> <li>• Ethnic clothing renting shop</li> </ul>	409.7 sq. m
2	Utility Building	<ul style="list-style-type: none"> <li>• Male washroom</li> <li>• Female washroom</li> <li>• Specially abled toilet</li> <li>• Janitor's closet</li> <li>• Drinking water</li> <li>• Entry corridor</li> </ul>	98.3 sq. m
3	Northeast Hut	<ul style="list-style-type: none"> <li>• Performance arena</li> <li>• Performance corridor</li> <li>• Corridor</li> <li>• Samarika (8 nos)</li> <li>• Ethnic clothing renting shop</li> <li>• Selfie point (2 nos)</li> <li>• Sitting area</li> </ul>	409.7 sq. m
4	India Cluster	<ul style="list-style-type: none"> <li>• Samarika (17 nos)</li> <li>• Male green room</li> <li>• Female green room</li> <li>• Corridor</li> <li>• Open air theatre</li> <li>• Plaza</li> </ul>	551.6 sq. m
5	Accommodation	<p>Ground Floor (24 pax)</p> <ul style="list-style-type: none"> <li>• Reception</li> <li>• Storeroom</li> <li>• Stairs</li> <li>• Corridor</li> <li>• Male dormitory</li> <li>• Male washroom</li> <li>• Specially abled male washroom</li> <li>• Male lobby</li> <li>• Female dormitory</li> <li>• Female washroom</li> <li>• Specially abled female washroom</li> <li>• Female lobby</li> </ul> <p>First floor (24 pax)</p> <ul style="list-style-type: none"> <li>• Corridor</li> <li>• Male dormitory</li> <li>• Male washroom</li> <li>• Male lobby</li> <li>• Female dormitory</li> <li>• Female washroom</li> <li>• Female lobby</li> </ul>	907.2 sq. m

6	Restaurant	<ul style="list-style-type: none"> <li>• Kitchen</li> <li>• Storage</li> <li>• Pantry</li> <li>• Male toilet</li> <li>• Female toilet</li> <li>• Specially abled toilet</li> <li>• Janitor's closet</li> <li>• Dining area</li> <li>• Corridor</li> </ul>	901.6 sq. m
7	Arrival area	<ul style="list-style-type: none"> <li>• Guard Booth 1</li> <li>• Arrival area</li> <li>• Guard Booth 2</li> <li>• Ticketing counter</li> <li>• ATM</li> <li>• Exit Gate</li> </ul>	132 sq. m
8	Admin Block	<ul style="list-style-type: none"> <li>• Office 1</li> <li>• Office 2</li> <li>• Workstation</li> <li>• Pantry</li> <li>• Male washroom</li> <li>• Female washroom</li> </ul>	88 sq.m
9	Guard room	<ul style="list-style-type: none"> <li>• Service entry</li> </ul>	10.7 sq.m
10	Art trails	<ul style="list-style-type: none"> <li>• Pathway connecting the cluster.</li> <li>• Floral plantation on the side of the pathway</li> <li>• Street furniture</li> <li>• Lighting</li> </ul>	8092.93 sq.m
11	Flora Fantasy zone	<ul style="list-style-type: none"> <li>• Orchid garden &amp; Butterfly Park</li> <li>• Floral pathway</li> <li>• Mindfulness prompts</li> <li>• Foot reflexology (Acupressure walkway)</li> <li>• Shoe rack</li> </ul>	
12	Kids play area	<ul style="list-style-type: none"> <li>• Paint rocks</li> <li>• Trampoline</li> <li>• Sand pits</li> <li>• Swings</li> <li>• Bhool Bhulaiya</li> <li>• Rides &amp; slides</li> </ul>	
13	Amenities	<ul style="list-style-type: none"> <li>• Information integrated Q.R. codes</li> <li>• Signage</li> <li>• Street furniture</li> <li>• Dustbins</li> <li>• CCTV</li> </ul>	
	<b>Total</b>		11601.73 2.87 Acres

## Illustrative Service Levels

Parameter	Benchmark / Frequency
Timely payment of Annual Concession Fee	Beginning of every year
Number of National / International Events Organized	Minimum ___ events every ___ months
Resolution of Customer Complaints or action on customer feedback	Within 7 days of complaint
Project Website uptime for online booking, project details	90%
Painting, whitewashing of facility	Every 3 years
General upkeep and cleanliness	At all times
Incident response time (accidents, firefighting, emergencies, etc.)	Within 15 minutes
Submission of reports to Authority	Within Specified timelines (monthly/quarterly)
Sale of entry tickets	Minimum ___ per month
Advertisement in Print and Electronic media	Minimum 1 per month in each
Maintenance of books of account for the project	At all times
Maintenance of Insurance policies for the project facilities	At all times
Compliance with timely payment to the staff	Monthly
Showcasing the décor and lifestyle of tribes	At all times
Employment of locals in O&M	___% of the workforce
Establishing and maintaining souvenir shop(s) stocked with handicrafts of Sikkim / NE	At all times
Use of Authority logo in printed literature, tickets, signboards, website, etc.	At all times
Disposal of waste in an environmentally friendly manner as per local urban rules	At all times

Compliance with labour laws and other applicable laws / permits	At all times
Compliance with necessary F&B licences / permits	At all times
Cleanliness of toilet blocks	At all times
Dissemination of information through signboards, Audio-visual aids, website, and helpdesk in the premises	At all times
Operation and Maintenance of equipment as per OEM guidelines	At all times

## Annexure-2

Government of India  
Ministry of Tourism  
(Swadesh Darshan Division)

Transport Bhawan,  
1, Parliament Street,  
New Delhi-110001

File No SD-8/3/2022-SD


Date 12.01.2024

### Office Memorandum

**Subject:** Checklist for review of Detailed Project Report (DPR)

Reference is invited to the 19<sup>th</sup> Meeting of Mission Directorate under Swadesh Darshan 2.0 held under the chairmanship of Additional Secretary, Tourism on 05.01.2024. In the meeting it was informed that a checklist for reviewing the DPR has been prepared and the same was discussed.

2. In this regard, the checklist is enclosed. The State/UTs are requested to check draft DPRs as per the enclosed checklist before submitting the DPRs to Ministry of Tourism.

  
Uttank Joshi

Asst. DG (Swadesh Darshan)

Encl:- As Above

To,

(i). The Addl. CS/Principal Secretary/Secretary/ State Mission Director for SD 2.0 Department of Tourism and Head/MD of State Implementation Agency (SIA) of State Government/ UT Administrations of Andhra Pradesh, Arunachal Pradesh, Assam, Bihar, Chandigarh UT, Goa, Gujarat, Himachal Pradesh, Karnataka, Kerala, Jharkhand, Ladakh UT, Madhya Pradesh, Maharashtra, Meghalaya, Mizoram, Nagaland, Punjab, Rajasthan, Sikkim, Tamil Nadu, Telangana, Tripura, Uttar Pradesh, Uttarakhand, Puducherry UT.

