

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 23.04.2024

**Office Memorandum**

**Subject: Revised High-Level Template for Destination Master Plan, Strategy and Action Plan Iteration-2**

Reference is invited to the 27<sup>th</sup> Meeting of Mission Directorate under Swadesh Darshan 2.0 held under the chairmanship of Additional Secretary, Tourism on 05.04.2024. A revised high-level template has been prepared by Ministry for the submission of Destination Master Plan, Strategy and Action Plan Iteration 2 at the destination.

2. In this regard, the template for submission of Destination Master Plan, Strategy and Action Plan Iteration 2 is enclosed.
3. All the States/UTs and PDMCs are directed to adhere to the above-mentioned template for preparing Master Plan, Strategy and Action Plan Iteration-2 under the Swadesh Darshan 2.0.
4. This issues with the approval of the Competent Authority.

  
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, Chandigarh UT, Goa, Gujarat, Himachal Pradesh, Haryana, Karnataka, Kerala, Jharkhand, Ladakh UT, Lakshadweep,

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 Touché 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 2.0 Scheme)

**Swadesh Darshan 2.0 Scheme**

**Destination Master Plan, Strategy and Action Plan**

**High Level Template**

*for*

**Iteration - 2**



**April 2024**

**Ministry of Tourism  
Government of India**

**Destination Master Plan, Strategy and Action Plan**

**High Level Template**

*for*

**Iteration - 2**

**PART - A**

## High Level Template for Destination Master Plan, Strategy and Action Plan

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## **1. INTRODUCTION**

### **1.1 Background**

Ministry of Tourism has formulated Swadesh Darshan 2.0 Scheme as Destination and Tourist Centric Scheme to promote holistic development of tourist destinations covering both soft and hard interventions. The Scheme envisages preparation of a comprehensive Destination Development and Management Plan, which will help the State and Destination to undertake planned development and management of the destination.

The preparation of Master Plan, Strategy and Action Plan will be an iterative process with four iterations to finalize the plan to ensure that suggestions and feedback from all stakeholders is duly considered and incorporated, wherever feasible.

The Plan will have a perspective period of ten years and is to be prepared carefully and with sufficient details to ensure holistic planning, clarity of action and ensure desired impact. Further, the plan will be a comprehensive document for the development of destination by synergizing with other Central and State schemes/ initiatives, schemes and plans.

<M/s \_\_\_> has been engaged vide agreement dated \_\_\_ as Project Design and Management Consultant by the State Implementation Agency for end-to-end support for the implementation of SD 2.0 scheme at the destination and preparation of Destination Master Plan, Strategy and Action plan is part of PDMC's responsibility.

### **1.2 Destination Master Plan, Strategy and Action Plan**

Destination Master Plan, Strategy and Action Plan, which is also referred as Destination Development and Management Plan (DDMP) or simply Destination Management Plan (DMP) involves a shared vision of the destination, which provides direction for destination development, destination marketing, destination sustainability and destination insights.

Adopting a Destination Management Plan approach enables communities and destinations to respond to changing conditions and determine the type of tourism they would like to have and the benefits they would like to receive, taking an active role in managing these.

Visitors engage with people, places and products, but they take away experiences and lifelong memories. Great destinations exceed visitors' expectations and provide high levels of satisfaction. This is how value is created in tourism. Destination Management Plan requires a strong 'visitor-centric' view that has the visitor experience at the heart of decision making. It makes sure the experience meets the needs of the visitors, both current and future

Every destination is different, with unique attributes, assets, challenges and opportunities. There is no 'one-size-fits-all' approach to Destination Development and Management Plan.

Part A of the Master Plan, Strategy and Action Plan deals with the overview of the destination and detailed current state assessment of the destination and key gaps, issues, challenges and opportunities for development of the destination.

Part B of the Master Plan, Strategy and Action Plan provides a strategic framework, key strategies and a detailed action plan for planned development and management of Destination. Part B has been prepared on the basis of detailed current state assessment of the Destination contained in Part A.

*{This high-level template is an effort to provide guidance to PDMCs in preparing the plans and they need to customize this for each individual destination.}*

### **1.3 Destination Delineation**

*{Each Destination will have its boundary delineated following principles of defining tourism destinations. Study Area of the Destination would be the destination boundary and nearby attractions, which can be included in the day visits from the destination. PDMC to provide brief details and background of delineation of destination boundary along with map showing the destination and surrounding attractions.}*



## **2. OVERVIEW OF THE DESTINATION**

### **2.1 Introduction of Destination**

*{PDMC to Introduce the destination through context setting as well as its geographical/ spatial area and administrative boundary. Provide brief about its regional context highlighting the predominant characteristics as well as national, regional, or local significance.}*

*Attach an A-4 size map showing location and study area of the destination on Goggle Earth imagery.}*

### **2.2 Review of existing/ previous tourism master plans, strategy and action plans**

*{PDMC will review the existing/ previous tourism master plans, strategy and action plans or other tourism priorities of the Destination. PDMC will also review statutory land use plans and any other plans, which have a bearing on the tourism development and growth at the destination. Salient points and highlights of assessment of such plans to be mentioned in this section.}*

### **2.3 Physiography and Climate**

*{Provide a brief about the physiography of the destination highlighting the predominant physical features like presence of river, sea, lake, dam, mountain range, etc. Data on maximum and minimum temperature and rainfall, best time to visit the destination etc. along with supporting charts. Provide a A-4 size map demonstrating physiography and climate profile of the destination.}*

### **2.4 History**

*{Provide a brief narrative highlighting the historical & cultural significance of the destination.}*

### **2.5 Demographic Profile**

*{Provide a brief about demographic profile of the destination as per the latest official data available indicating the total population, population density, sex ratio, literacy rate, etc.}*

### **2.6 Economic Profile**

*{Provide a brief about economic profile of the destination as per the latest official data available indicating the key economic activities, major industrial sectors, emerging trends along with overview of the work force.}*

### **2.7 Tourism Attractions**

*{Briefly describe the tourist attractions (places to see) and activities to do at the destination with their unique selling proposition supported by relevant photographs and maps.}*

Sn	Tourism Asset	Unique Offering
<b>Hero/ Primary Tourist Attractions</b>		
1.		
<b>Secondary Tourist Attractions</b>		
1.		
<b>Activities to do</b>		
1		

## 2.8 Major festivals/ fairs or Events

*{Briefly describe major festivals/ fairs or events, which attract tourists or have the potential to attract the tourists.}*

<b>Major Festivals / Fairs or Events</b>		
1.		<<also provide details such as theme, dates, footfalls, etc.>>

