

Swadesh Darshan 2.0 Scheme

Destination Master Plan, Strategy and Action Plan Model Template

Revision-1



September 2023

**Ministry of Tourism
Government of India**

Model Template for Destination Master Plan, Strategy and Action Plan for Swadesh Darshan 2.0 Scheme

(Refer clause 4.4. of Swadesh Darshan 2.0 Guidelines)

Background

Swadesh Darshan Scheme 2.0 Guidelines stipulates planning, development and management of tourist destinations in a holistic manner under the Scheme following the destination centric approach. The focus shall be to elevate the existing tourism hotspots in the destination and integrate with nearby attractions & curate immersive experiences.

As per the SD 2.0 Guidelines, subsequent to the approval of destinations, State Implementation Agency shall submit **Destination Master Plan, Strategy and Action Plan (DMP)** via the PDMC for the selected destination for In Principle Approval by the **Central Sectioning and Monitoring Committee (CSMC)** of Ministry of Tourism. The preparation of Master Plan, Strategy and Action Plan will be an iterative process with up to four iterations of the plan. Subsequent to approved iteration, the Detailed Project Report (DPR) shall be prepared for proposed intervention leading to sanctioning of the projects while some softer interventions would be directly taken up for implementation after approval of the Plan.

The Master Plan, Strategy and Action Plan for a destination is an essential planning document for the SD 2.0 Scheme in development of Sustainable and Responsible Tourism Destinations in the country. 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, to ensure desired impact and avoid undue risks during the implementation phase.

This document has been developed as guidance template to prepare the Master Plan report for the destination and shall be subject to revisions and improvements during the program period. The major sections covered in the Plan are as follows:

- (i). Section 1 – Introduction
- (ii). Section 2 –Review of Statutory and Tourism Plans
- (iii). Section 3 - Overview of the Destination
- (iv). Section 4 - Destination Assessment
- (v). Section 5 - Visioning and Target Outputs
- (vi). Section 6 - Proposed Strategy and Action Plan
- (vii). Section 7 - Operation and Maintenance Plan
- (viii). References
- (ix). Annexures

Further, the plan will be a comprehensive document for the development of destination by synergizing with other Central and State schemes/initiatives as well as aligned with existing statutory plans, if any (Master/Development Plan, Region/District Development Plan, Zonal Master Plan and its sub-zonal tourism

plan for notified Eco-Sensitive Zone Around Protected Area, etc.) and other relevant plans (City Mobility Plan, Tourism Plan, etc.)

General Notes for use of this Template

- i. This document provides a general reference framework for Destination Master Plan preparation; additional relevant details are to be incorporated as per the requirements of the State/UT and the PDMC preparing the plan.
- ii. The headings (the numbered section headings and sub-headings) for the DMP are to be as per this document (whichever maybe applicable). Any additional headings may be incorporated as per requirement.
- iii. The source for all tables and figures is to be mentioned.

Document Control

Name of the State			
Report Title			
This Document Comprises	Main Document Pages	No. of Annexures	No. of Maps

Document Version	Document Title	Approved By	Date

Table of Contents

1. INTRODUCTION	7
1.1 Introduction.....	7
1.2 Study Area of the Destination	7
2. REVIEW OF STATUTORY AND TOURISM PLANS	8
2.1 Review	8
3. OVERVIEW OF THE DESTINATION	9
3.1 Introduction of Destination	9
3.2 Physiography and Climate	9
3.3 History	9
3.4 Demographic Profile.....	9
3.5 Economic Profile.....	9
3.6 Key Tourism Assets	9
4. DESTINATION ASSESSMENT	11
4.1 Destination Connectivity	11
4.1.1 Air Connectivity	12
4.1.2 Rail Connectivity	12
4.1.3 Road Connectivity.....	12
4.1.4 Waterway Connectivity	13
4.2 Tourist Statistics	13
4.3 Tourist Attractions at the Destination.....	14
4.3.1 Hero/Primary Attraction.....	14
4.3.2 Secondary Attraction(s).....	15
4.4 Basic Tourism Infrastructure at the Destination	16
4.5 Accommodation Facilities	16
4.6 ICT (Information and Communications Technology) readiness	17
4.7 Employment and Skilling	19
4.8 Community Engagement	20
4.9 Branding, Marketing and Promotion of the destination.....	20
4.10 Tourist Carrying Capacity of Destination.....	20
4.11 Destination Institutional Structure.....	21
4.12 Stakeholder Consultation	21
4.13 Key Takeaways.....	23
5. VISIONING AND TARGET OUTPUTS.....	24

5.1	Vision Statement	24
5.2	Target Outputs.....	24
6.	PROPOSED STRATEGY AND ACTION PLAN	26
6.1	Proposed Interventions	26
6.2	Pre-feasibility Assessment of Identified PPP projects	29
6.3	Integration with PM Gati Shakti	29
6.4	Summary of Proposed Projects	31
6.5	Monitoring & Evaluation	37
7.	OPERATION AND MAINTENANCE PLAN	38
7.1	O&M Framework.....	38
8.	REFERENCES	39
9.	ANNEXURES	40

Listing 1
List of Tables

Listing 2
List of Figures

Listing 3
List of Maps

Listing 4
List of Abbreviations

1. INTRODUCTION

1.1 Introduction

1.1.1 As per the SD 2.0 Guidelines (Section 4.2), M/s <Name of PDMC> has been appointed as Project Development and Management Consultants (PDMC) vide its letter dated <date> to take up development of Destination Master Plan, Strategy & Action Plan for the destination <<Name of Destination, District, State>> besides other scope of services.

1.1.2 As per the SD 2.0 Guidelines (Section 4.2), State has set up a Destination Management Committee (DMC) for the destination under the Chairmanship of the District Collector / Magistrate. The undertaking by the DMC is attached as **Annexure A**

1.2 Study Area of the Destination

Provide brief details about the delineated study area of the destination along with map showing the delineated study area.

