

Government of India
Ministry of Tourism
STRATEGIC ACTION PLAN

Section 1: Vision, Mission, Objectives and Functions

Vision

1. To achieve a superior quality of life for People of India through development and promotion of tourism, which would provide a unique opportunity for physical invigoration, mental rejuvenation, cultural enrichment and spiritual elevation.

Mission

2. (i) To develop India as one of the most preferred tourist destinations and to increase the number of Foreign Tourist Arrivals (FTAs) to 8 million by 2015.
- (ii) To promote more vigorously the domestic tourism in the country and to increase the number of Domestic Tourist Visits to 800 million by 2015.
- (iii) To substantially reduce the gap in the availability of skilled manpower in the hospitality sector and to create necessary educational and training infrastructure.
- (iv) To facilitate the improvement in the quality of existing tourism infrastructure and encourage the creation of new infrastructure. In this aspect to have 5 Mega tourist destinations / circuits developed in an integrated/holistic way by 2015.
- (v) To facilitate the augmentation of accommodation for the tourists specifically budget category accommodation.
- (vi) To promote sustainable tourism in the country and development of niche tourism products.
- (vii) To further strengthen the measures for tourist's safety and security and improving the quality of tourism services.
- (viii) In collaboration with the States/UTs to strengthen the mechanism for bridging the data gaps in various fields of tourism statistics and monitoring mechanism for timely implementation of the projects sanctioned under Central Financial Assistance Schemes.

Objectives

3. (i) Development of Tourism Infrastructure in the country including niche products.
- (ii) Promotion and marketing to increase the visibility of Indian tourism sector.

- (iii) Developing HRD infrastructure in the hospitality sector to meet the growing demand of quality human resource.
- (iv) Develop hotel accommodation of requisite standards in the country to meet the growing demand.
- (v) Undertaking Surveys, studies and compilation of statistics in the field of tourism for policy advice and knowledge sharing with stakeholders.
- (vi) To facilitate quality of services to tourists in the country.

Functions

4. (i) Development of tourism infrastructure.
- (ii) Human Resource Development for hospitality sector and capacity building for service providers.
- (iii) Promotion and Marketing of tourism products in India and abroad.
- (iv) Providing incentives for accommodation for tourists.
- (v) Enlightened Regulation of tourism industry.
- (vi) Investment facilitation.
- (vii) Research, analysis, monitoring and evaluation.
- (viii) International Co-operation for promotion and development of Tourism.
- (ix) Strengthening the efforts of the States/UTs in their tourism related IT initiative.
- (x) Promoting sustainable tourism.

Section 2: Assessment of the situation

Impact of External factors

5. (i) Major international incidents like war, terrorist strikes, man-made or natural environmental disasters have a direct impact on the movement of international travelers. Political events and economic conditions across the world have a bearing on tourism traffic in the World and in South Asian region.
- (ii) The strengthening of tourism infrastructure, including air, rail, water and road transport, tourist accommodation and entertainment facilities etc. have a strong correlation with the increase in number of tourists.

Our Stakeholders

6. The subject of tourism is not included in any of the three lists of the Indian Constitution, viz. the Union List, the State List, and the Concurrent List. Many activities related to tourism are under the jurisdiction of other union ministries of the State Govts. The various stakeholders of Ministry of Tourism are:-

- State/ UT Govts.
- Industry, travel trade and hospitality sector associations
- Individual hospitality and travel trade establishments
- Students and teachers of hospitality and tourism institutes.
- Other Central Ministries/ Organizations
- Domestic and foreign tourists
- Others

(a) State/ UT Governments

State Governments are equal partners of Ministry of Tourism in development and promotion of tourism. Ministry of Tourism assists the State Governments in promoting their tourism products in foreign countries and in other States within the country through overseas and domestic offices of Indiatourism. Ministry of Tourism also provides Central Financial Assistance to States for tourism projects, including hospitality education. As many issues relating to tourism like transportation, land, taxes, utility services, law & order, etc. fall under the jurisdiction of States, the growth of tourism sector cannot be achieved without the cooperation of State Governments. Some specific activities/ issues on which State Governments cooperation is essential are:-

- Identification of tourism spots and products for development and promotion in an objective manner.
- Implementation of tourism infrastructure projects in a time-bound and cost-effective manner.
- Proper maintenance of tourism infrastructure created.
- Facilitating growth of tourism by creating business-friendly environment.
- Ensuring safety and security of tourists.
- Facilitating smooth movement of tourists within and across state boundaries.

(b) Industry, travel trade and hospitality sector associations

Industry and trade associations need to provide quality services to tourists at competitive prices. They should evolve systems of self-regulation of their members. They should create and provide guidance to their members in adopting latest technological, managerial and sustainable best practices. Associations expect Ministry of Tourism to intercede on their behalf with Union and State Governments to provide financial incentives for tourism activities in areas involving high risk or low returns, facilitating safe and hassle free intra-State and inter-State movement of tourists and take up policies for making available skilled and semi-skilled manpower for the sector.