Copy to:-

(i). All Regional Directors of the Ministry of Tourism  
India Tourism Delhi, Mumbai, Kolkata, Chennai, Guwahati



(ii). Selected PDMCs from M/s. Deloitte Touche Tohmatsu India LLP JV IBI Group India Pvt Ltd, M/s. INI Design Studio Pvt Ltd., M/s. IPE Global Ltd., M/s. L&T Infra Engineering JV PwC, M/s. Voyants Solutions Pvt Ltd JV IDC (Karnataka) Ltd, M/s. WAPCOS Ltd, M/s Egis India.

(iii). Managers/Assistant Managers of Ministry of Tourism of the respective State/UT

(iii) NPMU (Swadesh Darshan Scheme)

**Checklist for DPR for the identified Experiences**  
**(Based on the guidelines, templates, guidance notes and review by MD and CSMC)**

Sno	Item	Compliance (Yes/ No)
<b>A</b>	<b>General</b>	
1	DPR in alignment with the concept approved by CSMC and	
2	Observations made in the meetings of MD and CSMC have been incorporated.	
<b>A</b>	<b>Tourist Experience Parameters</b>	
	DPR should have all interventions to provide end to end tourist experience across all major tourist touch points	
(a)	<b>Provision for marketing and promotion:</b> <ul style="list-style-type: none"> <li>• Promotional material digital and physical</li> <li>• Promotion on website/ mobile app</li> <li>• Promotion on social media</li> <li>• Other channels to reach domestic and foreign tourists</li> </ul>	
(b)	<b>Provision for booking support</b> <ul style="list-style-type: none"> <li>• Internet booking</li> <li>• Onsite computerized token</li> <li>• Information on expected waiting time etc.</li> </ul>	
(c)	<b>Information Dissemination:</b> <ul style="list-style-type: none"> <li>• QR codes widely displayed to access information about destination/ attraction,</li> <li>• Information Center,</li> <li>• Tourist Maps,</li> <li>• Wayfinding, signages etc. at major nodes</li> </ul>	
(d)	<b>Traffic Management</b> <ul style="list-style-type: none"> <li>• Drop-off &amp; Pick-up points,</li> <li>• Parking,</li> <li>• Pedestrianization</li> <li>• E-vehicle from parking,</li> <li>• Connection with local transportation etc.</li> </ul>	
(d)	<b>Interpretation &amp; Sensitization:</b>	

Sno	Item	Compliance (Yes/ No)
	<ul style="list-style-type: none"> <li>• Interpretation Centre/ Orientation Centre/ Site Museums/ Exhibition Centre,</li> <li>• Audio guides</li> <li>• Other similar initiatives (digital and physical)</li> </ul>	
(e)	<b>Visitor Management:</b> <ul style="list-style-type: none"> <li>• Holding areas at the ticket counter/ token</li> <li>• Entry regulation by groups</li> <li>• Evacuation plan,</li> <li>• Universal Accessibility,</li> <li>• CCTV/ Manpower for monitoring the movement</li> </ul>	
(f)	<b>Cleanliness and Hygiene</b> <ul style="list-style-type: none"> <li>• Measures for maintaining Cleanliness</li> <li>• Hygiene and Aesthetics particularly for nearby street vendors</li> </ul>	
(g)	<b>Shopping Experience:</b> <ul style="list-style-type: none"> <li>• Provision for souvenir shops, local products (ODOP etc.)</li> <li>• Provision for space for hawkers/ street vendors</li> <li>• Other related retail spaces</li> </ul>	
(h)	<b>Food &amp; Beverage:</b> <ul style="list-style-type: none"> <li>• Provision for Café/ Restaurants/ Food Carts / Kiosks etc.</li> </ul>	
(i)	<b>Feedback:</b> <ul style="list-style-type: none"> <li>• Provision for tourist feedback at the exit of planned tourist experience.</li> <li>• Provision to showcase feedback and rating online.</li> <li>• Provision to capture grievance</li> </ul>	
<b>B</b>	<b>Project Readiness and Design Based Parameters</b>	
<b>1</b>	<b>Land</b>	
	Land should be in possession of State Tourism Department or the agency	
<b>2</b>	<b>Project Layout and Architecture Design</b>	
(a)	Have details about the proposed components been provided?	
(b)	Are the detailed engineering drawings ready for tendering?	
<b>3</b>	<b>Pre-Construction Clearances</b>	
(a)	ASI	

<b>Sno</b>	<b>Item</b>	<b>Compliance (Yes/ No)</b>
(b)	Forest	
(c)	CRZ	
(d)	Municipal Authority	
(e)	Any other clearance or NOC required	
<b>4</b>	<b>Environment Protection</b>	
(a)	Wastewater Treatment	
(b)	Solid Waste Management	
<b>5</b>	<b>Sustainable Practices</b>	
(a)	Design of hard components based on <ul style="list-style-type: none"> <li>• local architecture,</li> <li>• use of local materials and</li> <li>• other eco-friendly and</li> <li>• heritage considerations, as applicable.</li> </ul>	
(b)	Use of indigenous species in landscaping works	
(c)	Universal accessibility included in detailed design	
(d)	At environmentally sensitive areas such as wetlands and waterfronts, beaches etc. Ensure <ul style="list-style-type: none"> <li>• Minimal construction</li> <li>• Nature-based activities</li> </ul>	
(e)	Interventions for Capacity building and empowerment of women & youth	
<b>6</b>	<b>Project Cost Estimation</b>  The Government will only be funding the cost of major enabling components and the fixers and furnishing item and other items for operation and management will be in the scope of Implementation Partner (Tourist Experience Development & Management Agency).  <ul style="list-style-type: none"> <li>• DPR to clearly designate components to be funded under Swadesh Darshan and</li> <li>• Other minimum obligations required to be developed or installed for successful operationalisation and management of the project.</li> </ul>	
<b>7</b>	<b>Sustainable Operation and Management</b>	

Sno	Item	Compliance (Yes/ No)
(a)	The 'Tourist Experience Development & Management Agency' will be responsible for project implementation, operation and management of overall tourists experience as per the defined service levels?	
(b)	Have the service level requirements for Operations, Maintenance & Management <ul style="list-style-type: none"> <li>• Well defined and measurable</li> <li>• Identification of means of measurement of the same</li> <li>• Penalties for not meeting the SLAs</li> </ul>	
(c)	Skilling & Capacity Building: Training programs, staff sensitization, safety & evacuation protocol etc.	
(d)	All the revenue streams for operation and management of the end-to-end experience to be identified: <ul style="list-style-type: none"> <li>• Parking</li> <li>• E-vehicle</li> <li>• Ticket for the attraction</li> <li>• Rent/ Income from Shopping outlets</li> <li>• Rent/ income from food and beverage outlets</li> <li>• Advertisements including LED etc.</li> <li>• Priority que</li> <li>• Value added services</li> <li>• Others</li> </ul>	
(e)	Are the proposed revenue stream sufficient to sustain the pre-defined service levels?	
(f)	If No, does the state commit to provide the funding and capacity gap to sustain the proposed experience?	
(g)	Net income from the experience to be retained by DMC with 10% to be allocated to SIA	