2. REVIEW OF STATUTORY AND TOURISM PLANS

2.1 Review

Provide review of the of existing/previous Plan(s) including Master Plans prepared under the Iconic Destination Development Scheme and others, if any.

Whether Statutory Master/Development Plan has been prepared for the destination (Y/N)

- (i) Whether Statutory Region/District Development Plan has been prepared where the destination is located (Y/N)
- (ii) Whether Zonal Master Plan has been prepared for notified Eco-Sensitive Zone within the destination (Y/N)
- (iii) Whether Iconic Master Plan has been prepared for the destination (Y/N)
- (iv) Listing of other previous tourism masterplans prepared (if any)

If yes, then please provide list, dates, prepared by, approval status, etc. for such reports / documents / plans.

NOTE:

- a. Listing of Interventions/Recommendation and Shelf of Projects identified as part of the above plans to be detailed in subsequent sections of this Plan (Section 4.3, 4.4,4.5 & 4.6)
- b. In case Master Plan has already been prepared under the Iconic Destination Development Scheme. The Consultant shall be required to update the same as per current condition in the template provided.

3. OVERVIEW OF THE DESTINATION

3.1 Introduction of Destination

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. (Max. 500 words)

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

3.2 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 climate characteristics of the destination, maximum and minimum temperature and rainfall, best time to visit the destination, etc. along with supporting charts. (Max. 500 words)

3.3 History

Provide a brief narrative highlighting the historical & cultural significance of the destination. Also, include its significance/role (if any) in India's freedom struggle coinciding with the ongoing "Azadi Ka Amrit Mahotsav" campaign launched by Government of India. (Max. 500 words)

3.4 Demographic Profile

Provide a brief about demographic profile of the destination as per the latest official data available. This would include data from the last two decades (at least), indicating the total population, population density, sex ratio, literacy rate, etc. along with supporting charts. (Max. 500 words)

3.5 Economic Profile

Provide a brief about economic profile of the destination as per the latest official data available. This would include data from the last two decades (at least), indicating the work force participation, distribution of types of workers [male, female, total] etc. along with supporting analytical charts. (Max. 500 words)

3.6 Key Tourism Assets

Briefly describe the key tourist attractions (including its product offerings) as well as major festivals/fairs & events of the destination (up to maximum of 10) which are its unique selling propositions/points (USPs) supported by relevant photographs and maps.

Sn	Tourism Asset	Unique Offering
Hero/Primary Tourist Attractions		
1.		
...		
Secondary Tourist Attractions		

Sn	Tourism Asset	Unique Offering
1.		
...		
Major Festivals / Fairs or Events		
1.		<<also provide details such as theme, dates, footfalls, etc.>>
...		

Guidance Note

The aspects that are required to be considered as part of this section:

- (i) Is the attraction(s) which is identified as primary a 'must visit attraction' / 'hero attraction' that primarily attracts tourist to the destination?
- (ii) In case the destination does not have a strong hero attraction, is the gap so identified in **section 3.6** (Key Tourism Assets) also mentioned in the relevant proposals to be provided with the aim to create hero attractions at the destination in section 6 of the masterplan?
- (iii) Is the unique offering/ USP of the attraction provides unique tourist experience (hero experience) at that destination/ attraction. Does it represent the unique selling proposition/ point of difference from other destinations?

4. DESTINATION ASSESSMENT

Guidance Note

The aspects that are required to be considered as part of this section:

- (i) Due consultation has been undertaken to understand the current situation and challenges
- (ii) Are the Key Takeaways been methodically summarized to capture destinations challenges and opportunities?
- (iii) Have the identified gaps / issues from each sub section below been structured for addressing later in **Section 6** (Proposed Strategy & Action Plan) of the masterplan?

4.1 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.

Guidance Note

Few aspects that are required to be considered as part of this section:

- (i) How are visitors travelling to the destination?
- (ii) Does each form of access and supporting infrastructure cater for current and future visitor flows/ volumes, as well as their expectations, satisfaction and safety?
- (iii) At the point of arrival (Airports, Railway Stations, Bus Stations) is there adequate information, amenities and a hassle-free environment for the tourists including ease of information availability, signages, professional staffs deployed in Tourist Information Centres/ Kiosks to assist with communication, lodging and conveyance.
- (iv) Is the connectivity from the major transit station or tourist gateway to the destination (if situated far off) well developed with roads of decent level of service, landscaped with proper wayfinding and wayside amenities.
- (v) Are there any planned projects for strengthening the connectivity to destination?
- (vi) Are there any gaps and issues with regard to access (Eg. poor-quality roads or terminal facilities)?

4.1.1 Air Connectivity

- (i). Provide assessment of the existing situation of all airports / heliports & helipads within 150 Km of the selected destination on the following parameters along with photographs if permitted, depicting actual status:
 - a. Name, Status & Distance
 - b. Types of Aircrafts catered
 - c. Flight Frequency (per week)
 - d. Annual Passenger traffic
 - e. Availability and condition of facilities at the terminal (parking, cab service, food outlet, toilets, information kiosk, waiting room, shops, etc.)
 - f. Hygiene & Cleanliness at the terminal
 - g. Last mile connectivity to the destination, if the airport is away from the destination
 - h. Any other parameter
- (ii). Provide details of the projects planned by MoCA / State / UT scheduled to be completed in next 3 years
- (iii). Identify gaps / issues giving reference to industry standards / best practices

4.1.2 Rail Connectivity

- (i). Provide assessment of existing situation of all railway stations within 100 Km of the proposed destination on the following parameters along with photographs if permitted, depicting actual status:
 - a. Name, Status & Distance
 - b. Train frequency (per day)
 - c. Monthly Passenger traffic
 - d. Availability and condition of facilities at the station (parking, cab service, food outlets, toilets, information kiosk, waiting room, shops, etc.)
 - e. Hygiene & Cleanliness at the terminal
 - f. Last mile connectivity to the destination, if the railway station is away from the destination
 - g. Any other parameter
- (ii). Provide details of the projects planned by MoR / State / UT scheduled to be completed in next 3 years
- (iii). Identify gaps / issues giving reference to industry standards / best practices

4.1.3 Road Connectivity

- (i). Provide assessment of existing situation of all National and State highways connecting the destination along with information on major Bus terminal, taxi/cab facility and other modes of

road transport available connecting the destination. Also, provide photographs if permitted, depicting actual status of Highways, Bus Terminal, Taxi/cab facility, etc.