(c) Individual hospitality and travel trade establishments approved/ seeking approval from Ministry of Tourism

Ministry of Tourism expects that approved establishments adhere to the norms based on which approval was granted. For establishments, seeking approval, Ministry of Tourism expects that they submit their applications for approval complete in all respects so that the approval process is completed in the shortest possible time. There are also a very large number of service providers in the hospitality and travel trade sector in the country including restaurants, dhabas, inns, taxi drivers, auto drivers, shopkeepers and guides. These entities, which are at the front end of the tourism industry, come in direct contact with tourists. Their conduct improves or mars the image of the tourism sector in the eyes of an average tourist. Ministry of Tourism expects that these service providers provide competitively-priced quality goods & services to tourists, do not cheat them, and are well-behaved. Many of these service providers do not have adequate knowledge/ skills to interact with the tourists as per the standards desired by Ministry of Tourism. Ministry of Tourism can evolve and implement policies/ programmes for giving training to such entities.

(d) Students and teachers of hospitality and tourism institutes

For long-term growth and sustenance of tourism sector, it is imperative to ensure continuous supply of skilled and semi-skilled manpower to the sector. Ministry of Tourism needs to evolve policies and programmes that lead to creation of strong HRD infrastructure for the tourism sector. This requires, besides creating physical infrastructure, well-planned syllabus reviewed at regular intervals, good remuneration to attract and retain quality faculty/ trainers, generating opportunities for faculty to

enhance their capabilities, close interaction with industry for maintaining the right balance between theory and contemporary industry practices.

The level of commitment of students and teachers in discharging their responsibilities will significantly impact the quality of manpower available for the tourism sector in coming years.

(e) Other Central Ministries/ Departments

A large number of services used by tourists pertain to areas which fall under the jurisdiction of other Ministries/ organizations of Central Government, like air travel, rail travel, immigration & visa services, and communication facilities. Some of these services are used by non-tourists as well. The organizations offering these services need to have a tourist-friendly attitude and provide adequate training to their personnel to enable them to interact with tourists in a friendly manner. These organizations and Ministry of Tourism too needs to have continuous and meaningful interactions in formulation of their policies and programmes.

(f) Others

As Ministry of Tourism tries to develop and promote new tourism products, it will interact with different entities associated with development and management of activities linked to such products.

Strengths, Weaknesses, Opportunities and Threats

7. Tourism is a strong natural and social phenomenon. The domestic tourism in India has been extensive, with the numerous pilgrimage centres across the length and breadth of the country being the focal points of domestic tourism throughout the year. With the emergence of India as a strong economic and political power in the world interest as well as foreign tourist arrivals in India have increased in recent years. With the realization of the potential of tourism as a driver of economic growth and establishment of 'Incredible India' promotional brand, more importance is gradually being given to this sector in government policies. The network of overseas and domestic offices of Indiatourism provides the base for expanding tourism promotion activities outside and within India. The availability of a vast rail and road network, besides accommodation catering to various budget categories, across the country provide the springboard for upscaling tourism activities. However, the present infrastructure

is quite inadequate to fulfill the needs of the ever increasing number of domestic and foreign tourists who are more demanding because of higher quality standards and rising purchasing power. Apart from basic physical infrastructure, there is a need to educate the masses about the importance of maintaining our historical, cultural and natural assets, as well as to inculcate higher degree of hygiene and discipline in our society. For this, it is necessary to increase the level of education and awareness. To be able to offer quality services in an increasingly competitive world, the skill sets required for meeting the requirements of tourists need to be made available widely and at reasonable prices. Fall in number of tourists in other countries due to political instability provides an opportunity to attract such foreign visitors to India. The growing economic and political status of India has increased its visibility in the world. This increased visibility can be exploited for the growth of inbound tourism in India. The huge population of India and the growing disposable income in the hands of people also has created opportunities for the growth of domestic tourism. Political Turmoil in different parts of the world can adversely affect the global economic and security scenario, leading to fall in international travel. Social or political agitations within the country can disrupt free movement of domestic and foreign visitors, resulting in decline in tourism flows in some area.

What do we need to learn

8. There is a need to identify the focus areas so that the limited resources available to Ministry of Tourism can be optimally allocated/ utilized. Ministry of Tourism needs to find ways and means of ensuring convergence of physical and financial resources of various Central and State organizations for infrastructure development of tourist places. There is also a need to have an understanding of the economic inter-linkages between tourism and other sectors of the economy to know the role that tourism plays, or can play, in the national, state or regional economy. Extensive use of Information and Communication Technology (ICT) has to be made in all activities for efficient administration.

Section 3: Outline of the Strategy

Potential strategies

9. India has been able to achieve significantly higher growth than the world average in international arrivals in the last few years. This can be further increased by:

- Development of tourism infrastructure
- Strategic marketing and publicity measures under the established 'Incredible India' promotional brand.
- Development of human resources
- Development of niche tourism products like medical & wellness tourism, adventure, rural and MICE tourism a natural choice.
- Market research to facilitate policies and programmes.
- Effective monitoring of tourism projects

Engaging the Stakeholders

10. Ministry of Tourism will have regular interactions and meetings with various stakeholders to maintain a continuous flow of ideas and taking new/ corrective measures to perform its task efficiently.