### Annexure-3

#### Broad Structure for RFP Structuring for onboarding Tourism Experience Development and Management Agency

Sn.	Item	Description
<b>1. Project Scope and Timelines</b>		
1.1	<b>Name of the Project</b>	<b>Development, Construction, Operation and Management of &lt;Name of the Experience&gt;</b>
1.2	<b>Authority</b>	<b>&lt;Name of the State Implementation Agency approved by Ministry of Tourism&gt;</b>
1.3	<b>Project Context</b>	<p>Ministry of Tourism, Government of India has formulated Swadesh Darshan 2.0 Scheme (hereinafter referred as “Scheme”) to develop sustainable and responsible tourist destinations in the country by adopting the Destination Centric and Tourist Centric Approach.</p> <p>The Scheme is being implemented in the State of &lt;Name of the State&gt; through &lt;Name of the Agency&gt; as State Implementation Agency.</p> <p>&lt;Name of the Destination&gt; has been notified in the State of &lt;Name of the State&gt; for developing as sustainable and responsible tourist destination. A Destination Management Committee (DMC) has also been constituted for the Destination under District Collector for coordinating, facilitating, and providing guidance for development of the destination.</p> <p>A professional agency &lt;Name of the PDMC&gt; has been engaged as project design and management consultant (PDMC) for providing end to end support to SIA and DMC for implementation of the Scheme. A Master Plan for the destination has been prepared as part of the Scheme with the help of PDMC.</p> <p>The project &lt;Name of the Experience&gt; has been identified as one of the interventions in the Master Plan to enhance the tourist experience.</p>
1.4	<b>Project Brief</b>	<p>The “Authority” intends to adopt bidding process to hire a Tourism Experience Development and Management Agency (TEDMA) to develop, construct, operate, maintain and manage the project.</p> <p><i>{The salient features of the project are described here.}</i></p>
1.5	<b>Location</b>	<i>{Describe the locations covered by the project including a site map}</i>
1.6	<b>Total Land Area</b>	<i>{Total area of the site}</i>
1.7	<b>Total Develop-able Area</b>	<i>{Area which can be developed for revenue generating components}</i>
1.8	<b>Project Duration</b>	Development and Construction – Maximum 12 months

Sn.	Item	Description
		Operation and Management – Minimum 60 months with provision for renewal subject to satisfactory performance
1.9	Scope of Work	Detailed Scope of Work Phase 1: Construction and Development: Phase 2: Operations and Management Phase:
1.10	Minimum Development Obligations	Minimum area of various components to be developed by the TDMA, which will be funded by the Authority. An illustration has been provided in the <b>Annexure-A</b>
1.11	Estimated Project Cost	INR ____ Cr <i>NOTE: The assessment of actual costs, however, will have to be made by the Bidders.</i>
1.12	Optional Development	For any optional development, the TEDMA shall apply to the authority for prior approval and additional land may be allotted by the authority as and when required, as per the decision of the authority.
<b>2. Minimum Eligibility Criteria</b>		
2.1	Eligible Bidders	
2.2	Joint Venture / Consortium	To be allowed
2.3	Minimum Eligibility – Technical Capacity	
2.4	Minimum Eligibility – Financial Capacity	The Bidder shall have a minimum Net Worth (the “Financial Capacity”) of Rs. ____ Crore (Rupees ____ only) at the close of the preceding financial year. OR The Bidder shall have a minimum average annual turnover of Rs. ____Crore (Rupees ____ Crore only) in the last three financial years.
<b>3. Technical and Financial Evaluation</b>		
3.1	Technical Evaluation	Illustrative Parameters can be: Construction Experience of Firm, O&M Experience of Firm, Human Resource Requirement, A&M Presentation and Work Plan

Sn.	Item	Description
3.2	Financial Bid	<p><b>The interested bidders to submit price bids for following components:</b></p> <p><b>Part 1: Price Bid for Construction</b> (to be paid by the Authority)</p> <p><b>Part 2: Total Annual Fee</b> (to be paid by the TEDMA) for the total duration of the operations and management.</p> <p>NOTE: Annual fee to be paid by the TEDMA, may be subject to 5% escalation every year</p> <p>For the purpose of financial evaluation '<b>Bid Value</b>' shall be calculated as: <b>Price Bid (Part 1) – Total Annual Fee (Part 2)</b></p>
3.3	Evaluation of preferred bidder	<p><b>Stage 1:</b> The firms meeting the minimum score during the Technical evaluation, shall be shortlisted as '<b>Technically Qualified</b>' agencies.</p> <p><b>Stage 2:</b> Financial Bid for the '<b>Technically Qualified</b>' bidders shall be opened and <b>Lowest Bidder (L1)</b> shall be the <b>preferred bidder with lowest bid value.</b></p>
<b>4. Bid Conditions</b>		
4.1	Bid Validity	XX days from the Bid Due Date
4.2	Bid Security	INR ____ or ____% of the Quoted Contract Price, whichever is higher
4.3	Performance Security	<ul style="list-style-type: none"> <li>Part 1: INR ____ or ____% of the Proposed Project Cost, whichever is higher.</li> <li>Part 2: INR ____</li> </ul>
4.4	Retention Money	<ul style="list-style-type: none"> <li>10 % of Invoice amount will be retained which will be released on completion of work and release of Discharge certificate</li> </ul>
4.5	Liquidity Damages	<ul style="list-style-type: none"> <li>any delay in submission, will attract a penalty of 0.5 % of the total contract value per day and up to a maximum of 5 % of the contract value.</li> </ul>
<b>5. Roles and Responsibilities</b>		
5.1	Roles and Responsibilities of TEDMA	<p><b>Part 1 – Development and Construction of the Project</b></p> <ul style="list-style-type: none"> <li>Submit to the Authority detailed design, construction methodology, quality assurance procedures, and the procurement plan, engineering, and construction time schedule for completion of the Project in accordance with the Project Completion Schedule</li> <li>Drawings</li> <li>Prepare and submit Good for Construction (GFC) project drawings in conformity with the Scope of the Project, the technical Specifications and Standards, Applicable Laws and Good Industry Practice in such sequence as is consistent with the Project Completion Schedule</li> </ul>