The details to be provided on following parameters:

- a. Location & condition of road (NH/SH/District)
 - b. Location, capacity & facilities at the nearest Bus / taxi terminal
 - c. Nearest wayside amenity (Distance, facilities, etc.)
 - d. Any other parameter
- (ii). Provide details of the projects planned by MoRTH / State / UT scheduled to be completed in next 3 years
- (iii). Identify gaps / issues giving reference to industry standards / best practices

4.1.4 Waterway Connectivity

- (i). Provide assessment of existing situation of all inland waterway and/or sea route connections to the destination on the following parameters along with photographs if permitted, depicting actual status:
- a. Location & condition of available vehicle for transport (ferry, boat, etc.)
 - b. **Availability and condition of facilities** at the terminal (parking, cab service, food outlets, toilets, information kiosk, waiting room, shops, etc.)
 - c. Hygiene & Cleanliness
 - d. Any other parameter
- (ii). Provide details of the projects planned by Centre/ State / UT scheduled to be completed in next 3 years
- (iii). Identify gaps / issues giving reference to industry standards / best practices

4.2 Tourist Statistics

An in-depth assessment of tourist statistics is to be provided, giving the complete understanding of the tourist profile and challenges at the destination. Further, the data availability, reliability, completeness, and robustness of the collection methodology are to be commented which could later addressed in the Section 6 (Proposed Strategy & Action Plan) of the masterplan.

This section shall comment on the tourism ecosystem of the destination on the following parameters through primary/secondary studies accompanied with analytical inferences:

- a. Year wise trend of tourist arrivals from 2015-2022* [Domestic, Foreign & Overnight]
- 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

* latest available

Guidance Note:

Few aspects that are required to be considered as part of this section:

- (i) Do we have a good understanding of our visitors and their contribution to our economy?
- (ii) Do we know, who is coming, why they are visiting, where they are coming from, what they do and how satisfied they are?
- (iii) Understand how our visitors perceive us.
- (iv) Assess whether the data and insights reliable and robust
- (v) Where are the information gaps? How do address these?
- (vi) Is there a clear understanding of the supply-and-demand potential for visitor experiences?
- (vii) How are we monitoring community satisfaction/ sentiment about visitors and the tourism sector?

4.3 Tourist Attractions at the Destination

Provide assessment of the identified tourist attractions with supporting photographs and maps (with location co-ordinates (.kml) on Google Earth satellite imagery.

4.3.1 Hero/Primary Attraction

(i). As-is Assessment

Provide assessment of existing situation of the primary tourist attraction of the destination on the following parameters:

- a. Name & Location
- b. Tourist arrivals: Share (No. and Percentage) of annual tourist arrivals in destination, peak season and tourist arrivals during peak season
- c. Timings, Ticketed/ Non-ticketed (Yes/No)
- d. Tourism Amenities at the attraction
- e. Tourism products/ activities / festivals & events offered at the attraction
- f. Accessibility & circulation
- g. Communication (Availability & network coverage)

- h. Health, Safety & Sanitation
- i. Availability of basic utilities (power & water supply)
- j. Any special achievement, award / accolade or certification received by the attraction
- k. Any other parameter

(ii). Planned Initiatives

Provide details of the projects planned by State / UT (including those funded by Central Govt.) scheduled to be completed in next 3 years including those listed in Section 2.1.

Sn	Project Title	Status	Funding (Centre/State/PPP)	Target Year of Completion
1.				
...				

(iii). Gaps/Issues

Identify gaps / issues giving reference to industry standards / best practices

4.3.2 Secondary Attraction(s)

(i). As-is Assessment

Provide assessment of existing situation of the primary tourist attraction of the destination on the following parameters:

- a. Name & Location
- b. Peak Season and tourist arrivals during peak season
- c. Tourism Amenities at the attraction
- d. Tourism products/ activities / festivals & events offered at the attraction
- e. Accessibility & circulation
- f. Communication (Availability & network coverage)
- g. Health, Safety & Sanitation
- h. Availability of basic utilities (power & water supply)
- i. Any special achievement, award / accolade or certification received by the attraction
- j. Any other parameter

(ii). Planned Initiatives

Provide details of the projects planned by State / UT (including those funded by Central Govt.) scheduled to be completed in next 3 years including those listed in Section 2.1

Sn	Project Title	Status	Funding (Centre/State/PPP)	Target Year of Completion
1.				

...				
-----	--	--	--	--

(iii). Gaps/Issues

Identify gaps / issues giving reference to industry standards / best practices

4.4 Basic Tourism Infrastructure at the Destination

(i). **General Framework Condition**

Provide details on availability, general service levels and maintenance quality of the existing facilities at the destination on following major aspects:

- a. Healthcare Facilities
- b. Hygiene and Cleanliness (Solid waste management, Waste disposal and Swachta rank)
- c. Safety & Security Facilities (Police Booth, Police Post, Police Station, etc.)
- d. Civic Infrastructure (Roads, drainage, signages, power supply, water supply, etc.)

(ii). **Planned Initiatives**

Provide details of the projects planned by State / UT (including those funded by Central Govt.) scheduled to be completed in next 3 years including those listed in Section 2.1.

Sn	Project Title	Status	Funding (Centre/State/PPP)	Target Year of Completion
1.				
...				

