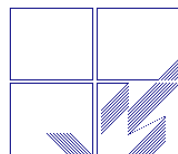


TOURISM PROFILE



JPS Associates (P) Ltd
New Delhi



ABOUT JPS ASSOCIATES

JPS Associates is a consulting firm specializing in management, development, agriculture & natural resources management, and engineering. The company was founded in 1987 and incorporated as private limited company in 1995. JPS has amassed a reputation for improving and enhancing performance excellence of some of the most reputed clients and has been working in development projects directly with and funded by international and bi-lateral development agencies like the World Bank, Asian Development Bank (ADB), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), International Labour Organisation (ILO), Global Environment Facility (GEF), European Union (EU), United States Agency for International Development (USAID), Department for International Development (DFID), Japan Bank for International Cooperation (JBIC), Japan International Cooperation Agency (JICA), French Development Agency (Agence Française de Développement- AFD), Canadian International Development Agency (CIDA), Australian Agency for International Development (AusAID), Kreditanstalt für Wiederaufbau (KfW), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and Norwegian Agency for Development Cooperation (NORAD). Our government clients include national institutions, central government, state government, local government and parastatals such as public sector undertakings and public sector banks.

We are a team with diverse range of expertise and experience. The Head Office in New Delhi is the driving force behind the Company activities, centralising the management specialists and design staff and providing overall direction and supervision to the on-going projects. We also have an extensive network of retained experts, who add strength to our team in sharing commitment to deliver exceptional results for our clients.

We leverage our more than 30 years of experience, deep knowledge of processes, insights, and best practices internalised through implementing about 1000 projects. These are supported by strong IT/technology, reengineering, analytics and global delivery capabilities to deliver a comprehensive client solution. From strategy through implementation, our hands-on approach has achieved success in delivering quantifiable and value-driven results. Our partnership with our clients ensures a lasting effect which is ultimately their asset and knowledge. Our reputation for being leaders in specialised fields of central and local government has built us a solid clientele in our home base India, and a reach into the international arena.

JPS is an ISO 9001: 2015 certified company. We pursue our quality policy and all business units integrate the policy and further strengthened by quality surveillance and project monitoring team.



FIELDS OF SPECIALIZATION

Management

- Financial Management and Accounting
- Governance, Public Services and Policy
- Organization Development & Institutional Strengthening
- Information Management & E-Governance

Development

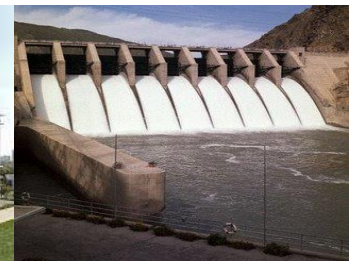
- Social Development & Surveys
- Public Health
- Urban Development Planning
- Regional and Rural Development Planning
- Tourism

Agriculture & Natural Resources

- Natural Resource Management
- Environmental Management
- Agriculture and Agri-Business

Engineering

- Water & Environment Engineering
- Transportation
- General Engineering





RANGE OF SERVICES:

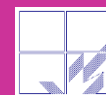
JPS provides specialist sector specific services which are presented under each business units. The general services include the following:

- Policy
- Project Planning and Preparation
- Program Management Consultancy Services
- Master Planning & Conceptual Designs
- Field Surveys & Investigations
- Pre-Feasibilities and Feasibilities Studies
- Detailed Designs/ Detailed Project Reports
- Financial Management & Accounting Services
- Modelling for PPP, BOT/BOOT projects
- Project/Program Monitoring & Evaluation
- Capacity Development and Institutional Strengthening
- Human Resources Planning
- Manpower Analysis
- Business Planning
- Information Management Services/ Management Information System (MIS)
- Environmental Impact Assessment And Management
- Socio-Economic Studies& Social Impact Assessment
- Community Development
- Resettlement & Rehabilitation
- Livelihoods and Sustainable Development
- Efficiency Improvement/ Cost Reduction Study/ Profitability Improvement Studies
- Tender Documentation
- Concession Agreements
- Bid Processing
- Procurement Assistance
- Owner's Engineers and Independent Engineers Services
- Project Management / Construction Supervision
- Third Party Quality Control/ Quality Assurance
- Impact Assessment Studies



TOURISM SERVICES:

- Tourism Strategies
- Tourism Statistics & Research
- Regional Tourism Circuit Development
- Cultural and Heritage Tourism
- Eco-Tourism
- Village Tourism
- Strategic Tourism
- Architectural & Landscape Planning
- Tourism Marketing
- Communications
- Tourism Infrastructure & Facilities
- Tourism & Environment
- Tourism & Socio- Economics
- Community Participation
- Tourism Project Financing
- Public and Private Participation
- Institutional Strengthening & Training



Location: New Delhi

Client: Department of Tourism, Government of NCT of Delhi

Funding Agency: Department of Tourism, Government of NCT of Delhi

Period: January, 2016 – 2017

Associates Firm: Nil

RELEVANT EXPERIENCE

Development of Tourism Policy and Master Plan for Promotion of Tourism and Tourism Infrastructure Development in Delhi

Brief Description of Project:

The aim of this consultancy is to support the GNCT of Delhi in preparing the Tourism Policy and Master Plan for Promotion of Tourism and Tourism Infrastructure Development in Delhi. The Master Plan is envisaged to provide a comprehensive strategic plan for 20 years based on which the infrastructure could be planned for tourism infrastructure development in Delhi. The Master Plan shall also provide a Capital Investment Plan (CIP), based on which the concerned departments would be able to access funds from Gol/GNCTD, based on priority actions and projects identified. The Tourism Policy and Master Plan is envisaged to adhere to ToR framed for this assignment and is to be prepared keeping in view the Development/Master Plan provisions as prepared by the concerned departments of Delhi.

Services Provided:

(a) Phase-1: Pre – Research submission

- Research on tourism profile of the State and its acceptability in domestic and international markets. Compilation of tourism related data for Delhi;
- Relevance of upscale tourism in State's context – case studies, to be presented to support the main premise of the proposed Tourism Master Plan, to establish the cause and need for the same, outcome upon implementation, sustainability, impact upon State's environment, economy and people; and
- Definition of stakeholders and their level of involvement in the process.

(b) Phase-2: Proposed research framework

- Research methodology, questionnaires for each market and target group;
- Identification of domestic and international markets;
- Identification and definition of target groups in these markets;
- Identification of emerging markets;
- International and domestic tourists' preferences in the Indian and the State's context and their expectations from a holiday;
- Research on tourists coming from neighboring States and how to leverage that to the advantage of the State;
- Studies on new offerings (based on the above research) feasible for the State in terms of theme parks, adventure sports, museums, highway amenities, information centers and the virtual experience centers keeping connectivity, seasonality, keeping in mind the existing/emerging infrastructure of neighboring States so as to avoid duplication and revenue loss at latter stage;
- Outcome of the stakeholders meetings; and
- Compilation of all data based on questionnaires pertaining to tourism flow, all tourism related facilities and potentialities for Delhi.

(c) Phase – 3: Post research submissions

- Outcome of the research conducted and segments proposed;
- Identification of appropriate tourism products to cater to the segments identified;
- Cluster identification, type of infrastructure required to substantiate and support the above defined markets, target Groups and preferences, while keeping existing resources and manpower of the State;
- PPP model & community participation and funding;



Location: Uttarakhand

Client: Market Research Division,

Ministry of Tourism

Funding Agency: Market Research Division,

Ministry of Tourism

Period: August, 2015 – October, 2018

Associates Firm: Nil

- Training modules for community participations and increasing their skill sets to meet the demand of tourism industry;
- Revenue streams for the stakeholders and for the government;
- Investment requisites for implementation;
- A roadmap for phased implementation of the above;
- Policy interventions;
- Vision and Mission document; and
- Submission of the final Tourism Policy and Master Plan.

Study on “Tourism Carrying Capacity of Existing & Potential Destinations for Planning for Infrastructure Development in Uttarakhand”

Brief Description of Project:

The objective of the assignment is to assess the existing tourist flow, existing situational assessment and infrastructure availability at identified potential destinations, carrying capacity assessment of destinations and evaluation with futuristic projection for 30 years along with the strategy formulation for tourism product and destination development.

Services Provided:

The study covers all over Uttarakhand covering various spots.