Sn.	Item	Description
		<ul style="list-style-type: none"> <li>• Any deviation/ modification required for the drawing as per site condition, contractor must submit the drawing and get the approval from the Client before executing the work.</li> <li>• Furnish to the Authority a complete set of as-built Drawings,</li> <li>• Undertake the Mandatory Development Obligations</li> <li>• Penalties for delays</li> <li>• If the Development Works pertaining to the Mandatory Development Obligation is not completed within 30 (thirty) days from the Scheduled Completion Date, unless the delay is on account of reasons solely attributable to the Authority or due to Force Majeure, the Authority shall be entitled to Terminate this Agreement.</li> <li>• Furnish to the Authority a monthly report on progress of the Development Works</li> <li>• Submit monthly bills of the value of the work completed less the cumulative amount paid previously.</li> <li>• Request to issue a Certificate of Completion of the Works</li> </ul> <p><b>Part 2 – Operations and Maintenance of the Project – Technical services, Equipment O&amp;M, Human Resources, Annual Maintenance, Marketing, Sales, Revenue Collection, etc.</b></p> <ul style="list-style-type: none"> <li>• Procure, provide, install, operate, maintain all equipment, furniture and/or fixtures not provided by the Authority within the Project Site (including, but not limited to, furniture, furnishings and items related to O&amp;M such as kitchen equipment, or luggage scanner, etc.), but which may be required for implementation of Scope of Work of the Operator. Any intervention required to successfully operationalise and manage the proposed experience and not funded through the Swadesh Darshan Scheme shall be the responsibility of the TEDMA to fund, deploy and operationalise.</li> <li>• Promptly commence operations upon the Project Site, including the Project Facilities and Services.</li> <li>• Make efforts to maximise tourists handled to achieve optimal utilization of the Project Facilities and Services.</li> <li>• Ensure that the Project Facilities and Services shall adhere to the Operations and Maintenance Standards, Performance Standards and Safety Standards and there is safe, smooth, and uninterrupted flow of traffic normal operating conditions.</li> <li>• Make available all necessary financial, technical, technological, managerial, and other resources for operation, maintenance, repair and replacement of the Project Facilities and Services in a timely manner.</li> <li>• Ensure maintenance of proper and accurate record/data/accounts relating to operations of the Project Facilities and Services and the revenue earned therefrom.</li> </ul>

Sn.	Item	Description
		<ul style="list-style-type: none"> <li>• Obtain, maintain, and comply with Applicable Permits and comply with the Applicable Laws including those relating but not limited to safety, health, environment, and labour.</li> <li>• Implement standard operating procedures for all departments.</li> <li>• Undertake such commercial activities as are permitted and in the manner contemplated under the O&amp;M Agreement, Applicable Laws, and Applicable Permits, on Commercial Built-up Areas either itself or allot and grant the sub-license to any third party.</li> <li>• Collect user charges from ticketing sales, as well as from licensees of Commercial Built-up Area in the form of license fee, revenue share, security deposit, utility charges and any other form of service charges, parking revenue, advertisement rights, events, and commercial activities, etc.</li> <li>• Repair as necessary and maintain the Project Facilities and Services or any part thereof in accordance with the Scope of Work.</li> <li>• Make adequate security arrangements on the project premises.</li> <li>• Employ qualified and skilled personnel required to operate the Project Facilities and Services</li> <li>• Establish, maintain, and popularise a website dedicated to the project.</li> <li>• Marketing and Promotion – Make efforts to increase the number of international and domestic tourists.</li> <li>• Payment terms will be as per payment schedule (monthly, based on submission of approved bills)</li> </ul>
5.2	Role and Responsibilities of the Authority	<p><b>Development and Construction</b></p> <ul style="list-style-type: none"> <li>• Give possession of all parts of the Site to the Contractor.</li> <li>• Check the Contractor's bill and determine the value of the work executed which shall comprise of (i) value of the quantities of the items in the BOQ completed and (ii) valuation of Variations and Compensation Events.</li> <li>• Promptly grant approvals/ consents sought by the Operator.</li> <li>• Provide all the NOCs</li> <li>• Provide access to the Operator to all infrastructure facilities and utilities including water and electricity necessary for the implementation, operations and maintenance of the Project/ Project Facilities and Services</li> <li>• Make requisite payments as per contract.</li> <li>• Issue a Certificate of Completion of the Works upon deciding that the Work is completed.</li> </ul> <p><b>O&amp;M</b></p>

Sn.	Item	Description
		<ul style="list-style-type: none"> <li>Promptly grant approvals/ consents sought by the Operator. Assist in getting permits/licenses as required for successful O&amp;M of the project.</li> <li>Provide access to the Operator to all infrastructure facilities and utilities including water and electricity necessary for the implementation, operations and maintenance of the Project/ Project Facilities and Services</li> <li>Inspect project facilities and books of accounts.</li> <li>Recommend service levels and Key Performance Indicators to ensure service quality.</li> <li>Annual Performance Evaluation based on Key Performance Indicators provided in the RFP</li> </ul>
<b>6. Key Performance Indicators/ Service levels</b>		
6.1	Key Performance Indicators / Service Levels	<p>Authority reserves the right to discuss the standard service level agreements with short listed Bidders. The detailed service level agreement for O&amp;M will be signed at the contracting stage</p> <p>An illustration has been provided in <b>Annexure-B</b>.</p>
6.2	Methodology for measuring and certifying the performance against the specified levels	<p>The performance measurement shall be undertaken by following means:</p> <p><b>(i) Self-verification and Record Keeping:</b> TEDMA to ensure updated recording of major KPI, service levels, maintenance rosters and checklist which should ideally be updated on centralised portal on daily basis.</p> <p><b>(ii) Digital Measurement:</b> Measurement of key elements should be preferred through digital means wherever possible.</p> <p><b>(iii) Independent Agency Verification:</b> Third part agency shall undertake periodic assessment and submit report to Authority for compliance with the service levels. TEDMA to provide Action Taken Report and also liable to penalties for non-fulfilling the service levels.</p>
6.3	Penalties for not meeting the Service levels	Suitable penalties may be built in to ensure compliance of required service levels by the agency. The penalties shall include for non-compliance of minimum service levels, breach of maintenance obligations, closure of facility etc.
<b>7. Other Major Clauses</b>		
7.1	Conditions Precedent	
7.2	Project Account/ Escrow	
7.3	Change in Scope	
7.4	Change in Laws	

Sn.	Item	Description
7.5	Termination	
7.6	Other clauses	

**Government of India  
Ministry of Tourism  
(Swadesh Darshan Division)**

Transport Bhawan,  
1, Parliament Street,  
New Delhi

File no. SD-8/25/2023-SD

Dated : 19.01.2024

**Office Memorandum**

Please find enclosed herewith SOP for Destination Management Activities at the destinations under SD2.0 Scheme.

2. You are requested to go through the attached SOP for DMO and share your suggestions or feedback on the same to Swadesh Darshan Division, Ministry of Tourism by 31<sup>st</sup> January 2024. The feedback / suggestions submitted will be taken up for discussion in the next meeting of Mission Directorate.