4.5 Accommodation Facilities

(i). As-is Assessment

Provide an assessment of the existing situation of accommodation facilities on the following parameters along with photographs showing different accommodation facilities:

- a. Details as per type of accommodation

Sn	Type of Accommodation	Total No of Units	No of Registered Units (and % of total)	Total no of rooms available	Total available bed capacity	Average Room Rate (ARR) in last 5 yrs
1.	Hotel					
2.	Resort					

Sn	Type of Accommodation	Total No of Units	No of Registered Units (and % of total)	Total no of rooms available	Total available bed capacity	Average Room Rate (ARR) in last 5 yrs
3.	Guest House					
4.	Homestay					
5.	Others					
	TOTAL					

b. Yearly Occupancy rates for last 5 years

(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.

Sn	Project Title	Status	Funding (Centre/State/PPP)	Target Year of Completion
1.				
...				

(iii). Gaps/Issues

Identify gaps / issues giving reference to industry standards / best practices

4.6 ICT (Information and Communications Technology) readiness

(i). Provide assessment with write-up regarding existing situation of ICT readiness and **relevant screenshots (website, mobile app, social media pages, etc.)** on the following parameters:

Sn	Parameter	Details	Relevant Screenshots and URL(s)
1.	Official website or webpage of the destination	(i). Availability (Yes/No) (ii). Whether it is convenient to be used by the users	
1.1	Tourist Attractions	(i). Total number of attractions at the destination (as listed in Section 4.3): (ii). No of attractions whose information (including timings,	

Sn	Parameter	Details	Relevant Screen shots and URL(s)
		<p>ticketing, etc.) is available on Official website or webpage.</p> <p>(iii). Whether latest and complete information about attractions is available</p>	
	Tourist Activities / Experiences	<p>(i). No. of activities (listed in Section 4.3):</p> <p>(ii). No of activities whose information (including timings, ticketing, booking etc.) is available on Official website or webpage.</p> <p>(iii). Whether latest and complete information about tourist activities is available</p>	
	Festivals, Fairs and/or Events	<p>(i). No. of festivals and/or events (listed in Section 4.3):</p> <p>(ii). No of festivals and/or events whose information (including timings, ticketing, booking etc.) is available on Official website or webpage.</p> <p>(iii). Whether latest and complete information about tourist activities is available</p> <p>(iv). Is the festival information available on Utsav Portal?</p>	
2.	Accommodation Booking through official website/webpage/mobile application	<p>(i). Total no. of accommodations (as per Section 4.5):</p> <p>(ii). No. of accommodations can be booked online.</p> <p>(iii). No of accommodations registered at NIDHI + Portal.</p>	
3.	Online Booking of Tourist Guides		

Sn	Parameter	Details	Relevant Screen shots and URL(s)
4.	Social media presence of the destination	(i). Does the destination have a dedicated social media handle?	Twitter Instagram: Facebook: Twitter:
5.	Grievance redressal mechanism for visitors on official website	(i). Does the destination have a Grievance Redressal Mechanism? (ii). Is the system available online (iii). How are tourist made aware of availability of the system (iv). Is the system robust and provide complete service?	
6.	Dedicated mobile application	(i). Availability (Yes/No) (ii). Whether it is convenient to be used by the users	
7.	Tourism Destination Dashboard		
8.	Visitor Management System		
9.	(Any other)		

(ii). Provide details of the projects planned by State / UT scheduled to be completed in next 3 years including those listed in Section 2.1

(iii). Identify gaps / issues giving reference to industry standards / best practices

4.7 Employment and Skilling

Provide details of employment at the destination on below parameters:

- (i). Total employment at the destination
- (ii). Share of locals in total employment (in %)
- (iii). Share of women and youth in total employment (in %)
- (iv). Share of skilled resources in total employment (in %)
- (v). Tourism and Hospitality related skill-set at the destination

- (vi). Existing skill gaps and training requirements for people engaged in the sector

4.8 Community Engagement

Provide details of community involvement at the destination including:

- (i). Major Industries and Private Players contributing to tourism development
- (ii). Educational Institutions offering Tourism related course
- (iii). Status of Tourism Clubs in schools, colleges and institutes at / near the destination
- (iv). Details of major NGO's associated with tourism sector
- (v). Identification of any local Celebrity / VIP related to the destination for active involvement in tourism promotion and development.

4.9 Branding, Marketing and Promotion of the destination

Provide details of existing Branding, Marketing and Promotion initiatives being undertaken at the destination. The details shall include following aspects:

- (i). Details of Destination Branding undertaken (if any)
- (ii). Marketing initiatives undertaken during last 1 year
- (iii). Details of Digital Marketing Initiatives undertaken (if any)
- (iv). Assessment of impact of these campaigns undertaken (if any)

4.10 Tourist Carrying Capacity of Destination

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 (m²),

V/a is the amount of space every tourist needs to be able to move freely (tourists/m²) 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.

4.11 Destination Institutional Structure

Provide assessment of the Destination Level institutional structure as part of this section. Assess if the Destination Management Organisation (DMO) has been institutionalized at the destination. If the DMO exists at the destination, the PDMC would be required to assess following details of the DMO:

- (i). Institutional Structure of the DMO
- (ii). Current roles and responsibilities being undertaken by the DMO
- (iii). Details of participation by community and private industry in functioning of DMO

4.12 Stakeholder Consultation

NOTE:

1. The consultant is required to conduct consultations with all relevant stakeholders while preparing the Plan iterations. The discussions/ interactions should be aimed at validating the preliminary assessment, identification of gaps, issues and opportunities as well as the proposed interventions in the Plan.

Provide details of the Consultations as per parameters below:

- (i). Identification & listing of concerned stakeholders (names & their roles). The indicative list of stakeholders to be consulted is given below:
 - a. District Magistrate
 - b. Representative(s) from State Tourism Dept.
 - c. District Tourism Officer (if any)
 - d. Representative(s) from Local Government: Panchayats, ULBs
 - e. Representative(s) from Line Departments
 - f. Representative(s) from Local Community
 - g. Representative(s) from Guides Association
 - h. Representative(s) from Tour and Travel Operator Association
 - i. Representative(s) from Hotel & Restaurant Association
 - j. Representative(s) from NGO(s) involved in environmental conservation, livelihood, working with women & youth, etc.
 - k. Tourists
 - l. Any other
- (ii). Details of consultations undertaken **as part of each iteration** including minutes of the meeting, participant list, and photographs to be provided in **Annexure-B**.