The scope of work for the assignment is as follows:

- (i) Assessment of the existing tourist flow patterns
- (ii) Background study of Physical Features, Socio-Cultural, Demographic & Economic setup of the destinations under the following :
 - Review of on-going tourism development programs/projects in the destinations(religions/higher & middle reaches)
 - Review all existing information available with the Government of Uttarakhand and other sources with respect to the average number of tourists (domestic & foreign) on a seasonal basis.
 - Conduct stakeholder workshops to understand the existing situation with respect to future tourist movement for destinations.
 - Audit the tourism products on offer and assess potential for new products in destinations
 - Explore mechanisms to enhance inclusion of the local agriculture producers, SMEs and communities in tourism as a means of strengthening economic linkages
- (iii) Assessment and Mapping of the availability of basic infrastructure and tourism related-infrastructure in the listed destinations.
- (iv) Evaluation of the carrying capacity with futuristic projections for 30 years in respect to three components:
 - Physical-Ecological
 - Social- Demographic
 - Political-Economic
- (v) Identification and assessment of locations in the listed Higher Reach Destinations (HRD) (based on carrying capacity analysis) (a) that are overburdened and fall short in realizing the desired environmental quality due to over tourism/ other anthropogenic pressure and (b) those that are underutilized for tourism due to any reasons.
- (vi) Identification of other locations of similar or greater tourism value in the same reach that can relieve the congested locations.
- (vii) Identification of the gaps/ deficiencies in [(v) (a) & (b)] and (vi) above and suggest the interventions for improving the quantity and quality of basic and tourism infrastructure for selected higher reach destinations.
- (viii) Suggestions for optimum level of tourism (number of tourists and support



- infrastructure) for the listed destinations.
- (ix) Identification of the gaps/ deficiencies for maintaining optimum level of tourism and suggest interventions.
 - (x) Recommendations for environmentally sustainable tourism Infrastructure plan for each listed destination.
 - (xi) Suggestions for practical & sustainable means for implementing tourism development proposals through co-ordination between public sector stakeholders and private sector in land use management, planning and development.
 - (xii) Identification of similar infrastructure projects executed/ to be initiated by Central/State/Private sector and dovetail to form a complete Pilgrim tourism package.
 - (xiii) Planning and administering the reconstruction of the disaster affected sites in HRD are as keeping in mind the carrying capacity and the fragility of the ecosystem and the need for restriction of building activity and visitor numbers, etc.
 - (xiv) Suggestions for sustainable means for implementing the environmental management and tourism development proposals through co-ordination between public sector, stakeholders and private sector.
 - (xv) Formulation and recommendation of a criterion to identify Middle reach destinations from the list of identified destinations to act as base camps for higher reach destinations and based on this criterion the consultant is expected to scrutinize & finalize the indicative list of middle reach destinations in consultation with Ministry. The consultant in line with the study may also suggest new middle reach destination which can act as base camps for high reach destination.
 - (xvi) Assessment of the existing basic tourism infrastructure, services & facilities in the identified middle reach destinations, identify the gaps/ deficiencies, suggest the interventions for improving the basic tourism infrastructure, services & facilities for middle reach destinations to serve as base camps for high reach destinations based on carrying capacity assessment. (This shall include assessment of tourism service providers as hotels, guest houses, restaurants, recreation centres, transport service providers, travel agents/adventure tour operator etc.)
 - (xvii) The consultant shall be responsible for the preparation of the detailed Micro plan based on back ground study, which will include:
 - Identification of middle reaches destinations to act as base camps for higher reach destinations.
 - Situational analysis of identified middle reach destinations which shall include:
 - Environment analysis identifying present day problems and future threats in light of growing urbanization & proposed tourism development
 - Socio-cultural analysis of the middle reach destinations identifying present day problems and future threats in light of growing urbanization & proposed tourism development
 - Economic analysis of the middle reach destinations identifying present day problems (Migration, limited seasonal employment, limited livelihood opportunities etc.) and future opportunities & threats in light of growing urbanization & proposed tourism development,
 - Evaluate/assess the carrying capacity of the natural and built environment in terms of infrastructure, natural resources, available space, religions importance etc. of the middle reach destinations.
 - (xviii) Assessment on availability of qualified/trained, skilled & semi skilled manpower for the tourism sector to ensure quality services for the tourist
 - (xix) Strategy formulation on:
 - Improvement of basic amenities - water, electricity, communication, health-services etc.
 - Accessibility improvement (Roads, airports/airstrips, heliports/helipads)
 - Development and management of tourist attractions.
 - Preservation/conservation of natural /cultural heritage.
 - Institutional Mechanism & Capacity Building.
 - Sustainable Livelihood, Vocational Training and Human Resource



- Development.
- Coordination between government departments, tourism industry operators & host population for destination management
- (xx) Action Plan - Time bound action plan for strategy implementation.

Coverage for the Study will be the following 3 categories:

- Key Pilgrim destinations in Garhwal, Uttarakhand namely Char Dham-Badrinath, Kedarnath, Gangotri, Yamunotri, and HemkundSaheb and Pirankaliyar
- Indicative list constitutes Gaumukh, Harsil, Chopta, Auli, Valley of Flowers, Chakrata, DayaraBugyal, Rudranath, Madmaheshwar, Tungnath, Kalpeshwar, Roopkund, Nainital, Binsar, Kausani, Chaukori, Munsiyari, Jageshwar, Abott Mount, Gwaldam, Mussoorie, Mahasu, Kedarkantha, Harkidun, Tiuni, Saptrishikund, Vasuki Tal, Arwa Tal, Bhojbasa, Hanuman Chatti, BhavishyaBadri, Ralam glacier, ChotaKailash, Namik, Khaliya Top, Parvati Tal, Malpa, Gunji, Khirsu, Lansdowne, Pauri, Lakhamandal, Badkot, Dhanaulti and Chamba.
- Indicative list constitutes Barkot, Uttarkashi, Chinyalisaur, Ghansali, Srinagar, Rudraprayag, Almora, Gauchar, Bageshwar, Pithoragarh, Ukhimath, Mukhwa, Kharsali, Bhatwari, Purola, Naugaon, Dharasu, Ghansali, Tilwara, Augustmuni, Kaliyasaur, Gwaldam, Mundoli, Ramni, Hanuman Chatti, Gopeshwar, Gairsain, Bgeshwar, Kapkot, Loharkhet, Tawaghat, Dharchula, Jauljibi, Thal, Lohaghat, Devidhura, Mukteshwar, Lamgada.

Community Based Tourism Activities including Skill Development, Training etc in Pragpur & Kangra Clusters at Kangra District under ADB Loan No. 2676-IND, Infrastructure Development Investment Program for Tourism (Project 1), Himachal Pradesh (IDIPT-HP)

Brief Description of Project:

The infrastructure Development investment Program for Tourism (IDIPT) is a project with assistance from ADB which envisages an environmentally and culturally sustainable and socially inclusive tourism development in Himachal Pradesh. The expected impact of the Project is sustainable and inclusive tourism development, in priority tourism sub-circuits divided into marketable cluster destinations that exhibit enhanced protection and management of key natural and cultural heritage tourism sites, improved market connectivity, enhanced destination and site environment and tourist support infrastructure, and enhanced capacities for sustainable destination and site development with extensive participation by the private sector and local communities.

As part of this project initiative, there is a need to ensure participation of local communities in tourism-related economic and livelihoods activities through capacity building and skill training mechanisms. This has to be done by mobilising the communities and making their collectives and groups so that they are organised not only to participate in management of tourism activities and services but to get access to livelihoods opportunities being generated in the process of implementation of this project. This project has also provided opportunities for eco-tourism in and around Maharana Pratap Sagar, popularly known as Pong Dam which needs to be established as a community-based eco-tourism circuit.

Services Provided:

- (a) **Identification of tourism resources and sex-disaggregated data generation on existing Mahila Mandals (Local Women's Organizations)/ youth groups and other community organisations:**

Location: Himachal Pradesh

Client: Himachal Pradesh Tourism Development Board (HPTDB)

Department of Tourism and Civil Aviation, Government of Himachal Pradesh

Funding Agency: Asian Development Bank

Period: 2015 – September, 2018

Associates Firm: Nil



Conduct an entry level workshop at each of the cluster level involving selected representatives from Mahila Mandals, Youth Groups, existing SHGs, and elected representatives of Panchayats / Towns among others. At least 30% participants are envisaged to be women. Develop cluster level tourism resource inventory/ maps using Participatory Rural Appraisal (PRA) tools for Institutional Diagrams, Seasonal Calendars, Training Need Assessment and other relevant deliverables. Community leaders to spearhead the tourism project are envisaged to be identified. Digitize Tourism Resource Maps and prepare workshop reports.