  
(Manjiri Kamalapurkar)  
Assistant Director

Encl. : As above

To,

1. Addl.CS/Principal Secretaries/Secretaries, Department of Tourism,  
State Government / Union Territory Administration SD 2.0
2. District Collectors / DMC Nodal Officers under SD 2.0
2. The Regional Director, India Tourism Delhi/ Chennai/ Kolkata / Mumbai  
Guwahati to follow up with SG/UT
3. MoT Nodal Officers/Assistant Nodal Officers
4. PDMC under SD2.0
4. NPMU Swadesh Darshan Division, Ministry of Tourism

SOP  
*for*  
Destination Management Activities



सत्यमेव जयते

January, 2024

Ministry of Tourism  
Government of India

# SOP for Destination Management Activities

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## **Chapter 1 – Destination Management Organization**

### **1.1. Tourism Destination – the definition**

Ministry of Tourism has adopted the definition of tourist destination as “a physical space having planning or administrative boundaries in which a visitor can spend an overnight. It is the cluster of products and services, and of activities and experiences along the tourism value chain and a basic unit of analysis of tourism”.

While a tourism destination will usually be the city or town having tourism ecosystem and attractions, it may also be a national park, wildlife sanctuary or rural tourism village which have facilities for overnight stay of the tourists.

### **1.2. Destination Management – essential to address the complexity of tourism sector**

Destination management has become essential in an increasingly complex tourism sector – with new actors breaking into the scene, rising competition among destinations, technological transformation, new business models, rapidly changing consumer patterns and trends, raising awareness on the need to ensure sustainable tourism, the need to preserve the welfare of the residents and local communities and ensure a harmonious interaction with the tourist and visitor etc.

### **1.3. Setting up DMOs – the key objectives**

#### **1.3.1. DMO to promote destination centric approach**

The Competition in tourism is not confined to tourism service providers, but the most decisive competition struggle takes place between the destinations. There is need to move from a department centric and scheme centric approach to a destination centric approach for tourism development. In order to create synergy and convergence in the efforts of various public and private agencies, Destination Management Organizations need to be set up urgently.

#### **1.3.2. DMO to be the lead organizational entity**

Destination Management Organization (DMO), will be the lead organizational entity for promotion and development of tourism at the destination. The DMO will bring together all relevant stakeholders in the destination, as well as local communities, and develop a coherent tourism strategy in pursuit of a common goal: ultimately, the sustainability and competitiveness of the destination.

#### **1.3.3. DMO to establish a competitive edge for destinations**

DMO will provide comprehensive management approach creating synergy and convergence in the efforts of various public and private agencies to meet the two critical requirements for destinations to be competitive:

- (i). Establishing a strong and unique positioning by developing the destination's attractions and resources in a way that highlights its authenticity and unique characteristics; and
- (ii). Delivering excellent quality experiences and superior value for money, by ensuring that all aspects of the visitor experience are of the highest standard and effectively coordinated.

**1.3.4. DMO to ensure sustainable tourism development**

DMO will ensure proper planning and management for sustainable tourism development so that the destination maintains its economic viability and its environmental, social and cultural integrity, as well as the authenticity, resources and character of the destination. Good planning and management also help to avoid social and cultural conflicts and prevent tourism from affecting negatively local lifestyles, traditions and values.

**1.3.5. DMO to strengthen institutional governance**

The establishment of a DMO means in itself the materialization of a reinforced institutional governance in the destination. The ability of a destination to align efforts and bring together all stakeholders under the leadership of an organizational entity contributes to improve the institutional governance of the destination – both horizontally and vertically – and to facilitate the dialogue and the decision-making process towards a collective destination vision.

**1.3.6. DMO to Spread the benefits of tourism to local businesses and communities**

DMOs are in a unique position to create a favorable framework towards an inclusive tourism growth that benefits both the local businesses and the communities/ residents in the destination. Tourism income and consequent benefits will be spread for instance by supporting the development of community-based products and experiences, advancing rural and experiential tourism, creating decent jobs, promoting small and medium sized enterprises (SMEs) or exploring the potential of local arts and crafts within the tourism value chain, among others.

**1.3.7. DMO to build a tourism culture in the destination**

DMOs make local communities aware of the socioeconomic contributions of the tourism sector and engage local communities and closely monitor the attitudes of

residents in regards to tourism development. No tourism destination can be sustainable and competitive in the long term without hearing the local communities and residents' voice in its tourism planning and management.

**1.3.8. DMO to improve tourism yield per visitor**

DMOs undertake focused, coordinated tourism development and targeted marketing, to increase the average visitor length of stay, increase per capita visitor expenditure, reduce seasonality, measure carrying capacity, disperse tourism flows and manage congestion; all contributing to an improved and diversified return on investment and yield per visitor, and to maximize its distribution among stakeholders.

**1.4. Detailed functions of the DMOs**

The Destination Management Organization would lead and coordinate activities under a coherent strategy in pursuit of the common goal of sustainability and competitiveness of the destination. Some of the key functions of the DMOs will be:

- (i). To carry out strategic planning and action plan for the destination
- (ii). To promote sustainable tourism - economic, sociocultural and environmental
- (iii). To promote a tourism culture in the destination and its community.
- (iv). To regulate the tourism sector
- (v). To develop tourism human resources development in the destination
- (vi). To ensure tourism quality in the destination
- (vii). Market intelligence,
- (viii). Tourism product and business development,
- (ix). To promote and facilitate the destination tourism offer enhancement and competitive capacity
- (x). To promote investment in tourism sector, entrepreneurship and innovation
- (xi). Digitalization and innovation,
- (xii). Monitoring,
- (xiii). Crisis management,

(xiv). Promotion, Marketing and Branding

(xv). To provide information services to visitors

“One-fits-for-all” model cannot be applied and each destination needs to adapt the nature and functions of its DMO based on the characteristics, priorities and level of development of the destination to ensure a seamless management of the destination.

## **1.5. Structure of DMOs**

### **1.5.1. DMOs to be a public private partnership**

Destination Management Organizations will be set up as a partnership between public and private sector. Public sector agencies involved in destination planning, development and maintenance and local associations representing travel, tourism and hospitality industry will be part of the organization.

### **1.5.2. DMOs to be SPV**

DMO will be a Special Purpose Vehicle (SPV) preferably to be incorporated as a not-for-profit company under the Companies Act, 2013 by the State Governments under the Administrative Department looking after tourism.

### **1.5.3. Chairperson and Vice Chairperson of SPV**

In order to ensure effective participation of public sector agencies across multiple departments, the Chairperson of the SPV will be the Divisional Commissioner/ Collector as may be decided by the State Government. In case of metropolitan cities of Delhi, Mumbai, Chennai and Kolkata, the Administrative Secretaries in-charge of State Tourism Department may be appointed as Chairman of the SPV by the State Government. Vice Chairperson of the SPV will be from the Tourism and Hospitality Industry.

### **1.5.4. Chief Executive Officer and other key staff**

DMO will have a full time CEO, who will be a professional having requisite experience in tourism sector and recruited from the market. The CEO will be appointed for a fixed term of three years. The functions of the CEO will be responsible for overseeing and managing the general conduct of the day-to-day operations of the DMO subject to the supervision and control of the Board. The CEO will be supported by key staff members looking after various functions of the DMO. He will exercise supervision over employees and staff.