### **3. Current State Assessment of the Destination**

*{PDMC will carry out detailed assessment of the current State of the Destination with focus on tourism sector. Data, research and insights into visitor needs and expectation, potential of the destination is crucial to recommend robust strategy and action plan. There is no single solution or recipe for success – the destinations need to take into account for their unique conditions, opportunities, challenges and plan accordingly.*

*A detailed assessment of the destination is required to find out what the destination has to offer (built, natural, heritage and cultural assets) including accommodation, attractions/ activities and services such as cafes and restaurants. Also consider what events, meetings and conferences also attract visitors to the destination. Identify hero experiences that create demand for the destination, as well as supporting themes and experiences.*

*Assess whether these experiences are meeting visitor needs and expectations in your target markets, as well as whether they are increasing visitor spend, regional dispersal and off-peak visits.*

*Try to identify the scale and capacity of the experiences offered and any existing limitations and pressure points, particularly with regard to supporting infrastructure. GIS mapping will help with identifying and analyzing types of geographic features and spatial data to inform planning and development.*

*All tourist touch points across the destination and all aspects of tourism ecosystem needs to assessed, gaps identified and these would be addressed in the proposed strategy and action plan}*

#### **3.1 Assessment of Destination Connectivity**

*{Provide details of destination connectivity through Air, Rail, Road and Water. Provide an A-4 size map showing connectivity via above modes to the destination as well as the location of terminal facilities with co-ordinates (.kml) on Google Earth satellite imagery.}*

##### **3.1.1 Air Connectivity**

*{PDMC to provide assessment of the existing situation of all airports / heliports & helipads within 150 Km of the destination and frequency of flights etc. PDMC to also make assessment of facilities at the terminal such as Information kiosks, public conveniences, waiting areas, hygiene & cleanliness, cab service etc. Any proposed project or initiative for improving the facilities may also be described. Last mile connectivity to the destination, if the airport is away from the destination*

*The gaps/ issues/ challenges/ opportunities to be analysed, which will provide the basis for recommendations for proposed strategy and action plan.}*

### **3.1.2 Rail Connectivity**

*{PDMC to make an assessment of all railway stations within 100 Km of the destination along frequency of trains etc. PDMC will also assess the availability of facilities at the station such as information kiosks, public conveniences, waiting room, hygiene and cleanliness, cab service etc. PDMC will also assess the last mile connectivity to the destination, if the railway station is away from the destination. Any proposed initiatives for improvement may also be described.*

*The gaps/ issues/ challenges/ opportunities to be analysed, which will provide the basis for recommendations for proposed strategy and action plan.}*

### **3.1.3 Road Connectivity and Wayside amenities**

*{PDMC to make an assessment of National and State highways connecting the destination along with facilities at the termina including information desk, waiting room, hygiene and cleanliness, public convenience etc. Proposed initiative to improve the facilities may also be described.*

*Wayside amenities available on the highway to the destination may also be assessed.*

*The gaps/ issues/ challenges/ opportunities to be analyzed, which will provide the basis for recommendations for proposed strategy and action plan.}*

### **3.1.4 Waterway Connectivity**

*{PDMC to make an assessment of inland waterway and/ or sea route connections to the destination along with photographs and provide necessary details including any initiative in the pipeline.}*

## **3.2 Assessment of Tourism offerings of the Destination**

*{A detailed assessment of the destination is required to find out what the destination has to offer (built, natural, heritage and cultural assets) including attractions/ activities. Also consider what events, meetings and conferences also attract visitors to the destination. Identify hero experiences that create demand for the destination, as well as supporting themes and experiences.*

*Assess whether these experiences are meeting visitor needs and expectations in your target markets, as well as whether they are increasing visitor spend, dispersal and off-peak visits.*

*PDMCs to identify the scale and capacity of the experiences offered and any existing limitations and pressure points, particularly with regard to supporting infrastructure.*

*PDMC will carry out and assessment of all the tourist attractions at the destination with respect to various tourist touch points. Supporting photographs and maps (with location coordinates (.kml) on Google Earth satellite imagery to be provided.*

*While doing the assessment, PDMC to Identify gaps / issues/ challenges/ opportunities giving reference to best practices, tourist experience and expectations. Any initiative planned for development of the attraction may also be taken into account. This will form the basis of recommendations for the proposed Strategy and Action Plan, which will address these gaps/ issues and challenges.}*

(i). General description of the tourism assets of the Destination (Built, Natural, tangible and intangible cultural and heritage)

**(ii). Assessment of Hero/ Primary Attractions (Separately for each attraction)**

- (a). Name & Location
- (b). Timings, Ticketed/ Non-ticketed (Yes/No)
- (c). Tourist arrivals: Share (No. and Percentage) of annual tourist arrivals in destination, peak season and tourist arrivals during peak season
- (d). Information & Online Booking
- (e). Arrival, Parking & Traffic Management
- (f). Hawkers & Vending Zones
- (g). On-Site Ticketing & Holding area
- (h). Visitor Flow & Management
- (i). Interpretation & Sensitisation
- (j). Public Convenience
- (k). Souvenir, Food & Beverage & other Retail
- (l). Cleanliness (Entire Premises)
- (m). Security Arrangement
- (n). Tourism products/ activities / festivals & events offered at the attraction
- (o). Communication (Availability & network coverage)
- (p). Availability of basic utilities (power & water supply)
- (q). Any special achievement, award / accolade or certification received by the attraction
- (r). Any other parameter

**(iii). Secondary Attractions (Separately for each attraction)**

- (a). Name & Location
- (b). Timings, Ticketed/ Non-ticketed (Yes/No)
- (c). Tourist arrivals: Share (No. and Percentage) of annual tourist arrivals in destination, peak season and tourist arrivals during peak season
- (d). Information & Online Booking
- (e). Arrival, Parking & Traffic Management
- (f). Hawkers & Vending Zones
- (g). On-Site Ticketing & Holding area
- (h). Visitor Flow & Management
- (i). Interpretation & Sensitisation
- (j). Public Convenience
- (k). Souvenir, Food & Beverage & other Retail
- (l). Cleanliness (Entire Premises)

- (m). Security Arrangement
- (n). Tourism products/ activities / festivals & events offered at the attraction
- (o). Communication (Availability & network coverage)
- (p). Availability of basic utilities (power & water supply)
- (q). Any special achievement, award / accolade or certification received by the attraction
- (r). Any other parameter

(iv). Assessment of MICE infrastructure

(v). Assessment of Festivals/ Events, which have potential to attract the tourists

### **3.3 Assessment of Local Transport facilities at the Destination**

*{At the destination, the tourist needs a convenient mode of commute to visit the nearby local attractions which could be offered through a well laid out pedestrian network, bicycle rentals, cabs, rickshaws, shared autos or through a decent public transport facility.}*

*PDMC will assess the availability of local transport of different kinds to commute from places of stay/ accommodation and tourist attractions and other tourist hotspots. PDMC shall also assess the safety, quality and affordability aspects and identify the gaps.}*

### **3.4 Assessment of Accommodation Facilities**

*{Accommodation is a key requirement and a pre-requisite for any destination to succeed as tourist destination. PDMC will carryout assessment of existing accommodation facilities.}*

(i). As-is Assessment

PDMC will assess the current accommodation facilities, type, number of units, number of rooms available, average rate and other relevant details of various types of Hotels, Resorts, tent cities, Guest Houses, Homestays and others.