Sn	Consultation	Details
During Iteration-1		
1	Consultation-1 (For Destination Assessment & identification of issues, gaps & opportunities)	Date & Time: Venue: Agenda: Outcomes of the consultation:
2	Consultation-2 (After preparation of draft Plan Iteration-1)	Date & Time: Venue: Agenda: Outcomes of the consultation:
..	Consultation-n	Date & Time: Venue: Agenda: Outcomes of the consultation:
During Iteration-2		
1	Consultation-1 (For Destination Assessment & identification of issues, gaps & opportunities)	Date & Time: Venue: Agenda: Outcomes of the consultation:
..	Consultation-n	Date & Time: Venue: Agenda: Outcomes of the consultation:
During Iteration-3		
1	Consultation-1	Date & Time: Venue: Agenda: Outcomes of the consultation:
..	Consultation-n	Date & Time: Venue: Agenda: Outcomes of the consultation:
During Iteration-4		

Sn	Consultation	Details
1	Consultation-1	Date & Time: Venue: Agenda: Outcomes of the consultation:
..	Consultation-n	Date & Time: Venue: Agenda: Outcomes of the consultation:

4.13 Key Takeaways

Provide summary of the key issues, gaps and opportunities/potential from the assessment and stakeholder consultations which need to be considered while identifying and proposing interventions for the following sub-heads:

- (i). Tourist Attractions
- (ii). Tourist Products
- (iii). Tourist Activities
- (iv). Festivals, Fairs and/or events
- (v). Tourist Amenities
- (vi). Employment, Skilling and Community Engagement
- (vii). Branding, Marketing and Promotion of the destination
- (viii). ICT readiness
- (ix). Tourist Carrying Capacity of Destination
- (x). Destination Institutional Structure

NOTE:

The key issues and gaps should also consider any existing negative impacts on environment as well as socio-cultural and economic impacts on local community/residents. The opportunities/potential should also consider interventions on above the sub-heads which are sustainable in nature (environmental, socio-cultural and/or economic)

5. VISIONING AND TARGET OUTPUTS

5.1 Vision Statement

Provide a vision for the destination keeping into account the current assessment and identified key challenge. It should be in alignment to the Destination and Tourist Centric Approach under Swadesh Darshan 2.0 Scheme which envisages development of sustainable and responsible tourist destination. The vision should include the perspectives of visitors, tourism operators, local communities, and local government stakeholders and at the same time aspirational, inspirational, and engaging.

Note:

The aspects that are required to be considered as part of this section:

- (i) Is the vision simple clear and unique to the destination?
- (ii) Does the vision include the perspectives of visitors, tourism operators, local communities, and local government stakeholders and to which all the stakeholders will be committed to?
- (iii) Is the vision statement aspirational, inspirational, and engaging?
- (iv) Have we identified values/principles to guide the stakeholders and the development of the Master plan?
- (v) Does the vision for the destination aligns with the vision for developing sustainable and responsible tourist destination under Swadesh Darshan 2.0?

5.2 Target Outputs

Define target outputs with brief explanation in the following aspects:

Sn	Key Performance Indicators (KPIs)	Baseline	Target (10 Yr)
1	Tourist Arrivals		
2	Average length of stay (days) of tourists		
3	Per capita spend of tourists		
4	Total direct employment generated by tourism		
5	Number of local people directly employed in tourism (WTO,2004)		
6	Tourist satisfaction (measure of visitor satisfaction rating)		

General Guidance Note:

1. The target for Tourist arrivals should be as per the carrying capacity calculated in Section 4.10.
2. Additional relevant KPI can be added as found suitable to allow measurement of the impact of the investment planned to be undertaken as part of the masterplan.
3. Do we have clearly defined outcomes and an agreed understanding of what success looks like? Do these consider the four well-beings of environmental, cultural, social, economic?
4. How will we know when we have achieved our vision?

6. PROPOSED STRATEGY AND ACTION PLAN

6.1 Proposed Interventions

General Guidance Note

Few aspects that are required to be considered as part of this section:

- (i) Is the interventions conceptualized to provide direction to DMO for development of tourism destination for a period of 10-year horizon?
- (ii) What is the experience that we intend to deliver to the tourists? Have we all mapped tourist experience touch points?
- (iii) Are the offered experiences meeting the needs and expectations of the domestic and international target markets?
- (iv) Are there any gaps in the tourism offering and is there demand for it?
- (v) How can we develop new tourism experiences or enhance the existing ones, with a focus on collaboration, innovation and authentic and indigenous/ cultural experiences?
- (vi) Is there an opportunity to create a hero attraction(s) as a catalyst attractor?
- (vii) Are we managing high-demand sites (icons/ heroes) appropriately in terms of carrying capacity and supporting infrastructure? Are we monitoring them effectively?
- (viii) Does the proposed experiences and allied interventions benchmarked with best practices national or internationally?
- (ix) Details of operations including packaging, variable pricing, branding, promotion and resource requirements.
- (x) Who will champion the delivery of experience (Service levels, resources, frequency etc.)
- (xi) How will the performance of experience delivery be measured?
- (xii) Is the conceived experience sustainable (financially, technically)
- (xiii) Can the intervention be funded through private investments?
- (xiv) What is the readiness of conceived interventions (Land, SH Onboarding, Local Issues, Clearances etc.)

Provide details of end-to-end interventions for developing new tourist experience or enhancing existing tourist experience at the destination. The overall conceptualization of the experience to include all the soft, hard and spatial interventions, which are required to deliver end to end experience. Further, the proposed interventions to take into account all aspects impacting the experience of the tourist.