Building Knowledge and Capabilities

11. With active interactions with our stakeholders, various plans and programmes would be continuously prepared and implemented. Knowledge and capabilities of the officers and staff would be enhanced by refresher training programmes, deputing them to national and international seminars/ workshops on new areas of tourism development site visits to successful tourism spots, learning from the best practices around the world, etc. Regular market surveys and studies will be carried out to understand the requirements of tourists as also the impact of past promotional measures to take requisite corrective or new policy initiatives.

Priorities

S. No.	Priority	Weight
1.	Development of Tourism Infrastructure	25
2.	Monitoring of tourism infrastructure projects	5
3.	Accommodation for tourists	10
4.	Publicity and Marketing	15
5.	Human Resource Development	20
6.	Approval of travel trade establishments & rationalization of taxes	5
7.	Developing new tourism products	10

S. No.	Priority	Weight
8.	Market Research	10
	Total	100

Section 4: Implementation Plan

Strategic Initiatives

I. Development of Tourism Infrastructure

12. Existing Functions

- (i) Augmenting Infrastructure at identified tourist circuits/ destinations, focusing on mega destinations, through Central Financial Assistance to State Governments/ UTs, through prioritization meetings with State/UT Governments.
- (ii) Infrastructure for various niche products such as Rural, MICE, Adventure, Eco Tourism, etc.
- (iii) Convergence for mega projects with Jawaharlal Nehru National Urban Renewal Mission (JNNURM), Civil Aviation, Road Transport & Highways, Railways, Food Processing Industries, etc. **This initiative addresses the 12th plan challenge of Managing Urbanisation.**
- (iv) Introduction of new themes like Camping Sites, Heliports, Convention Centres, Caravan Tourism, medical tourism, cruise tourism, golf tourism, etc.
This addresses the issue raised in the 12th plan preparations – Enhancing capacity for growth.
- (v) Review and monitoring of implementation of projects sanctioned by the Ministry.

13. Actionable Agenda for next 5 years

- (i) Efforts to be made to accord infrastructure status to Tourism.
- (ii) The approach for large infrastructure development should be based on integrated development of tourism.
- (iii) Promoting integrated development of tourism facilities in close collaboration with State Governments/ Union Territories. Emphasis will be on Special Purpose Vehicle (SPV) and Public Private Partnership (PPP) modes within a holistic framework covering the entire gamut of Hospitality/ Tourism sector.

- (iv) Planning for infrastructure development should adhere to the concept of last mile connectivity for electricity, water supply, approach road, waste disposal, sanitation, etc **This is also in tune with the 12th Plan challenge of Accelerated Development of Transport Infrastructure.**
- (v) More rural sites to be developed and publicized.
- (vi) Sanctioning of selected tourism projects in economically backward areas so as to generate purchasing power in the hands of weaker sections of the society and lead to their empowerment. **This will also contribute in meeting the challenge of empowerment of weaker and disadvantaged sections of society during the 12th Five-year plan.**
- (vii) Currently, the private sector investment in Large Revenue Generating (LRG) Projects is very minimal. Scheme will be reviewed to make it more effective. For this an independent diagnostic study will be carried out to examine the issues related to conceptualization, funding pattern and implementation process and the possible dovetailing with the viability gap funding scheme implemented by the Ministry of Finance. The revised Scheme will be disseminated widely amongst various stakeholders.
- (viii) In order to have an in-depth analysis, workshops to assimilate success stories to be conducted regularly.
- (ix) Constitution of State Level Monitoring Committee and obtaining reports on a regular basis and periodical inspection of projects/sites by the senior officers and also through independent agencies having technical expertise.

II. Accommodation for Tourists

14. Existing Functions

- (i) Facilitating creation of hotel rooms under various segments in hospitality sector and making efforts for various incentives to develop accommodation infrastructure.
- (ii) Approval of Hotel Projects, Classification of Heritage Hotels , Apartment Hotels, Time Share Resorts , Convention Centers, Stand-alone Air Catering Units , Stand-alone Restaurants , Guest Houses , Incredible India Bed & Breakfast establishments.
- (iii) Introduction of contemporary international measures /standards for the hospitality sector by constant review of policies/guidelines.
- (iv) Take measures against high cost and low availability of land hampering growth of hotels.