(ii). Planned Initiatives

Provide details of the projects planned in the State / UT (Govt. funded / Private sector) scheduled to be completed in next 3 years.

(iii). Gaps/ Issues/ challenges/ opportunities

*{While making the above assessment, PDMC will Identify gaps / issues/ challenges in accommodation sector. Also analyze the factors, which can attract more private investment and PPP in hotels and other accommodation sector. Potential of Homestay sector also needs to be explored.}*

### **3.5 Assessment local eateries, shopping and entertainment places**

*{A tourist could enjoy the food in its true essence if they are served in safe, hygienic and ambient conditions at food streets and restaurants. Tourists also undertake recreational*

*activities such as strolling and hiking, engaging with the local community and their livelihood activities especially of rural households, shopping at local markets and souvenir shops. Showcasing local culture and exhibiting traditional artforms for the tourist through public arts, street arts or night tourism also leaves a good impression with the tourists.*

*PDMC will make an assessment of such places at the destination.}*

### **3.6 Assessment of General Public Infrastructure at the Destination**

*Visitors (both domestic and international) require a range of services and amenities within a location to fulfil their needs and expectations. Adequate infrastructure and services are essential for both supporting the local population and providing an attractive destination for visitors. The key forms of infrastructure required are:*

- *access – e.g. road, rail, sea, air, digital*
- *general public infrastructure – e.g. water, wastewater, refuse collection, car parking/transport hubs, toilets, signage, wayfinding*

*PDMC to assess the availability and quality of basic infrastructure at the destination particularly keeping in view how they can have impact on visiting tourists to the destination. Planned initiatives/ projects may also be described and gaps/ issues/ challenges and opportunities may be assessed. These will form the basis of recommendations for the strategy and action plan.*

- (i). *Safety and Security,*
- (ii). *Hygiene and Cleanliness,*
- (iii). *Condition of Roads, Drainage and Signages,*
- (iv). *Availability of Power and Communication network*

### **3.7 Assessment of tourists visiting the destination**

*{It is essential to identify the target markets through your data/insights and destination analysis, as it should inform all planning, development and marketing activity. Include both domestic and international visitors and segment the markets where possible, based on the visitors' characteristics, motivations and behaviours.}*

PDMC will carry out an in-depth assessment of the visitors through primary/ secondary studies accompanied with analytical inferences:

- (a). Year wise trend of tourist arrivals from 2014-2019 (pre-covid), 2020-2022 (covid years) and 2023:
  - No of Foreign Day Visitors
  - No of Overnight Stays by Foreign Tourists
  - Average length of Stay of Foreign Tourists
  - Average per capita spend by foreign tourists
  - No of Domestic Day Visitors
  - No of Overnight Stays by Domestic Tourists

- Average length of Stay of Domestic Tourists
  - Average per capita spend by Domestic tourists
- (b). Compound Annual Growth Rate (CAGR) of tourist arrivals
  - (c). Average month wise tourist arrivals (domestic and foreign)
  - (d). Number and Percentage distribution of day and overnight visitors
  - (e). Average stay duration of overnight visitors (No. of nights)
  - (f). Spending - Per capita/ per day/ per purpose expenditure (travel, local transportation, accommodation, food & beverage, shopping, activities & experiences)
  - (g). Tourism Segmentation - Geography, Spending, Age, Sex, Duration
  - (h). Tourist Satisfaction

*{PDMC to described and analyze the current system of data collection about day visitors and overnight stay tourists and key reforms required may be given in Section 6 in the proposed strategy and action plan.}*

### **3.8 Assessment of iconic projects at the destination**

*{PDMC will also identify potential iconic projects, which can take the destination to the next level. These projects will be separately evaluated and pursued for implementation.}*

### **3.9 Assessment of Destination Marketing and Promotion activities**

*{PDMC to assess the destination marketing and promotion activities before SD 2.0 program was launched. Most of the destination would have limited activities driven by destination and largely the State Tourism Department would be carrying out marketing and promotion.*

*PDMC will assess the current website and mobile app to promote the tourist destination.*

*Marketing and promotion is very crucial aspect for destination development and therefore gaps/ issues must be identified with respect to best practices and suitable strategy accordingly provided in the proposed strategy and action plan section.}*

### **3.10 Assessment of Application of IT, Digitalization and Innovation**

PDMC to provide an assessment of digitization of the destination and gaps/ issues/ challenges in use of IT, Digitalization and Innovation. This will cover both public sector and private sector at the destination. The assessment may include:

- (i) Online booking of Accommodation units through different platforms
- (ii) Online Booking of Tourist Guides
- (iii) Digital payments across the tourism value chain including street vendors, craft and souvenir sellers etc.
- (iv) Grievance redressal mechanism for visitors
- (v) Tourism Statistics Collection System and Tourism Destination Dashboard
- (vi) Visitor Management System
- (vii) Management of Carrying Capacity



### **3.11 Assessment of Investment Promotion and Public Private Partnership**

*{PDMC to assess the current efforts of promoting investment in tourism and hospitality sector at the destination and successful examples of attracting investments. Document the overall investment climate and ease of doing business. The Gaps/ issues/ challenges/ opportunities in promoting investment at the destination need to be analyzed, and suitable recommendations to be incorporated in the Strategy and Action Plan}*

### **3.12 Assessment of Public Private Partnership opportunities at the destination**

*{Existing public private partnerships at the destination to be assessed and opportunities for potential PPP across tourism value chain including accommodation, tent cities, eco-tourism camps, adventure facilities, developing nature or heritage trails or any other tourism activity. Pre-feasibility of such PPP to be established. The gaps/ issues/ challenges need to be analyzed and suitable recommendations to be made in the proposed strategy and action plan.}*

### **3.13 Assessment of Tourism MSMEs and Capacity Building**

*{Provide details of employment related aspects at the destination. Tourism MSMEs constitute a bulk of tourism enterprises. PDMC to make an assessment of capacity building and other support being provided to the Tourism MSMEs, which may include accommodation providers, local transport, local guides, souvenir sellers, local eateries, street food, recreation places etc.*