- (b) **Value Chain Analysis of key identified products:**
Undertake gender sensitive value chain analysis of key identified products including handicraft (bamboo, pottery & weaving), homestays and water based activities. Prepare methodology & timeline to undertake this assignment in agreement with Project Management Unit and generate a detailed report including action plan for the development & marketing of the above.
- (c) **Formation of Community Tourism Groups & institutions along with their registration:**
Form user/ activity based Self-Help Groups (SHGs) in Panchayats of each cluster depending on the data generated at the entry level workshop. Promote savings and credit activities within the formed SHGs. Also form Panchayat/Town Tourism Societies (PTS/TTS) of the stakeholders primarily from the SHGs at Panchayat/Town level registered as cooperatives as key bodies to facilitate the project. Community-based societies/organizations formed by JPS are envisaged to be functional in the management of natural and cultural heritage sites. A statutory body called Panchayat/Town Tourism Development Committee is also envisaged to be formed to advise the PTS/ TTS.
- (d) **Institutional Trainings of PTS/ TTS to manage the entire tourism activities of the clusters:**
Conduct trainings of the formed institutions at Panchayat / town level for their capacity building to manage the entire tourism clusters. It is envisaged to include management, marketing, accountancy, computerization, conflict resolution, team building etc for selected representatives of SHGs and PTS/ TTS at cluster level.
- (e) **Participation in workshop for development of promotional material:**
Participate and send local artists in a workshop which will be organised by the Firm / Agency engaged in Dhameta cluster of district Kangra under this project to develop promotional material using community skills. This will be organized involving local artists to generate popular means of educational entertainment including songs, street play etc.
- (f) **Conduction of mass awareness activities in the villages/ towns of the cluster:**
Utilizing various mass media tools, spread awareness in local communities on community tourism, cleanliness, do's and don'ts with tourists, solid waste management etc. This is also envisaged to be done through published manuals made available in local language. Also organise "Clean village competitions" among Panchayats of the clusters at least twice a year with prizes to be distributed among winning Panchayats and stakeholders.
- (g) **Awareness programs among school children:**
Conduct awareness program among school children in the schools of selected Panchayat on tourism, its importance and role of children in tourism added with competitions on tourism especially on solid waste management program and may include information on tourism related career pathways by elaborating on tourism-related studies that local students can pursue later. It is envisaged to be done at least twice in a year in all schools within the clusters and prizes would be distributed among participating children.

(h) **Skill trainings:**

Conduct following trainings for skill building of community groups (30% should be women) and make them capable to access livelihood resources based on tourism:

- Organise and conduct Cultural Interpretation Guide Training at each of the two clusters for selected members of SHGs/Panchayat Tourism Society (PTS/TTS) which would be residential training for a batch of 20 persons each;
- Organise and conduct Home stays Trainings at basic and advanced level for women of selected Home stays at each of two clusters and it would be non residential for a batch of 20 women of identified Home stays at each cluster level;
- Organise and conduct basic and advanced level Handicraft Production Trainings (for each of Bamboo, Pottery and Weaving) in cluster Pragpur (and not for cluster Kangra town). All these trainings would be non-residential at Cluster Level for selected SHGs' representatives;
- Organise and conduct Handicraft Value Addition and Packaging Training for selected representatives of SHGs in each of the two clusters as non-residential training;
- Organise and conduct basic and advanced level Trekking and Soft Adventure Guide Training in the form of Residential Camp at the cluster Pragpur (and not for Kangra town) for 20 selected SHGs representatives in the cluster;
- Organise and conduct basic and advanced level Boating and Water Based Activity Training as residential training at the cluster Pragpur (and not for Kangra town) for 20 selected SHGs representatives in the cluster;
- Organise and conduct basic and advanced level Mobile Camping Residential Training at the cluster of Pragpur (not for Kangra town) for 20 selected community representatives in the cluster;
- Organise and conduct basic and advanced level Mountain Biking Training as residential camp at the cluster Pragpur (and not for Kangra town) for 20 selected community representatives in the cluster.
- Organise and conduct a Solid Waste Management Training at each of the two clusters on non-residential basis for 20 community representatives in each of two clusters;
- Organise and conduct basic and advanced level non-residential Cooking Training for 20 women of identified Home stays at each of two clusters;
- Organise and conduct residential Cultural Group Training for 20 persons elected from SHGs/ Youth Groups at each cluster to inculcate proper ways to present their culture as well as cultural programs to the tourists;
- Organise and conduct basic and advanced level residential Campsite Management Training at the cluster Pragpur (not for Kangra town) for 20 selected SHGs representatives in the cluster;
- Organise and conduct basic and advanced level non-residential Bird Watching Training for 20 persons each at each cluster.
- Organise and conduct basic and advanced level non-residential Angling /Fishing Interpretation Training for batches of 20 persons of identified SHGs at the cluster of Pragpur (and not for Kangra town);
- Organise and conduct non-residential Ancillary Service Provider Trainings for each of these service providers namely Taxi Drivers; Restaurant and Dhaba Owners; and existing Primary and Secondary Accommodation Providers at each cluster. There would be training for each of these categories in a batch of 25 persons for a day at each cluster giving them manuals as well;
- Organise and conduct basic and advanced level non-residential Communication and Marketing Training at each cluster for representatives of Panchayat/ Town Tourism Societies;
- Organise and conduct basic and advanced level non-residential First Aid and Rescue Training for identified SHG representatives at each of two clusters; and; Organise and conduct training to mature women engaged informal tourism activities



- (i) **Preparation of Training Manual:**
Prepare training manuals on the subject of Home stays. Illustrative descriptions on subject would be essential part of the manual.
- (j) **Linking trained SHGs and tourism societies to income generation entrepreneurship:**
Link trained SHGs and PTS/TTS to income generation activities by identifying such opportunities available with various other government schemes of rural and urban development. Develop proposals for SHGs and other community tourism groups and link them to credits and other such facilities for their livelihoods generation.
- (k) **Pictorial and text Documentation of all tourism products in the area:**
Document all tourism products and related activities from all clusters in pictorial as well as text form. Also prepare case notes on successful interventions so that they can be used as learning and knowledge management tool. Highlight success stories of women in tourism. Keep records and prepare activity reports in detail with photographs.
- (l) **Creation of Cluster Websites, their maintenance and linkage with Master Website:**
Create Cluster Level Websites with creation of blogs, Web 2 Tools and related Websites. Link cluster websites with Master Website developed for this purpose. Maintain it in the format which can be easily accessible by potential tourists.
- (m) **Online promotion of tourism:**
Promote tourism in the areas through Blog, YouTube, podcasts, Face book and all such internet based mechanisms easily accessible and user-friendly to tourists as part of marketing strategy agreed with Program Management Unit of the project.
- (n) **Preparation of brochures and other innovative promotion materials:**
Design relevant brochures on tourism products of the cluster in consultation with Project Management Unit along with maps & contact information. Also produce Banners and Displays to be used at entry level centres.
- (o) **Organising tourism event:**
Organise two-day residential competition with prizes in the cluster areas on the issue namely, Event-Photography Competition. It would be a mega event to popularize all clusters of the district as tourism attractions.
- (p) **Participation in Workshop for making certification rules of Home stays:**
Identify participants from the cluster and make them participate in an interactive workshop which will be organised by another Firm / Agency for discussing and internalising certification rules of Home stays. Implement actual process of certification of Home stays along with developing logo for it. Ensure that all home stays are registered with Department of Tourism and Civil Aviation (DTCA) and they display logo in the cluster areas.
- (q) **Certification of guides & other skilled human resources under a single brand:**
Ensure that all guides and other skilled human resources have got certification as per approved norms and guidelines of the DTCA and they represent a single brand so that tourism activities in the area functions within all legalities of the state.
- (r) **Addressing Gender and Development in all aspects of the sub-project:**



Ensure that Gender Equity and Women's Empowerment approaches are adopted in all aspects of program design and implementation under this sub-project in the cluster. Ensure that women based SHGs are established with effective participation of women (target: 30% participation) in all training and livelihoods activities.