The total cost of masterplan shall not be limited to funding under Swadesh Darshan Scheme, however, shall take holistic development in the planned 10-year period. Future funding from Ministry of Tourism, State, Line ministries, Multilaterals, PPP may be planned for these initiatives:

Type 1: Development of end-to-end tourist experience covering all tourist touch points at Hero Attraction/Primary Attraction

Type 2: Development of end-to-end tourist experience covering all tourist touch points at Secondary attraction(s)(if any)

Type 3: PAN Destination Interventions

Each of these three (3) types of experience/ intervention so conceptualised shall cater to following aspects (as per applicability) related to:

A. Spatial Planning and Hard interventions

- (i). Connectivity to destination
- (ii). Destination Hygiene, Cleanliness and Waste Management Plan
- (iii). Tourist Safety Plan
- (iv). Accessibility (to the attractions) and mobility
- (v). Tourist Amenities (at destination and/ or attraction)
- (vi). Tourist Products (at destination and/ or attraction)
- (vii). Tourist Activities (at destination and/ or attraction)
- (viii). Accommodation

B. Digital Interventions

C. Employment, Skilling, and Community Engagement

D. Branding, Marketing & Promotion

Successful destinations have a clear brand and positioning that captures the essence of the destination. Collections of people, places and experiences create the destination's brand story and value proposition. The destination's logo is a symbol that represents the destination and the experience offered.

Further, the destination's marketing and promotional activity is a core part of managing a destination effectively, targeting the right type of visitors, encouraging regional dispersal and addressing seasonality. For a region to create a viable, sustainable tourism sector, its needs to stand out in a highly competitive marketplace.

General Guidance Note

Few aspects that are required to be considered as part of this section:

- (i) Does the brand capture the essence, character/personality and 'tone of voice' of the destination?
- (ii) Does it provide a clear point of difference or competitive advantage and support the destination's offering?
- (iii) Does it provide a strong platform for 'place making' and 'storytelling'?
- (iv) Do the industry, key stakeholders and local community all support the brand?

- (v) Does the brand incorporate the essence of the cultural experience? Is local community involved in the branding process and its stewardship?
- (vi) Does the brand strategy clearly outline how to use the brand?
- (vii) Who is responsible for our regional brand strategy marketing and stewardship?
- (viii) Are the marketing and promotional activities of the destination aligned with the aspirations of the tourism industry, stakeholders and community?
- (ix) How effective are the marketing strategies in creating the right visitor demand?
- (x) Are there clear measures and tools for assessing visitor awareness, marketing effectiveness and return on investment?
- (xi) Do we understand the visitor journey and the information touchpoints that influence visitor decision making?
- (xii) Is there a coordinated, collaborative approach between the public and private sectors in the region?
- (xiii) How do the marketing activities manage visitor behavior and risks, as well as issues such as overcrowding at peak times?
- (xiv) How to use the communications to provide the local community with good information about the local tourism sector?

E. Institutional Structure

F. Policy & Regulatory Interventions

G. Sustainability Measures

Measures incorporated in the experiences / interventions so developed, addressing the economic, social and environmental impacts: (Reference: United Nations Environment Programme and World Tourism Organization, Making Tourism More Sustainable: A Guide for Policy Makers)

- (i). Protection of natural asset(s) and biodiversity
- (ii). Site selection, design and construction of buildings and infrastructure
- (iii). Energy and resource efficiency
- (iv). Waste management
- (v). Transportation and mobility
- (vi). Social and economic benefits to local community including community's participation in tourism
- (vii). Protection of cultural heritage, traditions and assets
- (viii). Visitor satisfaction and fulfilment including universal accessibility, safety and security, health and hygiene

H. Any other area

The proposed interventions to provide details with respect to the following (as maybe applicable):

a. Concept Plan

NOTE:

For spatial interventions, provide layout plans and architectural design of the intervention, basic sections and elevations; to support and explain the concept / scheme

For non- spatial interventions, provide proposed plan with sufficient details for on ground implementation.

Provide A-3 size layout plans of the proposed physical interventions / experience:

- (i) Existing development on Google Earth Satellite Imagery spatially displaying all layers of information as per current assessment.
- (ii) Proposed Layout Plan showing the conceptual design and all the physical interventions proposed above on Google Earth Satellite Imagery.

b. Rendered Images/layouts and 3D walkthrough of approved experiences

c. Best Practices

Benchmark the proposed experience with similar National and/or International best practices (key learnings/aspects applied or adapted)

- d. Broad Cost estimate
- e. Repair & Maintenance Cost
- f. Convergence, Partnership and Funding Plan including PPP
- g. Implementation timeline & implementation agency
- h. Associated Risks (if any)

6.2 Pre-feasibility Assessment of Identified PPP projects

Pre-feasibility Assessment and PPP suitability are required to be undertaken 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 may be bifurcated in below major sections:

- a. Estimated project cost and means of financing
- b. Projected Revenue potential
- c. Projected Operational Costs
- d. Financial Viability including expectations of required Government financial support
- e. Envisaged PPP mode
- f. PPP Readiness

6.3 Integration with PM Gati Shakti

The geo-referenced GIS database of the following to be provided which can be integrated with PM Gati Shakti National Master Plan for synchronized planning and implementation.