*The gaps/ issues/ challenges in providing requisite support for growth and development of tourism MSMEs at the destinations need to be documents and suitable recommendations to be made in the proposed strategy and action plan.}*

### **3.14 Assessment of Skilling, Capacity Building and Community Engagement**

*{PDMC will assess the existing ecosystem at the destination regarding skilling, capacity building and community engagement at the destination:*

- (i). Existing and ongoing initiatives/ programs at the destination to impart skill training to youth for joining tourism and hospitality industry.
- (ii). Identify skill gaps and opportunities, available skill training and target groups at the destination.
- (iii). Identify the tourism value chain at the destination including accommodation, local transport, souvenir sellers, street food vendors, recreational places and identify current gaps in training and capacity building.
- (iv). Map various national and state initiatives pertaining to skilling and training at the destination to develop a convergence framework and provide recommendations to strengthen the convergence.
- (v). Major Industries and Private Players contributing to tourism development
- (vi). Educational Institutions offering Tourism related course
- (vii). Engagement with Yuva Tourism Clubs in schools, colleges and institutes
- (viii). Details of major NGO's associated with tourism sector

*{Based on the above assessment, PDMC will identify key gaps/ issues/ challenges and opportunities for skilling and capacity building at the destinations. PDMC will accordingly make recommendations in the proposed strategy and action plan.}*

### **3.15 Assessment of Sustainability at the destination**

*{PDMC to make an assessment about the current status of sustainable practices being followed at the destination. PDMC to identify the gaps/ issues/ challenges in promoting sustainable tourism at the destination and make recommendations for proposed strategy and action plan.}*

### **3.16 Assessment of Destination Management Organization**

*{Provide assessment of the Destination Level institutional structure for promotion and development of Tourism. Many States have set up District level societies/ organizations for promotion of tourism and/ or culture. PDMC shall carry out the assessment of such an organization in terms of its mandate, organizational structure, professional staffing, resources and past performance.*

*The gaps vis-à-vis Draft structure suggested by Ministry of Tourism should be assessed and requisite recommendations to make it effective and professional organization should be made in the proposed strategy and action plan.}*

### **3.17 Assessment of Carrying Capacity of Destination and managing carrying capacity**

Undertake assessment of the physical carrying capacity of the destination in terms of number of visitors that can be allowed over a period of time, as per the International Union for Conservation of Nature (IUCN) methodology (Ceballos, 1992). This will provide threshold limits for tourists' inflow to the destination.

*Physical Carrying Capacity (PCC) is defined as the "maximum number of tourists that can visit from a specific destination during a given time".*

It into consideration the factors - tourist flows, the size of the area, the optimum space available for each tourist and the visiting time,

**Formula:**  $PCC = A \times V/a \times Rf$  (2)

Where,

**A** is the area of the tourism zone (m<sup>2</sup>),

**V/a** is the amount of space every tourist needs to be able to move freely (tourists/m<sup>2</sup>) and,

**Rf** is the number of permissible daily visits to a tourism zone (dividing the time of place availability by the average time of a visit) (unitless).

**NOTE:**

1. Physical Carrying capacity to be calculated in Iteration-01. Further refinement and detailed carrying capacity estimation to be completed by Iteration-03.
2. Consultant may also consider other natural and/or man-made factors affecting the tourism carrying capacity of destination based on significance and criticality of those factors to the said destination.

Eg. Climatic limiting variables such as heavy rainfall days, heavy snowfall days, etc.

#### 4. Key Takeaways from Current State Assessment

*{Provide summary of the key issues, gaps and opportunities/ potential from the current state assessment, which will form the basis for proposed strategy and action plan for the development of the destination.}*

- (i). Key gaps/ issues/ challenges/ opportunities in Destination Connectivity
- (ii). Key gaps/ issues/ challenges/ opportunities at the Tourist Attractions
- (iii). Key gaps/ issues/ challenges/ opportunities in local transport
- (iv). Key gaps/ issues/ challenges/ opportunities in accommodation facilities
- (v). Key gaps/ issues/ challenges/ opportunities in local eateries, shopping and entertainment places
- (vi). Key gaps/ issues/ challenges/ opportunities in Basic Infrastructure at the destination
- (vii). Key gaps/ issues/ challenges/ opportunities in collection of tourist statistics
- (viii). Key gaps/ issues/ challenges/ opportunities for Destination Marketing and Promotion activities
- (ix). Key gaps/ issues/ challenges/ opportunities for IT, Digitization and Innovation
- (x). Key gaps/ issues/ challenges/ opportunities for Investment promotion and public private partnerships
- (xi). Key gaps/ issues/ challenges/ opportunities for Tourism MSMEs and Capacity Building
- (xii). Key gaps/ issues/ challenges/ opportunities for Skilling, Capacity Building and Community Engagement
- (xiii). Key gaps/ issues/ challenges/ opportunities for promoting sustainability at the destination
- (xiv). Key gaps/ issues/ challenges/ opportunities for Destination Management Organization
- (xv). Key gaps/ issues/ challenges/ opportunities for managing carrying capacity at the destination

## 5. SWOT Analysis of the Destination

*{Based on the detailed assessment, PDMC will describe the Strengths, Weaknesses, Opportunities and Threat (SWOT) for the destination. Some indicative parameters are given below:*

### **STRENGTHS**

*e.g.*

- *Key assets*
- *Brand and product distinctiveness*
- *Location advantages*
- *Other comparative advantages*

### **WEAKNESSES**

*e.g.*

- *Gaps in assets*
- *Aspects of poor quality*
- *Resource constraints*
- *Organizational problems*
- *Comparative disadvantages*

### **OPPORTUNITIES**

*e.g.*

- *Key markets*
- *Market and product trends*
- *Technological advances*
- *Supportive policies*
- *Available resources*
- *New developments*

### **THREATS**

*e.g.*

- *Economic or security uncertainties*
- *Environmental challenges*
- *Unsupportive policies*
- *Lack of coordination and response*
- *Strengthening competitors}*

**\*\*\*\*\*Part A ends here\*\*\*\*\***

**Destination Master Plan, Strategy and Action Plan**

**High Level Template**

*for*

**Iteration - 2**

**PART – B**

## High Level Template for Destination Master Plan, Strategy and Action Plan (Destination Development and Management Plan)

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## 1. Introduction

### 1.1 Background

Ministry of Tourism has formulated Swadesh Darshan 2.0 Scheme as Destination and Tourist Centric Scheme to promote holistic development of tourist destinations covering both soft and hard interventions. The Scheme envisages preparation of a comprehensive Destination Master Plan, Strategy and Action Plan, which will help Destination Management Organization to undertake planned development and management of the destination with support from State Government and Ministry of Tourism.