15. Actionable Agenda for next 5 years

- (i) Introduce policy initiatives in accordance with the Best Practices which promote sustainable & Green Technologies in the hospitality sector.
- (ii) Regular interaction with stakeholders of hospitality sector for review of guidelines on approval and classification every two year to incorporate best practices and also to meet contemporary challenges.
- (iii) New initiatives/ schemes specifically for bringing more budget hotels.
- (iv) Promotion and development of new segments –Jungle Resort, Hill Resort, Beach Resort, Eco Resort.
- (v) Creation of Hotel Development and Promotion Board (HDPB) for facilitation of hotel projects.
- (vi) To launch a scheme to provide incentive to land owning agencies, which allot land for budget category hotels especially to the urban/rural local bodies..
- (vii) Decision on inspection by HRACC to be done within three months of application for classification.
- (viii) Introduction of online monitoring of the status of applications with complete interaction between the Headquarters and Regional Offices.
- (ix) Initiate a survey to obtain authentic data about the accommodation availability in approved and un-approved sectors.

III. Travel Trade

16. Existing Functions

- (i) Providing licenses to various service providers namely, tour operators, travel agents, travel transport, etc.
- (ii) Formulation of policies for the security and safety of tourists.
- (iii) Enhancing the quality of tourism service providers.
- (iv) Relaxation on RAP/PAP restrictions.
- (v) Matters relating to the Safe and Honourable Tourism.

17. Actionable Agenda for next 5 years

- (i) To avoid dual inspection (MOT approval and State licensing). Enactment of a centralized uniform legislation for licensing of tourism service providers.
- (ii) Strive for rationalization of tax structures between the states in the tourism related areas.

- (iii) Bring in maximum number of service providers under MOT recognition through publicity, road shows, travel marts etc.
- (iv) Grant of approval / recognition to service providers within a prescribed time frame and ensure prompt settlement of their claims/grievances.
- (v) Efforts to be made to bring all categories of service providers under a common forum and encourage them to enhance quality of service to the tourists.
- (vi) To bring different categories of service providers of the travel trade, including tourist guides, under organized sector and to encourage high quality service, so as to promote accelerated growth of tourism sector in India.
- (vii) To make efforts for increasing the number of countries under Visa on Arrival Scheme and undertake a study on this.
- (viii) To work with the Ministry of Road Transport and Highways for implementing the scheme of separate registration number (TV series) or a Green Card for tourist vehicles.
- (ix) Pilot scheme of Tourist Facilitation & Security Organization (TFSO) to be launched in selected States/ UTs in collaboration with Ministry of Defence (Directorate of Re - Settlement) and its extension to other States/ UTs.
- (x) Coordinate with Ministry of Home Affairs to open up more tourist circuits in areas classified as Restricted/Protected.
- (xi) Code of 'Safe & Honourable' Tourism to be adopted in the guidelines of approval of service providers and hotels.
- (xii) Conduct a study on the impact of MOT's approval/recognition programmes with the help of feed back from the trade.
- (xiii) Introduce a new category of specialist guides of scholars, holding doctorates in the fields of Indian history, architecture, culture, and proven experts to join this profession.
- (xiv) Review & revise Guidelines of Regional Level Guide (RLG) for the year 2010.
- (xv) Increase number of guides, linguist guides (viz. French /Spanish /Russian /German /Chinese /Korean /Thai etc) by conducting guide training programmes on regular basis.
- (xvi) Introduce a programme of refresher courses for the licensed guides.
- (xvii) To work with the Ministry of Civil Aviation/Airline Sector for improving the connectivity of important destinations with the international as well as domestic source markets.

This addresses the issue of 'Markets for efficiency and inclusion' in the 12th plan.

IV. Publicity And Marketing

18. Existing Functions

(I) Overseas Marketing

Ministry of Tourism has 14 overseas offices, endeavoring to position India as a preferred destination in the various tourism generating markets. The main function of the overseas offices are as follows:

- (i) Maintaining constant liaison with Embassies/Missions and Trade.
- (ii) Participation in Travel and Trade Fairs.
- (iii) Organising Road Shows and similar events.
- (iv) Fam trips of media persons, TV teams, film makers, trade representatives under hospitality scheme.
- (v) Provide Brochure / Media Support.
- (vi) Distribution of Literature, Posters, Calendars.
- (vii) Printing Newsletters.
- (viii) Tackle Visa Issues.
- (ix) Travel Advisories.
- (x) MDA Scheme.
- (xi) Undertaking electronic, print and digital publicity for promoting Indian Destinations.

(II) Publicity

- (i) Release of media campaigns in the print, electronic online and outdoor media to promote international and domestic tourism.
- (ii) Release of Social Awareness campaign in the Domestic Market.
- (iii) Production of publicity material including brochures, maps, posters, CDs, films, jingles etc.
- (iv) Production of creative for use in the print and outdoor campaign.