- (i). Delineated Destination study area boundary (after approval of Inception stage)

(ii). Proposed experience zones (after approval of the Master Plan Iteration(s))

6.4 Summary of Proposed Projects

Provide summary of the proposed Interventions to be taken up for implementation as under:

Sn	Experience title/ Interventions	Details (Major Features)	Built-up Area (BUA)/ quantity/ Length	Project Cost (INR Lakh)	Repair & Maintenance Cost for first 3 Yrs (INR Lakh)	Implementation Timeline (in months)	Short-Term (0-2 yr) / Medium Term (2-5 yr) / Long Term (5-10yr)	Project Funding Type (Central/State/ PPP)	Package No.
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(10)	(11)
1. << Experience Title >>									
1.1	Component 1								
1.2	Component 2								
Sub-Total of Cost									
2. << Experience Title >>									
2.1	Component 1								
2.2	Component 2								
Sub-Total of Cost									

Sn	Experience title/ Interventions	Details (Major Features)	Built-up Area (BUA)/ quantity/ Length	Project Cost (INR Lakh)	Repair & Maintenance Cost for first 3 Yrs (INR Lakh)	Implementation Timeline (in months)	Short-Term (0-2 yr) / Medium Term (2-5 yr) / Long Term (5-10yr)	Project Funding Type (Central/State/ PPP)	Package No.
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(10)	(11)
3. << Experience Title >>									
3.1	Component 1								
3.2	Component 2								
	Sub-Total of Cost								
4. PAN Destination Intervention(s)									
4.1	Project 1								
4.2	Project 2								
	Sub-Total of Cost								

Sn	Experience title/ Interventions	Details (Major Features)	Built-up Area (BUA)/ quantity/ Length	Project Cost (INR Lakh)	Repair & Maintenance Cost for first 3 Yrs (INR Lakh)	Implementation Timeline (in months)	Short-Term (0-2 yr) / Medium Term (2-5 yr) / Long Term (5-10yr)	Project Funding Type (Central/State/ PPP)	Package No.
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(10)	(11)
Add: Professional, Administrative and Office Expenses (5%)									
TOTAL									

NOTE:

1. Intervention phasing may be bifurcated in three major phases: (i). Short-Term (0-2 Yr), (ii). Medium Term (2-5 Yr) and (iii). Long Term (5-10 Yr)
2. The projects to be implemented through DPR can be broken into contract packages for tendering.
3. The project packaging for spatial planning and hard interventions should be considered based on geographic proximity and should be holistic in all aspects.
4. No other package should be incorporating any additional interventions of these sites.
5. Provide the name of the Central or State scheme/initiative (in column 10) under which the project can be funded and implemented. Indicative list of Central Schemes/Initiatives which has high possibility of convergence with the Swadesh Darshan 2.0 scheme is provided below:

S No	Central Ministry/Department/Agency	Name of the Scheme/Initiative
1.	Ministry of Tourism	<u>Capacity Building for Service Providers (CBSP) Scheme</u> Training includes fresh candidates, candidates for re-skilling and upskilling who are already working in the hospitality sector. This training programme is on pan-India level including the tier-II cities.

S No	Central Ministry/Department/Agency	Name of the Scheme/Initiative
		<p>The Ministry of Tourism had initiated the <u>Destination Based Skill Development</u> training programme w.e.f. FY 2019-20, with the objective to bring in an all-encompassing training plan at the tourist destination itself to upgrade and build capacities of all service providers to the tourists.</p> <p><u>YUVA Tourism Clubs</u> are formed in most of schools and academic institutions across country. SD 2.0 destinations may lead by example in bringing ample edutainment elements regarding the destinations tourism and heritage through this initiative.</p>
2.	Ministry of Road Transport & Highway and NHAI	<p>a. Projects related to strengthening road connectivity and way side amenities to the destination can be implemented through following:</p> <ul style="list-style-type: none"> i. Declaration/conversion of state roads to National Highway ii. Last mile connectivity from National Highway iii. Development of Wayside Amenities iv. Development of Viewpoints in North East Region <p>b. Project related to providing connectivity via ropeways can be implemented through National Ropeways Development Programme - “Parvatmala”</p>
3.	Ministry of Housing and Urban Affairs	<p>a. Projects related to cleanliness, sanitation and solid waste management can be implemented through Swachh Bharat Mission- Urban or Swachh Bharat Mission- Grahmin</p> <p>b. Projects related to water supply, sewerage and septage management, storm water drainage, Non-motorized Urban Transport and Green space/parks can be implemented through AMRUT, Smart Cities and CITIIS.</p> <p>c. Skills to the urban street vendors for accessing emerging market opportunities under DAY-NULM</p> <p>d. Credit lending for street vendors through PM SVNIDHI</p>

S No	Central Ministry/Department/Agency	Name of the Scheme/Initiative
4.	Ministry of Civil Aviation	<p>a. Project(s) for strengthening air connectivity to the destination can be implemented through following:</p> <ul style="list-style-type: none"> i. Development of Helipad ii. Regional Connectivity Scheme - RCS UDAN <p>b. Project(s) related to development of air sports at the destination can be undertaken as per the National Aerospport Policy 2022</p>
5.	Ministry of Rural Development	<p>a. Project(s) related to training, skill development, capacity building, entrepreneurship and livelihood development of rural community through Self Help Groups at the destination can be implemented through Natural Rural Livelihoods Mission (NRLM)</p> <p>b. Project(s) related to strengthening road connectivity can be implemented through Pradhan Mantri Gram Sadak Yojana (PMGSY)</p> <p>c. Rural Self Employment Training Scheme (RSET)- short-term residential training in trades that enjoy market-acceptance and extend them hand holding support in availing bank credit</p>
6.	Ministry of Culture	<p>a. Project related to development of museum at the destination can be implemented through Museum Grant Scheme</p> <p>b. Project related to promotion of significant Intangible Cultural Heritage of the destination can be implemented through Scheme for Safeguarding the Intangible Cultural Heritage</p>
7.	Ministry of Shipping	Development of Lighthouses for Tourism (Directorate General of Lighthouse and Lightships)
8.	Ministry of Tribal Affairs and Tribal Co-Operative Marketing Development Federation of India Limited (TRIFED)	<p>The Ministry of Tribal Affairs gives grants to States under Article 275(1) of the Constitution and under Special Central Assistance to Tribal sub scheme. Proposals related to development of tourism in tribal areas for enhancing employment are applicable.</p> <p>Project(s) related to development of products for tourism in destinations inhabited by tribal communities can be implemented through</p> <ul style="list-style-type: none"> a. Institutional Support for Development and Marketing of Tribal Products/Produce b. TRIFED Programs:

S No	Central Ministry/Department/Agency	Name of the Scheme/Initiative
		<ul style="list-style-type: none"> i. Retail Marketing ii. Minor Forest Produces iii. TRIFOOD
9.	Ministry of Skill Development and Entrepreneurship	Pradhan Mantri Kaushal Vikas Yojna: Skilling programmes for tourism and hospitality job roles
10.	Ministry of Panchayati Raj	Rashtriya Gram Swaraj Abhiyan (RGSA): Under the scheme, Economic Development & Income Enhancement micro projects for GPs/ cluster of GPs are supported. Financial assistance will be provided in the form of viability gap funding for micro projects which also includes projects related to eco-tourism.
11.	Ministry of Micro, Small and Medium Enterprises	Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE): Provides collateral free loan up to a limit of Rs. 200 lakh to MSEs with a guarantee coverage ranging from 75 % to 85% for various categories of loans which can be leveraged to the benefit of MSMEs in Tourism & Hospitality.
12.	Ministry of Textiles	<p>National Handloom Development Program</p> <p>The scheme supports inter alia the craft village program and the budget allocation is need based. Total 15 Craft villages have so far been identified.</p>

6.5 Monitoring & Evaluation

Provide the projection for KPIs listed in Section 5.2 with brief explanation to ensure that the impact of the Master Plan interventions can be effectively monitored and measured.

Sn	Key Performance Indicators (KPIs)	Baseline	Y1	Y2	Y..	Y..	Y10
1	Tourist Arrivals						
2	Average length of stay (days) of tourists						
3	Per capita spend of tourists						
4	Number of local people directly employed in tourism (WTO,2004)						
5	Total direct employment generated by tourism						
6	Tourist satisfaction (measure of visitor satisfaction rating)						

In case any additional KPI has been added in section 5.2, the above section should be accordingly appended.

7. OPERATION AND MAINTENANCE PLAN

Operations and maintenance play a pivotal role in defining success of the conceived experience zone(s) and planned impact. For ensuring long term and sustainable Operation and Management of the proposed experience(s), the structure for Tourist Experience Management Agency to be assessed, which can manage and deliver the experience to the tourists as per defined service levels.

Guidance Note:

Funding for destination management is essential to ensure high experience delivery to the tourists. The master plan through conceived experiences shall create avenues for revenue generation for the DMO.

7.1 O&M Framework

The Masterplan is to incorporate/include information relating to the following areas:

- (i). The institutions to be engaged in the on-ground O&M of the created infrastructure assets/enhanced infrastructure assets for each of these O&M Packages
- (ii). Scope for private entity/community /NGO to be involved in defined aspects of O&M for any specific/all components of the infrastructure asset
- (iii). Private entity/ community entity/NGO can participate through a variety of models for performance-based O&M (even without participating in the infrastructure construction; in this context, contract periods can be of shorter duration since capital cost has not been borne by the private entities and to prevent service delivery complacency on the part of the contracted entities)
- (iv). Revenue Generation: The revenue model for each asset created / combination of assets (including underlying assumptions) and forecast growth over the next 10 years.
(For non-revenue generating assets, cross-subsidization requirements/ strategy if applicable are to be explicitly specified and addressed)
- (v). Operational Cost: Cost of providing service and operationalizing the asset (existing year and forecast for next 10 years)
- (vi). Repair & Maintenance Cost: Annual Cost of Repair and Maintenance
(The basis, assumptions and method of calculations in regard to the above are also to be provided)

8. REFERENCES

(All secondary data such as reports, policies, papers, articles etc. referred to be cited here)

1. Ministry of Tourism Government of India (2022) Guidelines for Swadesh Darshan 2.0.
https://tourism.gov.in/sites/default/files/2022-05/Swadesh%20Darshan%202.0%20Guidelines_0.pdf
2. Ceballos-Lascurain, H. (1992) Tourism, Ecotourism, and Protected Areas: The State of Nature-Based Tourism around the World and Guidelines for its Development; IUCN: Gland, Switzerland.
3. United Nations Environment Programme and World Tourism Organization (2005) Making Tourism More Sustainable: A Guide for Policy Makers
4. World Tourism Organization (2004) Guidebook on Indicators of Sustainable Development for Tourism Destinations. Madrid, Spain
5. Ministry of Tourism, Govt of India (April 2022) National Strategy for Sustainable Tourism
<https://tourism.gov.in/whats-new/national-strategy-sustainable-tourism>

9. ANNEXURES

Annexure-A

Undertaking

Undertaking by District Collector/District Magistrate, chairperson of the DMC as per below format:

The Destination Management Committee for the Destination of _____ has been constituted vide notification no. _____ dated _____, and hereby gives the following undertaking with respect to its functions as stated in the Swadesh Darshan 2.0 guidelines:

- (i). DMC shall review the implementation of the scheme on ground and resolve the bottlenecks in the implementation.
- (ii). DMC shall provide synergy with other schemes and programs of Central and State Government at the district level particularly relating to infrastructure development, human capital development, job creation and entrepreneurship, investment promotion and marketing and other such programs to develop and promote tourism.
- (iii). DMC shall review Operation and Management arrangement particularly health, hygiene, safety, overall quality of maintenance and delivery of exceptional experience to the tourists at the destination.
- (iv). DMC shall promote skill development and local entrepreneurship for various tourism services.
- (v). DMC shall perform all other functions of a Destination Management Organization to promote the destination for domestic and international tourists.

Signature of the Chairperson with seal

Date:

Annexure-B

Details of Stakeholder Consultation undertaken for Preparation of Destination Master Plan

- (i). List of participants segregated as per stakeholders type
- (ii). Minutes of the Meeting

NOTE:

Above details to be provided for stakeholder consultations undertaken as per Section 4.9 of the Destination Master Plan