<M/s \_\_\_> has been engaged as Project Design and Management Consultant by the State Implementation Agency for end-to-end support for the implementation of SD 2.0 scheme at the destination and preparation of Destination Master Plan, Strategy and Action plan is part of PDMC's responsibility.

### 1.2 About Destination Master Plan, Strategy and Action Plan

Destination Master Plan, Strategy and Action Plan, which is also referred as Destination Development and Management Plan (DDMP) or simply Destination Management Plan (DMP) involves a shared vision of all stakeholders for the destination, which provides direction for destination development, destination marketing, destination sustainability and destination insights.

Visitors engage with people, places and products, but they take away experiences and lifelong memories. Great destinations exceed visitors' expectations and provide high levels of satisfaction. This is how value is created in tourism. Destination Development and Management Plan requires a strong 'visitor-centric' view. It makes sure the experience meets the needs of the visitors, both current and future

Every destination is different, with unique attributes, assets, challenges and opportunities. There is no 'one-size-fits-all' approach to Destination Development and Management Plan and each plan has to be prepared as per the needs of the destination based on data, research and insights about the destination.

Part A of the Master Plan, Strategy and Action Plan deals with the overview of the destination and detailed current state assessment of the destination based on data and research. It also analyses key gaps, issues, challenges and opportunities for development of the destination.

Part B of the Master Plan, Strategy and Action Plan provides a strategic framework, key strategies and a detailed action plan for planned development and management of Destination. Part B has been prepared on the basis of detailed current state assessment of the Destination contained in Part A.

*{This high-level template is an effort to provide guidance to PDMCs in preparing the plans and they need to customize this for each individual destination.}*



### **1.3 About the Destination**

*{Brief Introduction of the Destination}*

### **1.4 Key Stakeholders**

*{PDMC to list out key stakeholders at the destinations and their brief role in promoting and developing the destination. It should have both the government department and agencies as well as private sector stakeholders}*

## 2. Vision, Goals and Key Strategic Areas

### 2.1 Vision

*{PDMC to provide a vision for the destination, which can best reflect its potential and aspiration shared by all stakeholders. It should be simple and brief at the same time inspire both the residents and visitors. The horizon for vision statement will be 2047}*

### 2.2 Key Guiding Principles for the Plan

The Key Guiding Principles to guide the development and management of the Destination are:

- (i). To enhance the contribution of tourism to the local economies
- (ii). To create jobs including self-employment for local communities
- (iii). To enhance the skills of local youth in tourism and hospitality
- (iv). To increase in private sector investment in tourism and hospitality
- (v). To preserve and enhance the local cultural and natural resources
- (vi). Providing a fulfilling and rewarding experience to the visitors

*{These are overarching principles, PDMC may add destination specific principle, if any}*

### 2.3 Goals

*{PDMC to define the major goals for the destination for next five years, ten years and 25 years with brief explanation}*

Sn	Goals/ Metrics	2023 (Baseline)	2028 (5 year)	2033 (10 year)	2047 (25 year)
<b>Tourism Expenditure in local Economy</b>					
1	Tourism expenditure in local economy				
<b>Foreign Tourists</b>					
2	No of Foreign Day Visitors				
3	No of Overnight Stays by Foreign Tourists				
4	Average length of Stay of Foreign Tourists				
5	Average per capita spend by foreign tourists				
<b>Domestic Tourists</b>					
6	No of Domestic Day Visitors				
7	No of Overnight Stays by Domestic Tourists				
8	Average length of Stay of Domestic Tourists				

Sn	Goals/ Metrics	2023 (Baseline)	2028 (5 year)	2033 (10 year)	2047 (25 year)
9	Average per capita spend by Domestic tourists				
<b>Tourism and Hospitality related Enterprises</b>					
10	Total number of enterprises in tourism and hospitality				
(i)	Accommodation Units				
(ii)	Homestays, B&B etc.				
(iii)	Local transport enterprises				
(iv)	Number of Tourist Guides				
(v)	Food and beverages – restaurants				
(vi)	Street Food Vendors				
(vii)	Vendors selling souvenir, craft items and other miscellaneous items				
<b>Employment</b>					
11	Total direct employment generated by tourism				
12	Number of local people directly employed in tourism				
<b>Customer Perception</b>					
13	Customer perception				

*{Additional relevant KPI can be added as found suitable to allow measurement of the impact of the development as envisaged in the master plan, strategy and action plan}*

## 2.4 Key Strategic Areas

Destination Development and Management Plan will be based on the following key strategic areas or pillars:

- (i) Destination Branding, Marketing and Promotion
- (ii) Destination Experience and Product Development (Attractions)
- (iii) Destination Infrastructure, Services and Tourist Amenities
- (iv) Destination Tourism Industry and Business Development
- (v) Destination Workforce Development
- (vi) Destination Sustainability
- (vii) Destination Governance including strengthening of DMOs

### 2.4.1 Destination Branding, Marketing and Promotion

*{Branding, Marketing and Promotion will have a crucial role in generating demand for the destination, inspiring more people to visit, stay longer and spend more. It will have the following key activities.}*

#### (i) Destination Brand

*{Successful destinations have a clear brand and positioning that captures the essence of the destination. Brand story and Brand assets should be professionally developed in consultation with all stakeholders. It should be shared with all the tourism stakeholders to use and support the destination's brand and bring the destination's brand story to life through the delivery of their experiences and communications. Domestic and international visitors may require different approaches to be adopted when promoting to different markets at different times.}*

**(ii) Target Markets and Segments**

*{It is essential to identify target markets through data/ insights and destination analysis, as it should inform all planning, development and marketing activity. Both domestic and international visitors should be included and segment the markets where possible, based on the visitors' characteristics, motivations and behaviours.}*

**(iii) Marketing and promotion**

*{A destination's marketing and promotional activity is a core part of managing a destination effectively, targeting the right type of visitors, encouraging dispersal of visitors and addressing seasonality. It is essential that destination supports the communication of the right local stories with experiential, story-telling focus and brand messages to the right visitors on the right platforms at the right time by the right people. To build visitation and spend in destination, focus must be on those experiences where there is competitive advantage and better tell the story around these experiences. Destination must also invest in digital marketing including social media.}*

**2.4.2 Destination Experience and Product Development (Attractions)**

*{Visitors come to a destination for its unique experiences and products. Successful destinations provide visitor experiences that meet the visitors' needs and expectations. The Strategy will focus on improving end to end experience of visitors at the tourist attractions, tourism products and experiences. It is helpful to conduct visitor surveys to guide destination and product development. The first priority will be to improve the heritage, cultural and natural attractions owned by the Government such as ASI, State Tourism and Archaeology Department, Forest Department, local municipal/ panchayat bodies, and other government agencies.}*