Coverage for the Study:

The intervention area of this assignment is spread over two clusters of Panchayats and Towns located in Kangra district of the state as below:

Name of the Cluster	Panchayats in Cluster	Villages in Panchayat
Pragpur	Pragpur	Pragpur
	Garli	Garli
	Dadasiba	Dadasiba
	Sansarpur Terrace (town)	Sansarpur Terrace (town)
Kangra	Kangra (town)	Kangra (town)

Location: Uttarakhand

Client: Uttarakhand Tourism Development Board, Government of Uttarakhand

Funding Agency: Uttarakhand Tourism Development Board, Government of Uttarakhand

Period: August, 2014 – March, 2017

Associates Firm: Nil

Techno-Economic Feasibility Study (TEFS) for Different Proposed Ropeways

Brief Description of Project:

The Uttarakhand Tourism Development Board (UTDB) under Department of Tourism, Government of Uttarakhand awarded the consultancy for conducting Techno-Economic Feasibility Study (TEFS) to JPS for Nine proposed ropeway projects.

The identified sites are:

- From Syai Devi to Sainar or Chaulsi village in Almoda district;
- From Bhagirathipuram/ Koti Colony (KhandKhala) to New Tehri in TehriGarhwal district;
- From Nileshtar mountain to Bhileshwar mountain in Bageshwar district;
- From Bhimtal to Karkotak (Pandey village) in Nainital district;
- From Raunlek to Siddhpeeth Kaalishila in Rudraprayag district;
- From ChoptatoTungnath in Chamoli district;
- From Mandal to Mata Anusuya Mandir in Chamoli district;
- From Munsiyari to Khalia Top in Pithoragarh District; and
- From Panchkoti to New Tehri in Tehri Garhwal District.

The objective of the consultancy is the preparation of Techno-Economic Feasibility Study (TEFS) leading to the recommendations of an appropriate ropeway system in respect of each of different ropeway projects, depending on the potential, techno-economic viability and carrying capacity etc.

Services Provided:

The scope of work for conducting TEFS for Nine ropeway projects as above mentioned is as following:

- Preliminary site survey;
- Ascertaining the availability of power supply, water, logistical requirement of construction of ropeway;
- Demand assessment in discussion with locals and government officials;
- Ascertaining seasonal traffic and traffic during festivals;
- Assessment of the paying capacity of the prospective visitors;
- Assessment of the elementary environmental concerns impacting project feasibility;
- Identification of the ropeway requirement;



- Undertaking Geo-Positioning System survey depending on the capacity requirement and demand assessment;
- Identification of lower terminal and upper terminal locations and alternatives, if any;
- Selection of appropriate technology for proposed ropeway projects, based on the required carrying capacity;
- Identification of the safety standards to be followed during implementation, operation and maintenance;
- Ascertaining the block costing of the ropeway project and other minimum amenities;
- Ascertaining the techno-economic feasibility;
- Preparing a list clearances/statutory requirements for the project; and
- Recommending an appropriate ropeway system depending on the potential, technical-financial viability and carrying capacity etc.

Location: Himachal Pradesh

Client: Himachal Pradesh Tourism Development Board (HPTDB)

Department of Tourism and Civil Aviation

Funding Agency: Asian Development Bank

Period: April, 2014 – April, 2016

Associates Firm: Nil

ADB Loan No. 2676-IND, IDIPT-HP, Project 1-Consultant for Tourist Statistics, Himachal Pradesh, Contract Package No: HP/IDIPT/CTS/01

Brief Description of Project:

The basic objectives of the project are as follows:

The Infrastructure Development Investment Program for Tourism (IDIPT) envisages an environmentally and culturally sustainable and socially inclusive tourism development in Himachal Pradesh. The expected impact of the Project is sustainable and inclusive tourism development, in priority, State Tourism sub-circuits divided into marketable cluster destinations that exhibit enhanced protection and management of key natural and cultural heritage tourism sites, improved market connectivity, enhanced destination and site environment, tourist support infrastructure, and enhanced capacities for sustainable destination and site development with extensive participation by the private sector and local communities.

The prime purpose of the assignment is to assess the outcomes and impacts of product development initiatives under the project through periodical surveys. The present survey is for baseline assessment to assess the current status of both supply and demand side imperatives. Consultancy advice also is envisaged to be provided for the establishment of an online statistical reporting mechanism by the accommodation establishments in the State for regular and reliable generation of database. The specific objectives of the consultancy are the following:

- Preparing comprehensive lists of accommodation units in the State with all the required details such as type of accommodation, number of beds, on site facilities etc.;
- Estimating the number of foreign and domestic tourist visits including day visitors in the selected districts of the State over a period of twelve months (Gender wise);
- Assessing the profile and travel patterns including places visited and length of stay of foreign and domestic visitors emphasizing the purpose of visit, household income of domestic tourist, preferred activities etc. (gender wise);
- Assessing the expenditure patterns of both foreign and domestic visitors;
- Preparing status reports of tourist facilities, foreign and domestic tourist arrivals and their duration of stay at the project sites taken up for development under IDIPT in Tranche 1;
- Estimating direct and indirect employment in tourism and its contribution to state Gross Domestic Product (SGDP)(gender wise); and
- Preparing a list of monuments, historic/religious/cultural centers along with their importance and heritage values.



Services Provided:

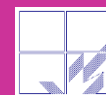
The tourism survey covers all the 12 districts of Himachal Pradesh, viz. Bilaspur, Chamba, Hamirpur, Kangra, Kinnaur, Kullu, Mandi, Lahaul&Spiti, Shimla, Solan, Sirmaur and Una.

The scope of services of tourism survey is as follows:

- Prepare a frame/list of all important tourist places in the state;
- Prepare a frame/list of tourist place-wise - all accommodation units like hotels, Dharmashalas, guesthouses, camps etc;
- Compile month-wise information about both domestic and foreign tourists staying in all the accommodation units, including nationality and/or place of ordinary residence from the records of accommodation units;
- Compile information about rooms, beds, occupancy rate and employment etc of all accommodation units on monthly basis;
- Conduct a sample survey of both domestic and foreign tourists (taking separate representative samples) at all the important tourist places to estimate the:
 - ❖ Purpose of visit
 - ❖ Same day visit
 - ❖ Tourist staying with friends/relatives during their visit
 - ❖ Demographic profile
 - ❖ Perception, expectations and level of knowledge about other tourist destinations in Shimla, Himachal Pradesh.
 - ❖ Country/state wise arrival [country for foreign tourist and state for domestic tourist]
 - ❖ Average estimated expenditure by tourist on various items
 - ❖ Average duration of stay; and
 - ❖ Direct collection of domestic tourism statistics from the State of Himachal Pradesh, covering employment generated through tourism in various sectors like hotels, restaurant, transport, travel agencies, communication, art, culture, recreation, handicrafts and other services.
- Estimate the expenditure made by the state government in development of tourism and earnings through tourism;
- Update the frame/list on quarterly basis and accordingly revise the coverage;
- The survey of accommodation units and of the tourists to be compiled on a monthly basis and quarterly reports to be generated for the period of entire services.

Besides the main objective of the survey, there are some additional specific objectives which can be listed as follows:

- To identify the entire major tourist places of Himachal Pradesh.
- To estimate the existing physical facilities/infrastructure in the state, which include:
 - ❖ Preparing a list of accommodation units like hotels, guesthouses, Dharmashalas etc;
 - ❖ To compile information on the number of hotel rooms and beds and employees in these hotels;
 - ❖ To estimate the transport facilities available in the state; and
 - ❖ To estimate and evaluate the availability of other support services and essential services in the state
- To collect information about the number of tourists (both domestic and foreign), who visited Himachal Pradesh. Also to compile detailed information about tourists (both) staying in the existing accommodation units and Home Stays - each month, including their nationality and other demographic profile.



- To conduct a sample survey of both domestic and foreign tourists to know:
 - ❖ Their purpose of visit;
 - ❖ Their group structure;
 - ❖ Their detailed socio-economic profile;
 - ❖ Factors which influenced them to visit the place;
 - ❖ Their expenditure pattern; and
 - ❖ Their perception and expectation

At least two tourist spots including the project sites are to be selected in each of the twelve districts for the survey. The minimum overall sample size is 81,000 visitors (covering district-wise: 24,000 visitors, Religious and Historic Places: 27,000 visitors and Main Tourist Centers: 30,000 visitors over a duration of one year which is specified for the services.