19. **Actionable Agenda for next 5 years**

(I) Overseas Marketing

- (i) Overseas Offices to draw Annual Action Plans in consultation with the stakeholders.
- (ii) Review functioning of the existing offices after getting feed back from the trade and relocate existing offices and open new offices in upcoming source markets like Moscow, Seoul, etc.
- (iii) Evaluate options of opening new offices versus strengthening existing offices with more manpower and / or funding.
- (iv) Develop marketing and media plan at HQs for overseas offices in consultation with the trade after a close review of earlier marketing plans and strategies.
- (v) Draw calendar of events in advance.
- (vi) Flood markets with publicity material and information in preferred languages and extensive use of web sites in local languages.
- (vii) Promote intra-regional tourism.
- (viii) Organizing at least one mega tourism event abroad per year.
- (ix) Aggressive marketing of identified tourism products, like Buddhist tourism and other niche tourism products, in pre-identified markets.
- (x) Invite trade representatives and industry associations from source markets to participate in mega events, conventions and conferences.
- (xi) Outdoor publicity to be undertaken in malls, airports, metro stations and other strategic places.
- (xii) Promote in-film branding by incentivizing film makers from preferred source markets.
- (xiii) Planning of Mega events in markets abroad in collaboration with other stakeholders.
- (xiv) Collaborate with ICCR/Ministry of Culture to share their calendar of events and also participate on festivals of India.
- (xv) Encourage State Governments/UT Administration to do promotional campaigns in line with IATO/PATA road shows.
- (xvi) Short haul traffic need to be augmented through vigorous marketing efforts.
- (xvii) International travel associations should be encouraged to have trips to India.
- (xviii) To create and institute a code of ethics for all overseas tourist offices.

- (xix) To improve the systems for offering support by the overseas offices of the Ministry to Foreign Tour Operators marketing.
- (xx) To offer greater opportunities for familiarisation trips (FAMs) for international travel trade, thus providing more exposure to the Indian tourism destinations.
- (xxi) Exchange of tour operators on fam trip should be without any conflict in business interest.
- (xxii) To forge partnership with the civil aviation sector including the airports and private airlines for publicity and promotion of Incredible India, and to create a joint brand of Ministry of Tourism and Air India/other Airlines to promote awareness about India.

(II) Publicity

- (i) Seek inputs from Travel Trade for destination promotion and the strategy to be worked at least 2 to 3 years in advance.
- (ii) Promote and publicize niche tourism products.
- (iii) Promote country as a destination for 365 days with specific emphasis on the off-time advantages of off-season period like sell monsoon bonanza.
- (iv) To revamp the promotional website and web portal providing various information in an integrated and cohesive manner and having interactive features.
- (v) Aggressive and focused publicity in Domestic Market in association with Trade and State Governments/UT Administration.
- (vi) Campaigns in print & TV to be released in individual markets before vacation time, travel season etc.
- (vii) Focus on online publicity which has wider reach and is cost effective.
- (viii) Mobile applications and social networking sites to be used for quick and cost effective tourism marketing.
- (ix) Inclusion of Radio (FM) as a major communication medium for promotion with special focus on spreading social awareness on Responsible Tourism and Sustainable Tourism.
- (x) Organizing Contests on 'Incredible India' for attracting creative ideas from the best talent available in prestigious arts, photography, communication and other institutions .
- (xi) Marketing niche product every year in a comprehensive manner with the help of trade and declaring the year as the year of niche product.
- (xii) A new film on India to be produced taking input from the trade.

- (xiii) Production of 2-3 good promotional films.
- (xiv) MICE Tourism needs to be focused on how to fill the low season months of the year.
- (xv) Medical tourism needs to be aggressively marketed and publicised.
- (xvi) Explore incentives to film makers who are willing to project new destinations.
- (xvii) For augmenting adventure tourism segment, branding of Himalayas could be done in the “Incredible India” campaign.
- (xviii) Tourism trade needs to be encouraged to take leading steps in distribution of tourist literature produced by the Ministry.
- (xix) To establish a Media Management Cell to counteract negative publicity which affects tourist visits. There should be a crisis management policy, which should provide for an industry body to issue a press release within 30 minutes.
- (xx) There should be a national campaign on cleanliness.

(III) International Cooperation

- (i) Develop bilateral or multilateral relationships with other countries and international organizations, sharing best practices, capacity building and developing joint markets.

(IV) Market Research

- (i) Undertake frequent market surveys to identify potential source markets.
- (ii) Perception study of the target market should be undertaken before doing the actual marketing.

(V) Administration

- (i) All officers going on a posting should spend time with all national associations to understand their functioning and also be placed through training on basic like etiquette, social skills, language etc as done in the IFS.

V. New Tourism Products

20. Actionable Agenda for next 5 years

(I) Eco-Tourism

- (i) Formulation of eco-tourism policy, which may include the adoption of regime for regulation of tourism activities in and around national parks/sanctuaries, in consultation with the Ministry of Environment and Forests. To create a joint task force between Ministry of Tourism and Ministry of Environment and

Forest to focus on conservation and enhancing the eco-tourism experience in 10 selected national parks of the country.

- (ii) Developing Guides for National Parks and Wildlife Sanctuaries –adoption by stakeholders.
- (iii) Adopting Sustainable Tourism Criteria for India.

These measures will ensure that the growth of eco-tourism in the country also addresses the challenge of ‘managing the environment’ during the 12th Five-year plan. **All these measures address one of the potential challenges to be addressed in 12th plan i.e. managing the environment.**

(II) Medical and Wellness Tourism

- (i) Enhanced participation of stakeholders in road shows and international fairs/overseas events.
- (ii) Approval of Medical Tourism Service Facilitators.
- (iii) Conference in key markets to forge networking with Global Health Insurance companies and Referral points.
- (iv) Coordinating implementation of guidelines for Accreditation of Wellness Centers.