**(i) Hero Experience/ Product/ Attraction**

*{Hero attraction or experience to be given priority for improvement and where there is no hero attraction/ experience, there is need to create one.}*

**(ii) Tourism Attractions Owned by Public Sector**

*{While public investment may be available for developing the attractions and experiences, the operation and management should invariably be professionalized and visitors should be made to pay for the same.}*

**(iii) Development on PPP mode for Tourism Attractions Owned by Public Sector**

*{Some of the public assets may also be considered for public private partnership for development and attract investment. These could be greenfield projects or brownfield projects. PDMC to recommend strategy and action plan to promote public private partnerships in various opportunities at the destination. Key projects to be identified and pre-feasibility to be carried out.}*

**(iv) Private Sector driven product and experience development**

*{New products and experiences that strengthen the destination's appeal and competitiveness also need to be designed. Encourage opportunities to support experience development and foster collaboration, entrepreneurial thinking, clustering and specialization with other sectors where competitive advantages and mutual benefits exist.}*

**2.4.3 Destination Infrastructure, Services and Tourist Amenities**

*{Visitors both domestic and international require a range of services and amenities at the destination to fulfil their needs and expectations. Quality infrastructure and services are essential for both supporting the local population and providing an attractive destination for visitors.}*

**(i) Destination Connectivity and Terminal Infrastructure including Arrival Experience**

*{PDMC will recommend strategies and actions for enhancing destination connectivity through Air, Rail, Road and Water. It will cover new/ augmented connectivity projects, terminal facilities and arrival experience of the tourists.}*

**(ii) Local Transport and mobility**

*{PDMC will recommend strategies for improving the local mobility at the destination including public transport, signages, pedestrian pathways, walking and cycling options, which are safe and affordable. The destination also has to be accessible for visitors who may have an impairment of some kind.}*

**(iii) Accommodation facilities**

*{PDMC will recommend strategy and action plan for improving accommodation facilities at the destination. It will include strategy to attract investment in accommodation sector, improve quality of services etc. PDMC should also propose strategy to enhance budget hotels at the destination and quality framework for budget hotels. A strategy to promote Homestays and how to encourage them to be registered and recognized}*

**(iv) Local eateries, shopping and entertainment**

*{A tourist could enjoy the food in its true essence if they are served in safe, hygienic and ambient conditions at food streets and restaurants. Tourists also undertake recreational activities such as strolling and hiking, engaging with the local community, shopping at local markets and souvenir shops. Showcasing local culture and exhibiting traditional*

*artforms for the tourist through public arts, street arts or night tourism also leaves a good impression with the tourists. PDMC will make suitable recommendations for hard and soft interventions to improve local eateries, shopping and entertainment places}*

**(v) Place-making**

*{Creating vibrant places through place-making activities provides benefits for both the host community and its visitors.}*

**(vi) General public infrastructure**

*{Availability of Power, Communication, Roads, Water, Wastewater, Solid waste, Toilets, etc. particularly around tourist places. Soft infrastructure such as signage, wayfinding, interpretation contributes to the quality of the visitor experience and touring routes provide a guide to connecting visitors to places through a shared story, encouraging dispersal and visitation into less-known areas and communities.}*

*The Cost of such infrastructure will usually be borne by the State or local body in convergence with any scheme of GOI. Effort should be made to involve private sector in developing infrastructure, services and amenities.}*

**2.4.4 Destination Tourism Industry and Business Development**

*{PDMC to recommend strategy and action plan to promote private sector investment in the tourism and hospitality sector at the destination across the tourism value chain. It should aim at providing ease of doing business and conducive investment climate. Key opportunities for investment may be profiled for promoting the destination for investment.*

*PDMC to recommend strategy and action plan for capacity building and other support to be provided to the Tourism MSMEs, which may include accommodation providers, Homestays, local transport, local guides, souvenir sellers, local eateries, street food, recreation places etc. The strategy should provide support to Tourism businesses to improve their productivity, profitability and ability to innovate, develop and grow.}*

**2.4.5 Destination Tourism workforce development**

*{Investment in people and capability building is critical to lifting the productivity of the tourism sector and delivering quality visitor experiences. Tourism needs to be seen as an attractive career with clear pathways for student, employee and employer success. Tourism sector needs to attract and retain a skilled workforce.*

*PDMC to recommend strategy and action plan for skilling, capacity building and community engagement for tourism value chain at the destination including accommodation, local transport, souvenir sellers, street food vendors, recreational places. PDMCs to prepare a plan for convergence of various skilling programs and capacity building schemes of the Government.}*

**2.4.6 Destination Sustainability**

*{Measures to ensure sustainable development of tourism sector including environment, economic, cultural and social sustainability:*

- (i) Protection of natural asset(s) and biodiversity*
- (ii) Energy and resource efficiency*
- (iii) Transportation and mobility*
- (iv) Social and economic benefits to local community*
- (v) Protection of cultural heritage, traditions and assets*
- (vi) Visitor satisfaction and fulfilment*
- (vii) Managing Carrying Capacity*
- (viii) Crisis Management}*

#### **2.4.7 Destination Governance including Strengthening of Destination Management Organization**

*{PDMC to recommend strategy and action plan for setting up and strengthening Destination Management Organization. DMO will be the owner of the Destination Master Plan, strategy and Action Plan and will coordinate its implementation. PDMC will also recommend strategy and action plan for stakeholder management and coordination for effective implementation of Destination Master Plan}*

### **3. Master Plan – Overview and the big picture**

*{PDMC will provide an overview of the destination, salient characteristics e.g. major tourism themes, current status e.g. popular destination, emerging destination, potential destination etc., whether it has significant resident population or dominated by tourists. PDMC to provide a map of the destination delineating the boundary, important landmarks and nearby attractions, which can be included in the day visits from the destination.*

*PDMC to provide the overview of the destination master plan, its potential, big picture of the destination, the big ideas, which are part of the plan, which will take the destination forward}*



#### 4. Strategy and Action Plan

##### 4.1 Strategy and Action Plan for Destination Branding, Marketing and Promotion

{PDMC to recommend strategy and action plan for Destination Branding, Marketing and Promotion. Each Action Item/ project/ initiative to be detailed out in **Annexure 1** as per format, while the summary is to be produced in the following table}

Strategy	Action Item/ project/ initiative	Time frame	Budget (in Cr)	Responsible Stakeholder
Brand Development				
Target Market and Segments				
Marketing and Promotion				