Consultancy Services for Development of Strategy Paper on Packaged Tour Segment for Indian Railway Catering and Tourism Corporation Ltd (IRCTC)

Brief Description of Project:

The basic objectives of the consultancy assignment are as follows:

- To improve the tour package performance in terms of achieving full utilization of existing berths and increasing profitability of the products;
- To explore new areas in terms of markets and products and suggest designing new products if required;
- To enable better commitment to travellers in terms of meeting their expectations and provide value for money;
- To improve service delivery right from booking to delivery of product/service, better results and to be able to cater to different market segments with suitably designed and marketed products;
- To suggest functional structuring of work related to Packaged Tour Segment across corporate office and zones with respect to all activities, i.e. product designing, marketing, selling and operations/execution etc; and
- To guide IRCTC to achieve a turn-around of this product by doubling of packaged tour revenue by 2014-15, and thereafter register a growth of 18-20% every subsequent year till next five years, i.e.2020-21.

The Strategy Paper is envisaged to encompass the following:

- Analysis of external environment, i.e. the tourism industry in India, including customers and competitors;
- Current placement of IRCTC in the industry with respect to its tourism products, target customers and product performance;
- Clear identification of the growth areas of tourism products including target areas, product designing and marketing;
- Spelling out distinctly the challenges/hindrances to the growth and solutions;
- Advice/ suggestions on the functional structure across Corporate Office and Zones to conceptualize, design, market, sell and operate the package tours;
- Suggestions for suitable marketing and selling strategies of package tours including agent building exercise, incentive structures etc.
- Suggestions for designing of suitable monitoring and analysis mode and techniques;
- Role of ICT (Information Communication Technology) in achieving above objectives (including the current IT practices employed to promote/ sell and evaluate packages);
- Development of a financial model based on the suggestions made in the strategy paper, clearly indicating the cost of putting into practice the suggestions and accordingly growth in revenue and profit before tax in next five years in addition to sensitivity analysis, clearly stating the assumptions; and

Location: New Delhi

Client: Indian Railway Catering and Tourism Corporation Limited (IRCTC)

Funding Agency: Indian Railway Catering and Tourism Corporation Limited (IRCTC)

Period: January 2014 – June, 2019

Associates Firm: Nil



- Embodying the best practices, techniques, planning, programming strategies, review etc, as required, in order to achieve targeted progress and prescribed quality standards.

Services Provided:

Domestic Industry Analysis:

1) Size- financial & physical 2) Existing dominant players/agencies-competition analysis, 3) Segments- based on type of tourism and tourist profile (popular destinations and un-tapped demand) 4) Trends 5) Modus-operandi of industry 6) Customer Analysis (tourist profile in terms of originating/destination states, paying capacity, expectations and apprehensions of travel etc) and 7) Future course (growth, type of tourism, emerging destinations and others).

Organizational Analysis

1) Organizational structure and flow of work 2) Analysis of functional structure 3) Evaluation of existing products 4) Evaluation of current marketing and selling strategies/procedures 5) SWOT analysis and 6) Evaluation of current monitoring and analysis techniques, including feedbacks.

Gap Analysis

1) Awareness of tourism packages 2) Branding of tourism packages 3) Utilization of berths 4) Demand of particular class (coach / hotel/ transportation etc), 5) Area or destination to be covered 6) Pricing of packages 7) Tour segment i.e. leisure, spiritual, adventure, nature etc, 8) Effective marketing tools 9) Development of sustainable travel packages 10) Value addition to tour packages, 11) Increase in revenue with maximum utilization of resources 12) Customer satisfaction 13) Challenges & opportunities 14) Organizational structure 15) Work-flow, 16) Monitoring and analysis, 17) Feedback mechanisms and 18) Schedule of Power.

Recommendations

1) Detailed tourism targets zone-wise 2) Package designing 3) Pricing 4) Branding strategy 5) Promotions & selling strategy 6) Changes in Internal procedures of IRCTC 7) Agent development 8) Right execution of holiday packages 9) Standards/parameters and processes of performance evaluation 10) Standard Operation Procedure and 11) Modification in website, 12) Others.

Financials

1) Projected revenue zone-wise/annum 2) Financial feasibility of suggested packages 3) Estimated cost of implementing the recommendations 4) Projected cash flows 5) Profitability analysis and 6) Sensitivity analysis.

Infrastructure Development Investment Program for Tourism- Consultant for Tourist Statistics, Punjab (ADB Loan: 2676-A)

Brief Description of Project:

The Infrastructure Development Investment Program for Tourism (IDIPT) envisages an environmentally and culturally sustainable and socially inclusive tourism development in Punjab. The project uses a sector loan approach through a multi tranche financing facility modality (Loan 2676-IND) from Asian Development Bank likely in five tranches planned during 2011-2020. The expected impact of the Project is sustainable and inclusive tourism development, in priority, State tourism sub circuits divided into marketable cluster destinations that exhibit enhanced protection and management of key natural and culture heritage tourism sites, improved market connectivity, enhanced destination and site environment and tourist support infrastructure, and enhanced capacities for sustainable destination and site development with extensive participation

Location: Punjab

Client: Punjab Tourism Infrastructure Development Investment Programme for Tourism (IDIPT-PB), Punjab Heritage and Tourism Promotion Board (PHTPB),

Funding Agency: Asian Development Bank

Period: September, 2013 – June, 2017

Associates Firm: Nil



by the private sector and local communities.

The basic objectives of the project are as follows:

The prime purpose of the assignment is to assess the outcomes and impacts of product development initiatives under the project through periodical surveys. The present survey is for baseline assessment to assess the current status. Consultancy advice also has to be provided for the establishment of an online statistical reporting mechanism by the accommodation establishments. The specific objectives of the consultancy are the following:

- Preparing comprehensive lists of accommodation units in the State with all the relevant details such as category/rating of hotels, no. of rooms, no. of beds, tariffs, facilities, telephone/Wi-Fi/cable connection, laundry, dining etc.;
- List of tour operators/travel agents with details such as contact details, domain area, functions etc.
- Assessing the existing tourism facilities/infrastructure in the tourist spots as well as the way side amenities;
- Estimating the number of foreign and domestic tourist visits including day visitors in the selected districts of the State over a period of twelve months;
- Assessing the profiles (purpose of visit etc.) and travel patterns including places visited and length of stay of foreign and domestic visitors;
- Assessing the expenditure patterns of both foreign and domestic visitors;
- Preparing status reports of tourist facilities, foreign and domestic tourist arrivals and their length of stay at present in the project sites taken up for development under IDIPT;
- Estimating gender wise employment in tourism and allied sectors both in public and private sectors; and
- Estimating aggregate contribution of tourism sector to State Gross Domestic Product (SGDP).

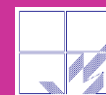
Services Provided:

While the scope of work for the objective (a) to (c) and (g) will be the entire state covering all the districts, whereas for objectives (d) to (h) including the survey for assessing the current status of tourism will be limited to the following 10 districts: (Amritsar, Gurdaspur, Kapurthala, Jalandhar, Roopnagar, SAS Nagar, Ludhiana, Bathinda, Patiala, Fategarh Sahib).

The places and tourist spots for the survey is envisaged to be decided in consultation with the PHTPB and by following scientific sampling procedures. At least two tourist spots including the project sites are to be selected in each of the ten districts for the survey. The minimum overall sample size is envisaged to be 20,000 foreign tourists, 90,000 domestic tourists and 90,000 day visitors over a year duration specified for the services. The work is to be carried out simultaneously in all the selected districts.