(III) Adventure Tourism

- (i) Adventure tourism requires harmonization of state policies. Formulation of national level guidelines on adventure tourism recognized by all states.
- (ii) Use of latest technologies like GPS, Satellite phones, etc. to be encouraged for adventure tour operators recognized by the Ministry of Tourism for client safety.
- (iii) Insurance scheme should be introduced for adventure tourists.
- (iv) Exploring the possibility of introducing training courses for adventure guides in IHMs/ IITTM and introduction of adventure tourism as a subject in tourism institutes.

(IV) MICE Tourism

- (i) The Ministry in association with ICPB will facilitate the conducting of high quality research on the conventions industry in India which will include the country’s carry capacity and assessment of future needs as well as commission a market research project for creation of a national database of scientific, technical, medical associations, convention centres, and convention services all over India.
- (ii) The Ministry will work with ICPB and the private sector to create institutions or systems for training manpower specifically for the MICE industry. ICPB

will be involved in developing specific courses for MICE at IITTM and IHMs.

- (iii) The Ministry will develop a comprehensive range of collaterals, multi-media presentations, advertisements for the print and electronic media focusing on India's competitiveness in the MICE industry. A substantial allocation from the marketing budget may be made for this.
- (iv) The Ministry may consider options for providing greater support to Indian associations bidding for international events for the country based on the lines of such initiatives of competitors like Singapore, Hong Kong, Dubai, etc.

(V) Rural Tourism

- (i) Formulation and implementation of Action Plan for each site, ensuring the products are market worthy and acceptable.
- (ii) Adoption of solid waste management, hygiene and Sanitation standards as pre-requisites for local communities' health and visitor satisfaction.
- (iii) Use of vernacular architecture made mandatory in hardware component-preference to local construction material should be given.
- (iv) Enhancing the CFA for hardware component to Rs 1 Crore per site.
- (v) Participation by rural artisans in the India Pavilion in international fairs like WTM, ITB, FITUR and PATA as well as other international events to provide marketing platform.
- (vi) Up-gradation of www.explorerruralindia.org website.
- (vii) A website for each rural tourism site to be commissioned.
- (viii) Impact study should be undertaken periodically in each rural tourism site.

The above activities of development of rural tourism will help in improving the rural population's living and livelihood conditions as envisaged for the 12th Five-year plan.

VI. Human Resource Development

21. Existing Functions

- (i) Training and professional education with necessary infrastructural support for generating manpower to meet the needs of tourism hospitality industry, both quantitatively and qualitatively, through 33 Institutes of Hotel Management (IHMs), comprising 21 Central IHMs and 12 State IHMs, 5 Food Craft Institutes, the Indian Institute of Tourism & Travel Management (IITTM) with its centres at Gwalior, Delhi, Bhubaneswar and Goa.

- (ii) To put in place a system of professional education and training with necessary infrastructural support capable of generating manpower sufficient to meet the needs of the tourism and hospitality industry.
- (iii) To provide in-service training / up-gradation to the existing service providers.
- (iv) Regular Guide Training Programmes /Refresher Courses/Workshops to ensure that guides remain updated.

22. Actionable Agenda for next 5 years

- (i) Setting up of 17 State IHMs and 12 State FCIs.
- (ii) Setting up of 5 more IHMs and 11 more FCIs during the remaining period of the 11th Plan.
- (iii) Investment in strengthening, modernization and upgradation of existing Institutes.
- (iv) Broad basing of hospitality education through vocational schools, ITIs, polytechnic institutes, universities and PSUs.
- (v) Setting up of a National Institute of Culinary Arts.
- (vi) All IHMs to conduct craft courses.
- (vii) Expanding Training & Certification to service providers under travel trade.
- (viii) Exploring the possibility of financial allocation for bringing in international trainers to enhance the skills of the stakeholders in the private sector.
- (ix) Reassessing requirements of managerial and skilled manpower as well as requirement of faculty/trainers in hospitality sector.
- (x) Initiate steps to fulfill the requirement of faculty for the institutions in the hospitality sector in terms of quality as well as numbers.
- (xi) Skill testing and certification of the existing service providers.
- (xii) IATO to give inputs for a conceptualized training of service providers.
- (xiii) AICTE to be consulted in introducing specific courses for skilled manpower in the industry.
- (xiv) To start a regular capacity building programme for existing faculty and skill trainers in hospitality and travel trade, etc.

The above activities are aimed at, besides contributing to growth of tourism, meeting the 12th plan challenges of ‘enhancing skills and faster generation of employment’ and ‘providing improved access to quality education’.