##### 4.2 Strategy and Action Plan for Destination Experience, Product and Attraction Development

{PDMC to recommend strategy and action plan including hard and soft interventions to enhance tourist experience at each of the tourist attractions at the destination across all the tourist touch points. The details to be provided as **Annexure 2** as per format while summary to be given in the following table.}

PDMC to recommend suitable PPP projects also for development of greenfield/ brownfield tourism products/ experiences/ attractions on tourism assets owned by public sector agencies. Pre-feasibility Assessment and PPP suitability to be provided as **Annexure-3** as per format while summary to be given in the following table}

The list of private sector opportunities for tourism product and experiences may be given in **Annexure-4** as per format while summary to be included in the following table.}

Strategy	Actions	Time frame	Budget (In Cr)	Responsible Stakeholder

<i>Improving Hero Attraction/ Experience</i>				
<i>Improving other Tourism Attraction owned by Public Sector</i>				
<i>Public Private Partnership for Tourism Products and Services</i>				
<i>Promoting Private Sector Driven Tourism Products and Experiences</i>				

#### 4.3 Strategy and Action Plan for Destination Infrastructure, Services and Tourist Amenities

{PDMC to recommend strategy and action plan for improving destination infrastructure, services and amenities particularly focused around tourist areas in case of big destinations. The details to be provided in **Annexure-4** as per format while summary to be given in the following table}

<b>Strategy</b>	<b>Actions</b>	<b>Time frame</b>	<b>Budget (In Cr)</b>	<b>Responsible Stakeholder</b>
<i>Destination Connectivity,</i>				
<i>Terminal Infrastructure and Services including arrival experience</i>				
<i>Local Transport and Mobility</i>				

<i>Accommodation Facilities</i>				
<i>Local Eateries, shopping and entertainment places</i>				
<i>Safety and Security including grievance redressal of tourists</i>				
<i>Hygiene, Cleanliness and Public Convenience</i>				
<i>General Public Infrastructure such as Roads, Power, Communication, Water, Waste Water particularly around tourist places</i>				

#### **4.4 Strategy and Action Plan for Destination Tourism Industry and Business Development**

*{PDMC to recommend strategy and action plan for Tourism Industry and Business Development. The details to be provided in **Annexure-5** as per format while summary to be given in the following table}*

Strategy	Actions	Time frame	Budget (In Cr)	Responsible Stakeholder
<i>Investment Promotion</i>				
<i>Tourism MSMEs</i>				

#### 4.5 Strategy and Action Plan for Destination Tourism Workforce development

{PDMC to recommend strategy and action plan for Tourism workforce development. The details to be provided in **Annexure-6** as per format while summary to be given in the following table}

Strategy	Actions	Time frame	Budget (In Cr)	Responsible Stakeholder
<i>Short term skilling</i>				
<i>RPL</i>				

#### 4.6 Strategy and Action Plan for Destination Sustainability

{PDMC to recommend strategy and action plan for promoting sustainable tourism at the destination. The details to be provided in **Annexure-7** as per format while summary to be given in the following table}

<b>Strategy</b>	<b>Actions</b>	<b>Time frame</b>	<b>Budget (In Cr)</b>	<b>Responsible Stakeholder</b>
<i>Protection of natural assets and biodiversity</i>				
<i>Energy and Resource Efficiency</i>				
<i>Sustainable transport and mobility</i>				
<i>Social and economic benefits to local community</i>				
<i>Protection of cultural heritage, traditions and assets</i>				
<i>Visitor satisfaction and fulfilment</i>				
<i>Crisis and disaster management</i>				
<i>Managing Carrying Capacity</i>				

#### **4.7 Strategy and Action Plan for Destination Governance including Strengthening DMO**

*{PDMC to recommend strategy and action plan for Destination Governance including Strengthening DMOs. The details to be provided in **Annexure-8** as per format while summary to be given in the following table}*

<b>Strategy</b>	<b>Actions</b>	<b>Time frame</b>	<b>Budget (In Cr)</b>	<b>Responsible Stakeholder</b>
<i>Strengthening DMO including professional staffing</i>				
<i>Tourism Destination Dashboard</i>				
<i>Visitor Management System including enforcement of carrying capacities</i>				
<i>Tourism Statistics Collection</i>				
<i>Integration with PM- GATI SHAKTI</i>				
<i>Institutional Collaboration and Stakeholder Management</i>				

**5. Budget Requirement and Sources of Funding including PPP**

Provide summary of the Budget Required for implementation of Master Plan, Strategy and Action Plan in the following table.

Sno	Strategic Area	Budget Required		
		MoT/ GOI	State	PPP
1	Destination Branding, Marketing and Promotion			
2	Destination Product and Experience Development			
3	Destination Infrastructure, Services and Amenities			
4	Destination Tourism Industry and Business Development			
5	Destination Tourism Workforce Development			
6	Destination Sustainability Development			
7	Destination Governance including strengthening of DMO			

## **6. Implementation and Monitoring of the Plan**

*{A Destination Development and Management Plan (DDMP) should be regarded as a living entity, kept relevant and fresh by constant use. This will require a structure for supporting the DDMP, with on-going reporting and communication, a process for assessing its impact and a programme of review and renewal.}*

### **6.1 DMO to be Coordinator and facilitator**

The role of the DMO will be to coordinate the implementation of Master Plan, Strategy and Action Plan, while the concerned government and private stakeholders will be responsible for executing their mandated functions and responsibilities.

DMO will constantly work towards the following actions:

- (i) Allocation of actions to lead bodies
- (ii) Work on securing funding and resources for the plan and individual actions, as required.
- (iii) Pointers to sources of technical assistance
- (iv) The provision of information on progress on individual actions, through regular reporting by the responsible stakeholders to DMO.
- (v) Regular reporting on the DDMP, summarising progress on all actions and taking any necessary management decisions.
- (vi) Determination of Annual Priorities and refinement of action plan.
- (vii) Public communication of the work, including media relations.

### **6.2 Selecting indicators and undertaking monitoring**

- (i) Performance indicators should be selected for the plan, linked to its strategic objectives and targets, and to individual actions. Indicators need to be relevant, clear, credible and comparable, but above all they should be capable of being used – i.e. based on relatively easy and cost-effective monitoring.
- (ii) Indicators relating to the overall state of tourism in the destination, such as volume and value, seasonality etc. are important in keeping overall track of the visitor economy.
- (iii) However, they are affected by the limitations of available statistics and will partly depend on what local surveys are undertaken. Furthermore, general performance measures are usually difficult to relate to individual actions.
- (iv) Key Performance Indicators should be identified for the various actions in the DMP. These should include indicators covering:



- Inputs – e.g. level of support for projects, enterprise engagement etc.
- Outputs – deliverables completed, actions taken
- Outcomes – specific results of projects/initiatives.