The expected outputs of the services are as follows:

- Preparation of comprehensive lists of accommodation units in the State;
- Preparation of list of tourist operators/travel agents with all the relevant details;
- Estimated existing tourism facilities/infrastructure in the tourist spots as well as the way side amenities;
- Estimated number of foreign and domestic tourist visits in each selected district quarter-wise;
- Estimated number of foreign and domestic tourist visits by major nationalities/states in the districts surveyed quarter-wise;
- Profiles (purpose of visit. Mode of travel etc.) of foreign and domestic tourists;
- Estimated duration of stay of foreign and domestic tourists in each selected district;
- Estimated foreign and domestic tourist visits at the project sites in each quarter;



Location: Sikkim

Client: Department of Tourism & Civil Aviation, Government of Sikkim

Funding Agency: Asian Development Bank

Period: September 2013 - December 2015

Associates Firm: Nil

- Estimate the expenditure of foreign and domestic tourists in Punjab by broad items of expenditure;
- Mechanism for periodic revision of the surveys using multiplier process defined and ratio methods to be used;
- Estimated gender-wise employment in tourism and allied sectors both in public and private sectors; and
- Estimated aggregate contribution to SGDP

Preparation of Operationalization Plan & Curriculum Development for Indian Himalayan Centre for Adventure and Eco-tourism, Chemchey, South Sikkim (ADB Loan No. 2578-IND)

Brief Description of Project:

The development of the Indian Himalayan Centre for Adventure and Eco-Tourism (IHCAE), Chemchey, Sikkim is a key sub-regional human resource development initiative designed to support the development of cultural, natural and adventure tourism products and market through training of trainers, managers, operators, guides, and students in the South Asia sub-region; and training of interested tourists. The Indian Himalayan Centre for Adventure and Eco-Tourism (IHCAE) was envisaged to address the critical need for human resource development not only in Sikkim or in India but also in the South Asia sub-region whose economy and people's livelihood largely depends on nature-based tourism. Sikkim, because of (i) its central location easily accessible from all countries in the sub-region, (ii) being a premier destination for nature and culture-based tourism, and (iii) its good practices on sustainable nature- and culture-based tourism, provides the ideal venue for such a sub-regional institute of excellence. Its central location, easily accessible from all countries in the sub-region, being a premier destination for nature and culture-based tourism, and its good practices on sustainable nature- and culture-based tourism, provides the ideal venue for such a sub regional institute of excellence.

The proposed centre is spread over 17 Acres. The construction began in 2005 and as per the physical master plan, and the centre had received funds to complete phase 1 and 2 of the project from the central Ministry of Tourism, Government of India. The activities completed include guest houses, meditation centre, administrative centre and cafeteria. Approval has been accorded for the mountain interpretation centre, administrative block and students hostels. However, lack of funding for training facilities and equipment delayed operationalization. To bridge this gap, Asian Development Bank, in 2008 agreed for a viability gap funding by including it in the list of sub-projects for loan support for SASEC South Asia Tourism Infrastructure Development Project- India (Loan No. 2578, Project No. 39399-IND) to Department of Tourism, Government of Sikkim (DoT & CAv, GoS). For complete operationalization and implementation of the sub-project goals of IHCAE, Chemchey, the PMIU appointed JPS to assist in executing the said project activity. The project activity comprises of two parts:

- Part A for preparing Operationalization Plan for IHCAE.
- Part B for outlaying & designing the Curriculum Development Plan for IHCAE

The key objective of this consulting assignment is, thus, to outline an operationalization and overall institutional management plan as well as design and outlay proposals for curriculum/course content for the training and educational programme to be carried out in the future- for Himalayan Training Institute for Nature & Culture Based Tourism, Chemchey, Sikkim, India. The central objectives will be to achieve the following outlined goals promoted as part of the tourism policy of Sikkim:

- Ensuring balance between tourism related activities and biodiversity protection, promotion and inclusion in highly sensitive alpine areas of Sikkim;



- Strengthening the planning, development and management skills of the public sector officials at the sub-regional, national, regional, state and district level to ensure that nature and culture based tourism products and destinations are developed on a sustainable and inclusive basis;
- Enhance the skills of site managers of protected and other areas in which adventure and ecotourism takes place with improved local community and the private sector stakeholders participation;
- Increase the number and quality of trained adventure and ecotourism professionals and guides;
- Develop the knowledge of the private sector tour operators and local community ecotourism service providers for sustainable development of nature and culture based tourism products and markets;
- To enhance the human resources & skills in this sector; and
- Focus on employment opportunities that Sikkim could offer in the sub-region where such specialized institutes need to be established.

Services Provided:

Part A: Scope of Services for Preparation of the Operationalization Plan for IHCAE

The scope of services for preparation of the Operationalisation Plan for IHCAE, Chemchey include the following:

- Identification and preparation of resource pattern mapping of the local and global potentials and opportunities for IHCAE. Prepare SWOT analysis of these resources and target audiences available globally to provide a specific strategic and directional plan for the institute;
- Identification and preparation of deployment plan of the absolute skills, staffs and other resources demanded by the IHCAE;
- Identification and preparation of partnership plan between IHCAE and with Indian, South Asian sub-regional and Global Institutions involved in education, training and research in ecotourism and other related fields for affiliations, accreditations and recognitions-detailing the acquisition procedures, time frames, meeting their requirements and future expectations;
- Assessment of available and potential allocations and preparation of short term and long term business plan for IHCAE;
- Assessment of scenarios and preparation of marketing, outreach and promotion plan for IHCAE;
- Identification, establishment and development of interest based networking linkages and relationship management plan between IHCAE and other communities like institutions, schools, colleges, forums, government departments, NGOs, CBOs, etc.;
- Assessment of the policy framework and legal environment and development institutionalization road map for transition of IHCAE form state owned enterprise to a not-for profit organization within 3-5 years;
- Assessment of the investment, stimulation and development options and preparation of the long term institutional development plan for IHCAE;
- Provide an action plan detailing how to improve (a) potential employability opportunities for the eco-tourism professionals (b) increased learning outcomes of the students/trainers;
- Prepare target plans for meeting the needs institutional expansion, new infrastructural needs, training needs, human resources, equipment and other hardware and software needs; and
- Propose methods for improving IHCAE's interactions with tourism industry and help establish it as a premiere institute for research and consultation in eco-tourism and biodiversity in the Asia sub-region.

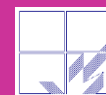


Part B: Scope of Services for Curriculum Development Plan for IHCAE

The scope of services for designing and outlaying of the Curriculum Development Plan for IHCAE, Chemchey include the following:

- Assess the competitive scenario of curriculum and course content of subjects that are preliminary planned by IHCAE or any other appropriate curriculum that may be significant to the IHCAE's vision or Sikkim's tourism prospect scenario- from both national and international learning about eco-tourism/mountaineering/adventure institutes. Research existing similar curriculum available with other similar institutes and prepare performance indicators (through case studies);
- Identify, access and utilize appropriate subject matter experts in the curriculum development process. Meet and hold consultations with the communities actively working in the field of tourism development, nature promotion, cultural promotion, adventure sports, healthcare & wellness, etc. to refine the draft curriculum needs and interests;
- Develop a full curriculum for the topic area, understanding the nuances of the subjects of nature and culture based eco-tourism, adventure & leisure tourism, health & wellness tourism, and overall tourism planning & product development aspects. The curriculum should include the following components: (a) Competencies; (b) Learning objectives; (c) Lesson plans; (d) classification; (e) its operation and functionality; (f) change monitoring; and (g) risks and mitigations. Design contents and decide activities for short-term courses, vocational courses, tailor made courses, seminar, dissertation (thesis) and onsite training modules;
- Outline the faculties, expertise, support staff, hardware, software, training equipments, physical infrastructure, library resources, research and development facilities, logistics, endowment requirements, social support skills, etc. required by the proposed courses;
- Determine the length & verticality of each proposed courses and outline the optimal strength (number of learners/trainers) it can carry. Also design the course content according to semesters;
- Define guidelines for qualitative and quantitative aspects of exams, practical's and professional practice if required by the curriculum's performance assessments methods;
- Design preliminary roasters for master trainers, academicians, teachers, expertise, etc. for in house and outsourced teaching & training;
- Determine the anticipated actual costs (fee) for academic, extra-curricular, supporting facilities, training modules based on per capita fiscal and resource costs investment. Predict and project the recurring, incremental and risk mitigation costs for the proposed academic activities;
- Include alternative approaches to accommodate the varying knowledge levels of potential attendees as well as the innovative and different learning styles that may be present within a group of attendees;
- Develop an academic evaluation framework for each courses and training module and the core course, to be shared by the training participants;
- Develop a preliminary form and structure for training compendium to support a "train the trainer" approach to curriculum use and application for training the guides, trekkers, mountaineer, etc; and
- Help IHCAE for formulating enactments, procedures and time-frames for approvals, recognition and consent for inclusion of the proposed curriculum in the mainstream educational system of the State of Sikkim and subsequently with AICTE, UGC, or any other appropriate national techno-professional courses bodies or councils.