VII. Market Research

23. Existing Functions

- (i) Compilation of tourism statistics for formulation of policies and programmes and dissemination of data for use in industry, by research scholars and general public.
- (ii) Dissemination of data through website for better citizen awareness.
- (iii) Undertaking surveys & studies in the field of tourism.
- (iv) Dissemination of information for better knowledge sharing with stakeholders.
- (v) Make efforts for improving the quality of tourism statistics compiled by States/ UTs.
- (vi) Prepare panel of consultants for tourism related studies.
- (vii) Firming up methodology for estimating number of domestic tourists in the States/ UTs.

24. Actionable Agenda for next 5 years

- (i) To establish systems to capture and analyse segregated data across all niche segments such as MICE, Wildlife, Adventure, Religious tourism etc thus allowing for greater understanding of the opportunities and needs of these segments.
- (ii) Assess the Requirement of Manpower in Hospitality and Travel Trade Sector.
- (iii) Assess the Effectiveness of Visit India Year 2009.
- (iv) Evaluate effectiveness of Hospitality Campaign launched through FM Radio.
- (v) Assess the effectiveness of financial incentives for hotel sector in NCR and at world heritage sites.
- (vi) Conduct tourism surveys in different states and evolve a system for regularly collecting tourism statistics in all States based on a uniform methodology.
- (vii) Preparation of the second Tourism Satellite Account (TSA) for India.
- (viii) Organisation of the workshop/ training programmes for the representatives of the States/ UTs and other stakeholders on various aspects of the tourism statistics.
- (ix) Institutionalising the system of preparing TSA on regular basis and signing of MOUs with various stakeholder organisations of tourism/hospitality sectors for sharing of data and statistics related to tourism.

- (x) Compilation of best practices in the field of tourism within India and in other countries, and sharing this knowledge with various tourism stakeholders.

VIII. Monitoring

25. Existing Functions

- (i) To bring about a systemic improvement in monitoring mechanism and thereby contribute to better governance of CFA projects, improve the outcome of CFA spending by the Ministry and timeliness of implementation.
- (ii) Inspecting the quality of tourism projects to suggest steps for improving the quality of tourism experience.
- (iii) Improve the visibility of the Ministry through quality up-gradation of the website.
- (iv) To support the Performance Management of the Ministry to achieve better development orientation by handling various activities relating to Results Framework Documents (RFD)
- (v) To improve the methods and processes of working in the Ministry through e-governance.

26. Actionable Agenda for next 5 years

- (i) Systemic improvement in monitoring by deputing Ministry officials to carry out inspection of projects/schemes sanctioned under CFA and report back to the Headquarters about the status.
- (ii) Introduce an online system of online submission of proposals by State Governments for financial assistance and their processing by the Ministry of Tourism. This use of technology will increase productivity and efficiency of the Ministry, particularly in view of the fact that releases of financial assistance to States account for more than half of the Ministry's budget. **This use of technology is also in tune with the 12th plan challenge of making use of technology for higher productivity.**
- (iii) Exploring better partnership opportunities between the Centre and the States; public and private sector.

27. Stakeholder engagement

S. No.	Stakeholder Group	Issues	Mode of interaction	Periodicity	Responsibility
1.	State/ UT Governments	1.1 Identification of new projects	1. Prioritization Meetings	Annually	P& C Division

S. No.	Stakeholder Group	Issues	Mode of interaction	Periodicity	Responsibility
		1.2 Completion and maintenance of old projects	2. Regional Conferences	Annually	Concerned Programme Divisions
2.	Industry & Trade Associations	2.1 New ideas 2.2 Problems and issues with States	1. Meetings organized by MOT 2. Meetings organized by associations	1-2 times a year As arranged by associations	TT Division
3.	Approved Tourism establishments	3.1 Comments on the quality of approval process	1. Feedback from applicant establishments	After completion of approval process in each case	H&R Division/ TT Division
4.	Hospitality & Travel Institutes	4.1 Quality of physical infrastructure 4.2 Interaction with industry 4.3 Skill enhancement	Visitors to institutes and meetings with students and teachers of the institutes	At least once a year	HRD Division
5.	Other Central Ministries/ Organisations	Inter-departmental co-ordination	Meetings	As and when required	TT Division/ P&C Division

28. Learning Agenda

S. No.	What to Learn	From where and from whom	How to organize this	Who is responsible
1.	Optimal resources allocation	Internal discussions & discussions with other Ministries/ States	Internal meetings and meetings with Central Ministries/ State Govts.	P&C Division

S. No.	What to Learn	From where and from whom	How to organize this	Who is responsible
2.	Convergence of resources of various Central & State organization.	From Central Ministries & State Govts.	Specially convened meetings	P&C Division
3.	Economic interlinkages of tourism with other sectors in national, state and regional economy	Through professional and market studies	Commissioning studies directly or through State Governments	MR Division
4.	Use of ICT tools for efficient administration	Through use of NIC's professional services	1. Decide on IT tools 2. Provide requisite IT equipment and training to staff	Monitoring Division/ NIC

Resources required

29. Most of the activities proposed in the Strategic Plan are extensions of existing activities. The resources required for implementing these activities will be assessed on yearly basis and included in the overall Annual Plan proposal submitted every year to the Planning Commission and Ministry of Finance.