(v) Monitoring processes may include, amongst others:

- Recording of actions and responses
- Observation of changes on the ground
- Informal feedback from stakeholders
- Visitor surveys
- Business surveys

As well as tracking changes over time, opportunities for benchmarking performance between destinations using comparable indicators and monitoring processes should be pursued.

### **6.3 Renewing of Destination Master Plan, Strategy and Action Plan**

The whole Plan should be reviewed and then renewed within a regular cycle (e.g. 5 years).

# Annexures

**Annexure 1 – Format for Initiatives for Branding, Marketing and Promotion**

**(Use the format for each Strategy and Action item/project/initiative)**

**1. Name of the Strategy:**

**(i). Name of Action Item/project/initiative:**

**(a). Proposed interventions:** *provide details of the interventions proposed under the said strategy with supporting photographs, depictions, and charts.*

Sno	Intervention	Details of the interventions
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		

**(b). Block Cost Estimates**

Sno	Item	Details
1	Cost of the key components	
	(i) Component 1	
	(ii) Component 2	
2	Total Estimated Cost	
3	Priority	Short Term (0-2 yr) / Medium Term (2-5 yr)/ Long Term (5-10yr)
4	Project Funding	
5	Revenue potential during O&M	
6	Is O&M viable?	

## Annexure 2 - Format for Initiatives for products and experiences

(Use the format for each initiative)

1. **Name of the Tourism Attraction/ Product/ Experience:**

2. **Type: Existing Attraction/ Greenfield**

3. **Proposed interventions**

Sno	Tourist Experience	Gap	Proposed intervention
1	Information & Online Booking		
2	Arrival & Traffic Management		
3	Hawkers & Vending Zones		
4	On-Site Ticketing & Holding area		
5	Visitor Flow & Management		
6	Interpretation & Sensitisation		
7	Public Convenience & Souvenir		
8	Souvenir, Food & Beverage & other Retail		
9	Accommodation Facilities (if applicable)		
10	Cleanliness		
11	Security Arrangement		

4. **Block Cost Estimates**

Sno	Item	Details
1	Cost of the key components	
(i)	Component 1	
(ii)	Component 2	
2	Total Estimated Cost	
3	Priority	Short Term (0-2 yr) / Medium Term (2-5 yr)/ Long Term (5-10yr)
4	Project Funding	
5	Revenue potential during O&M	
6	Is O&M viable?	

### **Annexure 3 – Format for PPP projects - Pre-feasibility**

Pre-feasibility to assess preliminary cost estimates, identified resettlement and environmental issues and requirements, income generating opportunities, initial financial viability, private sector opportunities, any identified project risks. Assessment will include:

- (i) Estimated project cost and means of financing
- (ii) Projected Revenue potential
- (iii) Projected Operational Costs
- (iv) Financial Viability including expectations of required Government financial support
- (v) Envisaged PPP mode
- (vi) PPP Readiness}

**Annexure 4 – Format for initiatives for Destination Infrastructure, Services and Amenities**

**(Use the format for each Strategy and Action Item)**

**1. Name of the Strategy:**

**(i). Name of Action Item/project/initiative:**

**(a). Proposed interventions:** *provide details of the interventions proposed under the said strategy with supporting photographs, depictions, and charts.*

Sno	Intervention	Details of the interventions
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		

**(b). Block Cost Estimates**

Sno	Item	Details
1	Cost of the key components	
	(i) Component 1	
	(ii) Component 2	
2	Total Estimated Cost	
3	Priority	Short Term (0-2 yr) / Medium Term (2-5 yr)/ Long Term (5-10yr)
4	Project Funding	
5	Revenue potential during O&M	
6	Is O&M viable?	

**Annexure 5 – Format for initiatives for Tourism Industry and Business Development**

**(Use the format for each Strategy and Action item/project/initiative)**

**1. Name of the Strategy:**

**(i). Name of Action Item/project/initiative:**

**(a). Proposed interventions:** *provide details of the interventions proposed under the said strategy with supporting photographs, depictions, and charts.*

Sno	Intervention	Details of the interventions
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		

**(b). Block Cost Estimates**

Sno	Item	Details
1	Cost of the key components	
(i)	Component 1	
(ii)	Component 2	
2	Total Estimated Cost	
3	Priority	Short Term (0-2 yr) / Medium Term (2-5 yr)/ Long Term (5-10yr)
4	Project Funding	
5	Revenue potential during O&M	
6	Is O&M viable?	

## Annexure 6 – Format for initiatives for Workforce development

(Use the format for each Strategy and Action item)

### 1. Name of the Strategy:

#### (i). Name of Action Item:

**(a). Proposed interventions:** *provide details of the interventions proposed under the said strategy with supporting photographs, depictions, and charts.*

Sno	Intervention	Details of the interventions
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		

#### (b). Block Cost Estimates

Sno	Item	Details
1	Cost of the key components	
	(i) Component 1	
	(ii) Component 2	
2	Total Estimated Cost	
3	Priority	Short Term (0-2 yr) / Medium Term (2-5 yr)/ Long Term (5-10yr)
4	Project Funding	
5	Revenue potential during O&M	
6	Is O&M viable?	



## Annexure 7 – Format for initiatives for Destination Sustainability

(Use the format for each Strategy and Action item)

### 2. Name of the Strategy:

#### (i). Name of Action Item:

**(a). Proposed interventions:** *provide details of the interventions proposed under the said strategy with supporting photographs, depictions, and charts.*

Sno	Intervention	Details of the interventions
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		

#### (b). Block Cost Estimates

Sno	Item	Details
1	Cost of the key components	
(i)	Component 1	
(ii)	Component 2	
2	Total Estimated Cost	
3	Priority	Short Term (0-2 yr) / Medium Term (2-5 yr)/ Long Term (5-10yr)
4	Project Funding	
5	Revenue potential during O&M	
6	Is O&M viable?	

**Annexure 8 – Format for initiatives for Destination Governance including DMO**

**(Use the format for each Strategy and Action item/project/initiative)**

**1. Name of the Strategy:**

**(i). Name of Action Item/project/initiative:**

**(a). Proposed interventions:** *provide details of the interventions proposed under the said strategy with supporting photographs, depictions, and charts.*

Sno	Intervention	Details of the interventions
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		

**(b). Block Cost Estimates**

Sno	Item	Details
1	Cost of the key components	
	(i) Component 1	
	(ii) Component 2	
2	Total Estimated Cost	
3	Priority	Short Term (0-2 yr) / Medium Term (2-5 yr)/ Long Term (5-10yr)
4	Project Funding	
5	Revenue potential during O&M	
6	Is O&M viable?	

**\*\*\*\*\*Part-B ends here\*\*\*\*\***