#### 1.5.5. **Funds for the SPV**

The Central Government and State Governments may provide the following sources of funds to the SPV:

- (i). Share from the sale of tickets of different attractions at the destination.
- (ii). Share of user charges from some of the facilities created at the destination.
- (iii). Contributions from Industry Stakeholders as may be agreed from time to time.
- (iv). Tied or untied grants from Central or State Government from time to time.
- (v). Other resources, which may be raised by SPV.

#### 1.5.6. **Common DMO for smaller destinations in a district**

In case of smaller destinations, a common DMO may be set up for all the smaller destinations in the district/ region.

#### 1.5.7. **Model Articles of Association**

The Ministry of Tourism will issue model Articles of Association for guidance of the State Governments.

### 1.6. **Destination Management under Swadesh Darshan 2.0**

- 1.6.1. Swadesh Darshan 2.0 aims to create a robust framework for integrated development of tourism destinations in partnership with the States/ UTs and local governments for promoting sustainable and responsible tourism in the country.
- 1.6.2. As a first step towards setting up of Destination Management Organizations, at the selected destinations, Destination Management Committee (DMC) has been constituted under the chairmanship of District Collector at 55 notified destinations under Swadesh Darshan 2.0 program.
- 1.6.3. It may be noted that under Swadesh Darshan 2.0, Project Development Management Consultants (PDMCs) have been engaged at 46 destinations for supporting Destination Management Committee.
- 1.6.4. A tripartite agreement (MoU) has been signed between Ministry of Tourism, State /UT Administration and Destination Management Committee (DMC) to work together to develop the identified tourist destination with a whole Government

approach bringing synergy and convergence amongst various Central and State programme and schemes for destination planning, development and management.

1.6.5. Under the Swadesh Darshan 2.0 program, two Destination Personnel from PDMCs are deployed full-time at the destination to provide support to the DMCs in undertaking various destination management activities:

- (i). Destination Marketing & Promotion
- (ii). Digitization, IT and Innovation
- (iii). Investment Promotion and PPP
- (iv). Skilling, Capacity Building and Community Engagement
- (v). Promotion of Sustainability & Travel for LiFE

1.6.6. This SOP contains guidance notes on above destination management activities that shall be undertaken at the destination notified under SD 2.0 on regular basis.

**1.7. Proposal for capacity building of DMOs under SD 2.0**

1.7.1. The States/ UTs can prepare projects for strengthening of institutional governance at the Destination by setting up of Destination Management Organizations in accordance with the SOP and seek capacity building support under SD 2.0.

1.7.2. The capacity building support may include one time institutional set up and professional support for three years. Thereafter DMOs have to be self-sustainable or supported by the State. The State Governments will have to provide clear mandate to the DMOs for discharge of their functions.

## Chapter 2 – Destination Marketing & Promotion

### 2.1. Key activities

One of the key functions of the DMOs is to promote and market the destination. Some of the marketing and promotion activities are:

- (i) Logo/ Tagline for the destination
- (ii) Setting up of Social Media handles
- (iii) Monthly Newsletter
- (iv) Update district website tourism page or dedicated destination website
- (v) Influencer collaboration for destination promotion
- (vi) Promotion of Events/ Festivals
- (vii) Collation of existing promotional content
- (viii) Development of itineraries

### 2.2. Logo and Tagline Competition

Every destination has to adopt a logo and tagline, which can establish a unique brand identity for the destination. The DMO has to take following steps for launching the competition:

#### Pre-launch activities

- (i) Terms and conditions of the competition
- (ii) Prize money/ participation certificate
- (iii) Platform where the competition will be launched – State/ Destination website
- (iv) Design a flyer to be used for outreach – it shall contain the details of the competition like stages, timeline, registration link with QR, prize money

#### Launch and post launch activities

- (i) Hold a press conference and issue press release
- (ii) Promotion about the contest on State Tourism website in addition to the District website
- (iii) Regular outreach on SM handles for traction- At least one post per week
- (iv) Collaboration posts with India Tourism Offices and State Tourism handles
- (v) Outreach to art and design institutions
- (vi) Reach out to institutions in the district for youth participation (Collaboration with Yuva Tourism Clubs)

- (vii) Promotion about the contest by local social media influencers / Government officials/ community leaders / local offline and online media to increase visibility and popularize the competition
- (viii) Registration and submission of entries

**Evaluation and announcement of winning entries**

- (i) Announcement of shortlisted entries and winners
- (ii) Finalisation of Logo and Tagline for the destination

**2.3. Promotion on Social Media handles**

DMO should set up destination handle on leading social media platforms for outreach, information dissemination and publicity, which can establish a unique brand identity for the destination. The DMO has to take following steps in this regard:

- (i) Creation of a social media handle on Twitter, Facebook and Instagram as Visit\_(destination name)
- (ii) Formulate social media strategy/ calendar for promoting the destination as well as regular updates on destination management activities.
- (iii) Links of Social media handles to be published on district website and State Tourism Website
- (iv) Bio of the social media handle created shall include links of the District website, Logo competition and the Newsletter section for quick reference and ease of access.
- (v) Bio / Description of the social media handles to ensure standardization and uniformity
- (vi) DMOs to ensure appropriate usage of logos, especially while reporting activities related to schemes and campaigns of Ministry of Tourism. While reporting DM activities, social media accounts of State Tourism Department, District handles, related Government officials, MoT/ CNAs handles may be added as collaborator (on Instagram), as applicable.
- (vii) Display of QR codes of the social media handles at attractions covered under the scheme to get User Generated Content for destination and its attractions
- (viii) Enhance reach through cross promotions with State Tourism handles, India Tourism handles and SD 2.0 handle on a regular basis
- (ix) Cross promotion of content on different social media platforms of the destination

**2.4. Monthly Newsletter**

- 2.4.1. The DMO should publish the newsletter on monthly basis on various platforms like district website, social media handles, blog pages (if created or already existing) and



any other relevant platforms and email to all stakeholders and subscribers of newsletter.

- 2.4.2. The monthly newsletter for a destination plays a pivotal role by serving as an informative platform. It fosters engagement and communication by providing valuable insights, travel tips, and guides, building a sense of connection with the subscribers about upcoming events, attractions, and festivals.
- 2.4.3. It serves as a marketing tool, showcasing the destination's unique culture, attractions, and offerings, contributing to positive brand building. It aids in community building among travellers and enthusiasts, creating a loyal audience base. Newsletters often include exclusive deals and discounts, encouraging subscribers to plan visits and take advantage of special promotions.
- 2.4.4. A separate section may be created on the district website for publishing all issues of the Newsletter launched by PDMC. Social media handles shall include the link of the newsletter section in the bio.
- 2.4.5. The newsletter may be circulated to the email database of potential tourists/ government departments/ tourism development related organizations/ YTCs.
- 2.4.6. Highlights from the newsletter may be promoted on social media platforms as a collaboration post with India Tourism handles of the respective region/ State Tourism Departments/ SD 2.0 handle.
- 2.4.7. The structure of the newsletter may be followed as:

- (i). **Introduction and Welcome note**

A brief welcoming message introducing the newsletter's theme or focus for the month. This could be from the District Collector -cum-Chairperson, Destination Management Organization.