30. For the successful implementation of various tourism activities, particularly the creation of tourism infrastructure, the role of State/ UT Govts is very vital. Though, Ministry of Tourism will continue to provide Central Financial Assistance to them for creation of tourism infrastructure, they would be further advised to develop a mechanism for maintenance and proper upkeep of the tourism infrastructure already created with their own financial resources or through the Public Private Partnership (PPP) mechanism. Ministry of Tourism will provide necessary help in organizing the suitable training programmes for training the officers/ staff of various State Governments/ UT Administrations, and for exchange of information amongst States, in the areas of tourism development.

Tracking and measuring

31. The targets for the performance of the Ministry in regard to its various activities would be included in the annual RFD which would be reviewed regularly in the monthly meetings in the Ministry.

Section 5: Linkage between Strategic Action Plan and RFD

32. The Strategic Action Plan specifies the actions proposed to be taken by the Ministry in the next few years. The RFD for the initial year will be based on the strategy outlined in the Strategic Action Plan and will contain a judicious mix of activities which are of high priority or can be taken up without requirement of extensive additional resources. The RFD for a subsequent year will be prepared taking into consideration the other activities outlined in the Strategic Plan as well as the progress achieved in meeting the targets specified in RFDs of preceding years.

Section 6: Cross departmental and cross functional issues

Cross Departmental Issues

33. As stated earlier, many issues concerning tourism are under the jurisdiction of other Central Ministries or State Governments. These issues and the concerned organizations are listed below:-

S.No.	Issue	Organisation
1.	Air Travel infrastructure viz development of more airports, modernisation of existing airports, increasing connectivity and air seat capacity to different countries.	Ministry of Civil Aviation
2.	Rail infrastructure- Connectivity to the important tourist destinations, maintenance and cleanliness of railway stations, facilitating operations of luxury tourist trains.	Ministry of Railways
3.	Road Transport infrastructure- Connectivity of tourist destinations from national/ state highways, wayside amenities on the highways.	Ministry of Road & Highways, State Governments

S.No.	Issue	Organisation
4.	Immigration facilities – training of staff in terms of courtesy and behaviour, opening restricted areas in J&K and North East for tourism	Ministry of Home Affairs
5.	Issue of Visa – Extension of Visa on Arrival to more countries and extension of this facility at all international airports in India, improved services at FRROs.	Ministry of External Affairs, Ministry of Home Affairs
6.	Cruise Tourism – Budgetary support for improvement of port infrastructure with reference to facilities for cruise vessels including cruise terminals. Rationalisation of port charges for cruise vessels.	Ministry of Shipping, Ministry of Home Affairs
7.	Development of Eco Tourism in a sustainable manner, CRZ regulations.	Ministry of Environment & Forests
8.	Architectural sites/ museums – Maintenance and cleanliness at these sites, disabled friendliness of the sites.	ASI, State Governments
9.	Safety and Security of tourists – Setting up of Tourist security organisation	State Governments
10.	Seamless inter-state and intra-state movement of tourist vehicles through centralised/ coordinated tax-collection system, Rationalisation of road taxes.	State Governments
11.	Hotels and Restaurants – Making available land for hotels, facilitating development of new hotels through single-window clearance, rationalising luxury tax.	State Governments
12.	Convention Halls – Facilitate setting up of more convention centres in the states for development of MICE tourism.	State Governments

34. These organizations need to give due consideration to the requirements of tourists in their activities. These organizations should have continuous interactions with Ministry of Tourism relating to their activities on the issues specified above so that views of Ministry of Tourism and tourism stakeholders are duly taken into consideration.

Cross functional issues within Ministry of Tourism

35. For monitoring of completed/ on-going tourism projects in a State, the projects to be inspected by teams deputed by the Ministry will be decided by the Monitoring Division in consultation with the Divisions responsible for sanctioning projects so as to ensure that a representative sample of projects are inspected regularly.

Organisational reviews

36. Ministry of Tourism has prepared a Citizen's/ Client's Charter which lays down the standards for various services provided by the Ministry to citizens and stakeholders. Besides a Grievance Redressal Mechanism based on the Centralized Public Grievances Redressal and Monitoring System (CPGRAMS) of Department of Administrative Reforms and Public Grievances has been put in places.

Section 7: Monitoring and Reviewing arrangements

37. Ministry of Tourism has always taken a pro active approach in involving tourism stakeholders, particularly those in the private sector in its activities. Continuing this approach, the Ministry will hold regular coordination meetings with private sector stakeholders as well as with State Governments to review the implementation of the Strategic Action Plan. Interactions and meetings will also be held at different levels with other Ministries and Departments as and when required to review progress and take corrective measures. Progress on implementation of the Strategic Action Plan will also be reviewed regularly in the monthly internal meetings of the Ministry. Ministry of Tourism will undertake evaluation of its various schemes and programmes through external independent agencies as and when required.

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