Limited down-streaming in form of the performance monitoring and assessment by the Consultant team members for this assignment is mandated by the Client.



Location: Andhra Pradesh

Client: United Nations Development Programme (UNDP)

Funding Agency: United Nations Development Programme (UNDP)

Period: September, 2013 - August, 2015

Associate Firm: Nil

In addition, trainings of Client staffs/line departments/stakeholders/host communities/institutions are a specific component of this assignment.

Development of Community Based Biodiversity Inclusive Plan for Tourism Sector in East Godavari River Estuarine Ecosystem (EGREE), Kakinada, East Godavari District, Andhra Pradesh

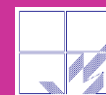
Brief Description of Project:

Government of India [with UNDP as the lead agency and funded by Global Environment Facility (GEF)] in collaboration with Government of Andhra Pradesh is implementing the project Mainstreaming Coastal and Marine Biodiversity Conservation into Production Sectors in the East Godavari River Estuarine Ecosystem, Andhra Pradesh, India. The project focuses specifically on removing the key barriers to mainstreaming environmental management considerations into major production activities that are impacting the EGREE region. The UNDP-GEF intervention aims to address this through the following outcomes: (1) Cross-sectoral planning framework that mainstreams biodiversity conservation; (2) Enhanced capacity of sector institutions for implementing biodiversity management plan; and (3) Sustainable community livelihoods and natural resource use.

One of the enabling activities envisaged in the project is to develop a Biodiversity Friendly Strategic Plan for the tourism Sector in the EGREE Region for integrating biodiversity aspects in a highly consultative process. The Biodiversity Friendly Strategic Plan for the tourism sector in the EGREE Region would be based on relevant key guidelines (global, national and local) available on this matter. The Plan was aimed at addressing tourism sector pressure on the EGREE Region as a best community practicing tool. The Plan was also envisaged to be able to imbibe good practices all over the globe and recommend suitable good practices for EGREE region for mainstreaming coastal and marine biodiversity into tourism sector. The Plan prepared under this project was envisaged to be replicated in other coastal States of India where tourism sector is well based.

Services Provided:

- Development of a comprehensive Biodiversity Inclusive Tourism Sector Plan that facilitates tourism sector to follow specific biodiversity friendly community based tourism practices in the EGREE region and provide stepwise sequential activities to be adopted for its implementation;
- Conduct of national and international literature survey to document good practices on environmental mainstreaming into community based tourism and elicit reasons behind success (or failure) of such initiatives, while providing replicable suggestions;
- Collation of information on situations where a Strategic Plan approach has been evolved;
- Providing at least 5 to 10 good practices in Tourism sector for sustainable/eco-friendly practices related to community based tourism in the EGREE Region;
- Development of an initial draft of Tourism Plan, which can be integrated into other production sectors' good practices and which can contribute towards effective and sustainable environmental management of the EGREE Region;
- Interalia, assessment of carrying capacity of tourists in the EGREE region in the Plan; effective management/treatment of solid waste and home stays;
- Identification of areas in EGREE region ideal for promotion of sustainable tourism, etc.
- Preparation of a Tourism Plan after extensive consultations with respective stakeholders at EGREE Region, especially with tourism sector for linking communities based tourism;
- Identification of economically viable, cost effective, technologically feasible and



pragmatic solutions for the success of the community based tourism plan in the EGREE region;

- Providing a roadmap and offering stepwise approaches for implementation of the report;
- Supporting the implementing partner in successful implementation of the Plan, post submission of report;
- Revising the draft Plan based on comments from the Governing Body of the EGREE Foundation, UNDP and key stakeholders, and placing the same before the State Project Steering Committee/Governing Body of EGREE Foundation for approval;
- Collaboration with the Forest Department and Tourism Department, Government of Andhra Pradesh, UNDP and other stakeholders and partners as part of this assignment and undertake any other related tasks prescribed by UNDP after mutual consultations; and
- Alignment of the Plan with, but not limited to, the outputs of Project Document Mainstreaming Coastal and Marine Biodiversity into Production Sectors in the East Godavari River Estuarine Ecosystem, Andhra Pradesh.

Location: Madhya Pradesh

Client: Environmental Planning & Coordination Organization (EPCO), Housing & Environment Department, Government of Madhya Pradesh

Funding Agency: Environmental Planning & Coordination Organization, Housing & Environment Department, Government of Madhya Pradesh

Period: April 2013 – Ongoing

Associate Firm: Nil

Preparation of Development plan of Amarkantak Town Including Comprehensive Mela Plan

Brief Description of Project:

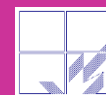
The basic objectives of the project are as follows:

- To identify the scope of physical development at the place and its surrounding areas;
- To take into account the existing and projected inflow of tourists to the place as well as the tourist profile including the inflow of pilgrims during/before/after the mela;
- To identify the main points which have the potential to be developed as major attractions for the targeted tourists;
- To assess the infrastructure needs for overall development of the town as well as development of places of tourist interest, which will spur other development and economic activity in the area;
- To do a resource mapping exercise, match the outcome with the perceived infrastructure needs and find out the gaps; and
- To prepare development plan of Amarkantak town including Comprehensive Mela Plan with drawings-designs and financial estimates.

Services Provided:

The actual services provided under the consultancy cover the following aspects:

- Identification of the scope of physical development;
- Assessment of Infrastructure needs;
- Refurbishment and beautification of temples and heritage sites including landscaping and lighting;
- Plan for Development of neb tourism facilities;
- Preparation of a Land management plan;
- Plan for River front development and Conservation of water bodies;
- Solid waste management and sanitation plan; and
- Comprehensive Mela Plan to manage the pilgrims



Location: Varanasi (Uttar Pradesh)

Client: Directorate of Tourism, Government of Uttar Pradesh

Funding Agency: Directorate of Tourism, Government of Uttar Pradesh

Period: August 2011 – September 2012

Associate Firm: Nil

Regional Tourism Circuit Development/Master Plan for Development of Tourism in Vindhya Region of Uttar Pradesh

Brief Description of Project:

The task set by Department of Tourism, Government of Uttar Pradesh is to accelerate infrastructural development in the state with existing and new projects with active participation of private sector. The Department of Tourism has accordingly engaged JPS to prepare a Regional Tourism Circuit Development/Master plan for Vindhya Circuit for development of Vindhya region. The objectives of tourism development in the region include improving conservation and to establish interpretation centres near the monuments and protected natural areas, extending the length of stay of visitors in the region of these circuits through provision of more and better facilitation of tourist services and improving tourist facilities to provide better and longer itinerary through better access and more vigorous promotion of the region. The study includes the entire influence zone covering Varanasi, Bhadohi, Jaunpur, Mirzapur, Vindhyachal, Sonebhadra, Ghorawal, Tanda, Vindham and Mukkha waterfalls, Chunar, Sidhnath-ki-dari, Jargo dam, Chandraprabha Van Vihar, Shaktigarh, Rajgarh, Ajaigarh, Vijaygarh and Naugarh etc.

Services Provided:

The salient features of the study, inter alia, included the following:

- Assessment of present status;
- Identification of list of sites;
- Classification of sites (like-religious, heritage, eco, natural, wildlife, adventure etc);
- Identification of circuits;
- Status of Vindhya Region as a tourist destination in the national and international tourist market;
- Data of tourist arrivals (no of tourists, type of tourists, age group, originating countries/cities etc);
- Present infrastructure status;
- Challenges (connectivity, uplifting of sites, marketing etc);
- Methodology (action plan);
- Running Project by tourism and other departments;
- New projects/nature of projects;
- Nature of coordination required from other departments and also with neighbouring States;
- Financial analysis of the funds availability with central, state, other Government Departments, NGOs and through PPP Model; and
- Maintenance of facilities created.