- (ii). **Destination Highlights**

- (a). It shall feature the unique offering (must visit tourist attraction) at the destination for the upcoming month with description and supporting photographs.

- (b). It shall contain at least 3 tourism experiences that destination can offer to the tourists for the respective month.

- (c). Each experience listed shall have **description** containing significance of the experience, historical value (if any), activities that can be explored, and other relevant information.
- (d). The section may feature **one unexplored tourist attraction** at the destination with description and supporting photographs that require more attention of the tourists.
- (e). The section shall feature aspects of **local culture, tradition, customs, art, cuisine or history**.
- (f). **Travel tips and guide:** The section shall offer practical travel advice (“how to reach”), basic, itinerary, location of the featured tourist attraction(s), and other relevant information.

(iii). **Upcoming Festival/Fair**

- (a). It shall contain upcoming festival/ fairs that can be experienced by tourists
- (b). Each festival/ fair shall be described with supporting photographs and the location.

(iv). **Previous month highlights**

This section shall feature highlights (brief description and photographs) of the activities undertaken at the destination during the previous month. Like successfully conducted fair/festival.

2.5. **Itineraries**

DMO should prepare itineraries for the destination:

- (i) National/ Regional in which destination can be incorporated
- (ii) Local itineraries at the destination - one day, two day, three day etc. incorporating the activities and experiences for the tourists
- (iii) These itineraries should be widely published on websites/ social media and with travel trade

2.6. **Tourist guide for the destination**

A comprehensive tourist guide both in digital format and physical format may also be prepared for the destination. The digital guide should also be available on the website.

## **2.7. Update destination information on district/ state/ incredible India website**

DMOs need to carry out the following activities:

- (i). DMOs should identify gaps in the tourism related content published on the district/ state/ incredible India website and update the content while addressing any discrepancies. The content should be updated regularly.
- (ii). Incredible India website has the content management system in place for updating the information and the same should be utilised.
- (iii). Usage of maps on district website to make it more tourist friendly thereby enhancing the Trip Planning experience may also be considered.
- (iv). Cross promotion of Incredible India destination page on the district website may be done
- (v). Destination management activities undertaken at the destination may also be published on the district website.
- (vi). Information on TFL certified tourism stakeholders may also be displayed on the district website.

## **2.8. Influencer collaboration for destination promotion**

DMOs shall identify Focus areas (themes) of collaborative promotion to ensure effective marketing and promotion of the destination. Profiling of influencers aligned to tourism assets of the destination might help in shortlisting fruitful collaboration and enhancing the follower base. TFL campaign may also be promoted through influencer collaborations to promote the concept of responsible tourism.

## **2.9. Promotion of Festivals as Tourism products and other tourism events**

DMOs need to undertake the following activities in this regard

- (i). Identify events/ fairs/ festivals having potential to boost tourism at the destination.
- (ii). Identified event/ fair/ festival to be actively promoted on SM platforms.
- (iii). Campaign may be launched to promote the identified Tourism Festivals through collaboration with Utsav Portal/ India Tourism handle/ Incredible India
- (iv). Concept Note (1 Pager) to be submitted on the identified Festival/Event with photos

## **2.10. Collation of promotional content**

A digital repository may be created to have all promotional content about the destination for future usage and ready reference.

## Chapter 3 – Digitization, IT and Innovation

### 3.1. Key Activities

DMO's have to promote Digitalization, IT and Innovation measures at tourist destinations towards developing their respective destinations and making them more competitive. The activities may include:

- (i). Digitization on NIDHI plus platform
- (ii). Use of IT for other destination management activities such as visitor management, tourism data collection and adoption of IT by tourism units at the destination

### 3.2. Digitization on NIDHI Plus Platform

3.2.1. National Integrated Database of Hospitality Industry or NIDHI is an initiative towards Aatmanirbhar Bharat to use technology to empower businesses in Hospitality and tourism sector. The platform is envisaged to cover various tourism stakeholders at the tourist destination including Accommodation Units, Travel Agents, Tour Operators, Independent Restaurants etc.

3.2.2. The DMOs have been provided with login credentials for the NIDHI Plus platform (<https://www.nidhi.tourism.gov.in>) to enable the digitization of destination information and registration of all service providers on the platform.

### 3.3. Destination and Attraction Creation/ Updation

The DMO can create/ update destination from their dashboard which includes basic description of the destination, how to reach and photograph of the destination. DMOs can create/ edit tourist attractions under respective destinations within the designated district from the dashboard which includes description of the attraction, basic information and photographs.

### 3.4. Information about events on NIDHI platform

DMOs can also showcase any upcoming significant events in the destination by creating events through the dashboard which includes information about the event, relevant photographs and the point of contact for any queries.

### 3.5. Promote Tourist Rating and Feedback

Tourists can provide ratings and share their feedback covering major aspects of Travel experience at the destination through NIDHI plus platform which will be visible on the DMO dashboard. This feedback and ratings by the tourist will provide the

DMO a chance to understand the tourist's perspective better, offer insights into areas of improvement and thus assist in creating a more personalized and improved visitor experience at the destination.

DMO to publicise and promote QR code for rating and feedback by tourists at the attractions, at major tourist touchpoints and through social media handles.

### **3.6. Tourist Grievance Redressal**

Addressing tourist grievances is an essential component for maintaining satisfactory customer service and promoting a positive image of the destination. Tourists can report any grievance faced during their stay at the destination through the Grievance form on NIDHI plus portal. The DMO can view and take action to resolve the issue through their dashboard.

DMO to publicise and promote tourist grievance redressal feature at the attractions, transport terminals and through social media handles.

### **3.7. Registration and Accreditation of Tourism Service Providers**

The Accommodation units and tourism service providers will be able to register themselves on the platform and avail electronic delivery of various services and benefits through a Unique NIDHI ID (NID) allocated as part of the registration service. NIDHI plus also has integration with major OTAs such as MakeMyTrip, Yatra, etc. which display the Certification Badges by Ministry of Tourism.

DMO to hold workshops and sensitize the Accommodation units and tourism service providers to encourage them to register themselves on NIDHI plus and showcase their units. They should also get the accreditation on the platform. The showcased and accredited units will also be showcased on incredible India website.

### **3.8. Festivals to be updated on Utsav Portal**

Information about various festivals at the destination are to be updated on Utsav portal for wide publicity.

### **3.9. Innovations**

DMO to reach out to the Start-up Community / Institutions in identification of solutions to the destination problems and identifying innovative products and experiences.

## **Chapter 4 – Skilling, Capacity Building and Community Engagement**

### **4.1. Convergence and synergy in various skill training programs**

Skill development and capacity building of the tourism service providers is on the crucial activities at the destination. There are many skill development schemes of Central and State Government, which need to be converged for skill training in tourism and hospitality sector.

### **4.2. Implementation of Schemes of Ministry of Tourism**

#### **4.2.1. Following training programs under CBSP Scheme of Ministry to be undertaken at the destination**

- (i). Tourism Awareness Program
- (ii). Skill Testing Certification
- (iii). Linguistic Training Programs for guides

#### **4.2.2. These programs are to be executed through the institutions of CIHMs/ SIHMs/ FCI/ State Tourism Departments and the Ministry of Tourism has already written to the principals of these institutions.**

#### **4.2.3. DMOs should contact these institutions and prepare the list of stakeholders/ trainees for these programs. Once the stakeholders are identified, respective institutions to organize training programs at the destination.**

#### **4.2.4. For the destinations where the institutions like IHMs/SIHMs/FCIs are not located at that destination, trainers from such institutions to travel to the destinations for conducting training programs.**

#### **4.2.5. For linguistic training of the guides, IITMs may be contacted for training.**

#### **4.2.6. Incredible India Tourist Facilitator (IITF) program**

Apart from mobilizing the existing IITFC facilitators at the destination, DMOs should encourage youth to undergo IITFC course and join the tourism sector.

### **4.3. Convergence with other GOI/ State schemes**

DMOs need to converge with other State and Central Government Skill development and other schemes for skills and capacity building and use them for workforce in tourism and hospitality sector. Some of the schemes include:

- (i). **Eat Right India** – The Food Safety and Standards Authority of India (FSSAI) is leading a national movement called Eat Right India to ensure safe, healthy, and sustainable food for all Indians. Standardization of food safety measures for food businesses particularly street food joints/restaurants/ food trucks/food kiosk by providing capacity building training to waiters/chefs/cook.
- (ii). **Pradhan Mantri Vishwakarma Scheme** – This scheme provides end-to-end support to artisans and craftspeople who work with their hands and tools. Artisan and Craftspeople such as Sculptor, Basket/Mat/Broom Maker/Coir Weaver, Doll & Toy Maker (Traditional), Souvenir at Swadesh Darshan 2.0 destinations may be upskilled to enhance the skill set of making, finishing, and marketing of their products.
- (iii). **Other Schemes** – DMCs may identify other relevant schemes of central and state government pertaining to skilling and capacity building and may facilitate in conducting training programs for the identified stakeholders.

#### 4.4. **Community Engagement**

Local Communities particularly in remote and rural areas may be encouraged and further skilled to undertake various tourism facilitator activities such as homestays, Orchard farming etc. and promoting community-based tourism.

## Chapter 5 – Sustainability and Travel for LiFE

### 5.1. Key Activities

One of the key functions of the DMO is to promote sustainable tourism at the destination. Ministry of Tourism has launched 'Travel for LiFE (TFL) program under Mission LiFE to bring large-scale behavioural change amongst tourists and tourism businesses, significantly impacting environmental protection and climate action.

### 5.2. TFL Campaigns for Tourists

DMOs are to undertake various campaign to promote Travel for Life activities amongst the tourists. The key themes for TFL are:

- (i). Save energy
- (ii). Save water
- (iii). Say no to single use plastic
- (iv). Reduce waste
- (v). Empower Local Businesses and Communities
- (vi). Respect Local Culture and Heritage
- (vii). Consume Local foods
- (viii). Conserve Natural heritage

Ministry of Tourism has published detailed TFL program, which may be referred for more details.

### 5.3. TFL Sign up and Certification for Destinations and attractions

5.3.1. Ministry of Tourism has developed TFL signup and certification programs, which are available on NIDHI plus platform. DMOs have to undertake signup and certification for their respective destinations. PDMC to support DMO in registering the destination for Travel for Life and assist further in certification to the level most suitable to current capability.

5.3.2. DMO will encourage various owners of the tourist attractions in registering respective attractions for Travel for Life and assist further in certification to the level most suitable to current capability. DMOs to further assist these agencies to undertake required interventions for next level of certification.

### 5.4. TFL Signup and certification for Tourism Service Providers



- 5.4.1. DMO will encourage and mobilise Tourism Service Providers for Travel for LiFE signup and certification including:
- (i). Accommodation units
  - (ii). Tour Operators
  - (iii). Transport Operators
  - (iv). Food & Beverage Units - Restaurants/ Café / Street Food Vendors (or associations) etc.
  - (v). Trail and Trek Operators
  - (vi). Any other service provider
- 5.4.2. Guidance to be provided for registering service providers for Travel for Life and assist further in certification to the level most suitable to current capability. DMO to provide platform at destination level to showcase certified service providers on various platforms to encourage certification and enablement of sustainable operations.
- 5.4.3. DMOs to promote and increase awareness on Travel for Life and Responsible Tourism through various social media platforms.

## Chapter 6 – Investment Promotion

### 6.1. Key Activities

- 6.1.1. Investment Promotion and PPP has been identified as one of the major focus areas for destination Development. A Master Plan, Strategy and Action Plan with a horizon of 10 years has been prepared and projects have been identified that can be undertaken through Private Investment and public private partnership.
- 6.1.2. Regional and national roadshows will be organized to connect investors with potential investment opportunities and provide platform to destination to pitch the destination profile to the stakeholders.

### 6.2. Destination Profile Development

Development of destination profile with listing of investible projects. Overall destination profile may broadly include:

- (i). **Overview of the destination:** Showcase destinations USP, attractions, growth potential, general environment, strengths, and other areas that would attract investors?
- (ii). **Government push to develop destination:** Proposed push / initiative to develop destination holistically (cover master planning, Destination focus, community engagement, whole of govt approach etc.)
- (iii). **Potential Opportunities:** What are the areas/products where private companies may consider establishing business at the destination such as Tented Cities, Hotels, Convention Facility, Theme parks, Adventure, etc.
- (iv). **Incentives for the Investors:** Showcase incentives to support investment in the state / destination.
- (v). **Potential Projects for Investment:** List of all projects which can be undertaken through private investment including PPP, 100% Private, O&M of Existing Assets/ Experiences etc.
- (vi). **Contact Points for Investment:** including State, Destination and PDMC Expert.
- (vii). Presentation should be **easy to understand and catch focus of the investors.**

### 6.3. Uploading Projects

Uploading investment opportunities on Ministry of Tourism, Investment Platform (GTIS) as per template.

#### 6.4. **Road Shows /Investor Meet**

Roadshows/Investor Meet to be organised at National & Regional levels to showcase opportunities at each destination. DMOs should present destination profile and investment opportunities to the investors. The session shall be divided in two sessions:

- (i). **Plenary Session:** All Destinations to briefly present their destination profiles and build a case for private sector investment in the destination.
- (ii). **Destination Specific Meetings:** Meetings by the States/ Destinations with interested investors for specific destinations to deliberate on the opportunities and signing of MoUs etc.

#### 6.5. **Site visits by Investors**

DMOs should invite prospective investors to visit the destination and explore various investment opportunities. Their visit should be facilitated by DMOs and necessary information and support as may be required by investors should be provided.

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