Assessment of Projects Required

Preparation of layout plans for various facilities indicating all the relevant details, given that various facilities/ infrastructure and logistic support are required for integrated development of the Vindhya Region of Uttar Pradesh. In addition, the following off-site and onsite infrastructure are envisaged to be incorporated into the project requirements.

a) Off-Site Infrastructure

The off-site infrastructure, inter-alia, to include:

- Water supply and power supply;
- Connectivity to all places of tourist interest by various means; and
- Existing infrastructural facilities



b) On-Site Infrastructure

The on-site infrastructure, inter-alia, to include:

- Infrastructure and allied facilities, namely hotels, exhibition centre, leisure and amusement facilities, shopping plazas, eateries, adventure tourism, etc.
- Infrastructure requirements to permit the efficient transfer of tourists within the site.

Preparation of Master Plan

❖ Draft Master Plan

Preparation of a Draft Plan showing various options for development of the places in the region, based on the assessment of facilities. Chalk out phased development and bulk land allotment to various users in the conceptual plan. Undertake an evaluation of the Master Plan with reference to relevant evaluation parameters, namely cost, land use efficiency, phased development, future expansion, aesthetics etc.

❖ Preferred Master Plan

Preparation of a detailed Master Plan for the entire area, integrating various facilities planned on the site with the development in the vicinity for tourism development of the area along with ancillary facilities such as hotels, commercial area, banks, communication and other complementary facilities etc. Work out saleable component of land while planning for the area.

Land Requirement

Assess the land requirements of various components of the project. Examine the available and emerging state-of-the-art technologies for efficient and cost-effective operation, management and maintenance system for integrated development.

Viability Analysis

- **Cost estimates:** Estimation of fixed and variable cost of all the components involved in the Master Plan;
- **Phasing of the development:** Phasing-out the development so as to optimise the investment requirement for development of the area, keeping in mind that the individual phases are financially viable for operation;
- **Estimate of revenue:** Identification and estimation of various sources of revenue that can be generated from all sources of projects in operation and other developments; and
- **Cash flow analysis:** Preparation of cash flow statement indicating the cost, other liabilities and revenue.

Economic Analysis & Financial Analysis

- Carryout economic and financial analysis and worked out the economic and financial rate of return for the project;
- Conduct a sensitivity analysis especially considering the future development of the area;
- Examine and establish the feasibility of financing the project under Private Sector Financing and Public Private Partnership (PPP); and
- Examine the possibility and potential of employment generation after completion of the project.

Financing

Examination of various options for financing of the project using the results of the financing analysis including, inter-alia, the following:

- Possible funding agencies
- Soft loans
- Public Private Partnership (PPP)



- Innovative financing

Marketing Strategy

Evolve a marketing strategy for successfully marketing the idea among the tourists so that it can attract large tourists throughout the year and shall also prolong night stay in the area. In addition, targeting of untapped segments, innovative product and special marketing programs were envisaged to be taken into consideration.

Development Strategy

- **Phased Development**

Phase out the development so as to optimise the investment requirement for development of the site. For implementation in each phase, various works to be grouped into financially viable packages, keeping in mind the utilisation of land for immediate development while phasing out the project development.

- **Implementation**

Examine the advantage and disadvantages of the methods by which the project could be implemented and chalk out the implementation strategy in which the details regarding the responsibilities for execution of major works, operations etc are listed.

- **Packaging of the Project**

Suggest appropriate package for attracting Joint Ventures to invest, develop, operate and maintain the proposed system.

Organizational Structure

- **Organization for Execution**

Identify the various issues and agencies that will need to be coordinated for the successful implementation of the project, given that multiple executive agencies are involved in various stages of the project and evolve an optional organizational structure, identifying the roles of various agencies involved for execution of the project.

- **Organization for Operation, Management and Maintenance**

Evolve a cost effective organisational structure for efficient operation, management and maintenance of different projects which are essential to make the project attractive.

Preparation of Master Plan for Development of Tourism Facilities in the Tourism Circuit in the Districts of Uttar Pradesh Falling under the National Capital Region

Brief Description of Project:

The following were the objectives for the Development of Master Plan for Tourism in the UP Districts falling within the NCR region:

- To increase flow of tourists in the region with a view to provide employment and income to local people;
- To spur development of such areas of tourist interest, which will spur other development and economic activity in the area;
- To popularize areas of historical interest in the region and to examine possibility of developing some of them as major tourism circuits on the lines of Buddhist circuit; and
- As far as possible, to carry out the developments with Public-Private-

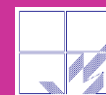
Location: Uttar Pradesh

Client: Directorate of Tourism, Tourism Department, Government of Uttar Pradesh

Funding Agency: Directorate of Tourism, Tourism Department, Government of Uttar Pradesh

Period: 2009 - 2010

Associate Firm: Nil



Partnerships.

Services Provided:

Preparation of Master Plan for development of tourism facilities in the Tourism Circuit in the Districts of Uttar Pradesh falling in the National Capital Region which included Buddhist Circuit, Bundelkhand Circuit, Braj (Agra-Mathura) Circuit, Awadh Circuit, Vindhya Circuit, Water Cruise Circuit, Jain Shrines Circuit, Sikh Panth Circuit, Eco-Tourism Circuit and Mahabharat Circuit.

Short Term Consultant to Review Scope of Work and Prepare ToR for Hiring Project Management Consultancy Services for Uttar Pradesh Buddhist Circuit Development Project

Brief Description of Project:

The state of Uttar Pradesh has a close relation with the life of Buddha and Buddhism. Besides being the house of several tourism sites and their potential attractiveness due to historic and religious importance concentrated in the eastern part of the state of Uttar Pradesh, the sites have not been able to attract a large number of tourists considering the importance of these sites. One of the major factors contributing to lower attraction for tourists has been lack of appropriate infrastructure facilities in this region to attract tourists, which if addressed would also facilitate the economic development of the region. The Government of India requested the Government of Japan for ODA Loan Assistance to further develop tourism along the Buddhist Circuit based on the Tourism Development Project, which was completed in 1999. Based on the outcomes of the study, the Government of India signed a loan Agreement with Japan International Cooperation Agency (JICA) in the year 2005 for loan assistance to the tune of 9495 million Japanese Yen for Buddhist Circuit Development Project. The agreement was signed for the development of sites at Sarnath, Kushinagar, Kapilvastu, Sravasti and Sankisa in the state of Uttar Pradesh linking the Buddhist sites. It constitutes part of the larger Buddhist Circuit, which extends over the state of Bihar in India and Tarai region Nepal. The sites selected under this project are located in the rural areas, and those in the northern part of the circuit coincide with the poorer districts of the state.

The Uttar Pradesh Buddhist Circuit Development Project was initially planned to be executed over a period of 7 years. However, due to delay in the launching of the project, it was required to be completed within the timeframe of three years by 2011. The Ministry of Tourism, Government of India intended to hire the services of a Project Management Consultants as part of the loan agreement for implementation/supervision of the Project. The Project was formulated in the year 2004 and the entire project was structured as per costing at that point of time. During ensuing 4 years, the inflation in the material and labour costs had resulted in enhanced estimates for the sub-projects. Considering the factors relating to time for execution and inflation, the scope of work under the Project was required to be reviewed and accordingly the components of the Project needed to be restructured as per the revised timeframe.

Services Provided:

The short term consultancy assignment/study involved the review of existing scope of work for the Project and ToR for hiring of consultancy services of the Project Management Consultants. The specific tasks envisaged to be accomplished under the study included:

- Review of scope of work to restructure the components of the Project and costs thereto as per the revised timeframe and loan available;
- Draft ToR for hiring consultancy services as per JICA Guidelines on the basis of which bids need to be invited from interested agencies through global tender for providing consultancy services to implement the Uttar Pradesh Buddhist Circuit Development Project.

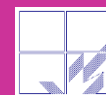
Location:Uttar Pradesh

Client: Ministry of Tourism, Government of India

Funding Agency: Japan Bank for International Cooperation (JBIC)

Period: 2008 - 2010

Associate Firm: Nil



Location: Sikkim

Client: Department of Forest, Environment and Wildlife Management, Government of Sikkim

Funding Agency: Japan International Cooperation Agency (JICA)

Period: 2009

Associate Firm: IC Net Limited, Japan

- The ToR for consultancy services were required to clarify the specific role of Project Management Consultants for implementing the project along with a clear description of the professionals including the duration for completing various sub-projects identified as per the revised scope of work of the overall Project. The ToR was to include:
 - A detailed overall work program and a bar chart indicating the duration and timing of assignment for each expert or other staff members within the overall work program;
 - An estimate of total man months required; and
 - A clear description of the responsibilities of each expert/ staff member within the overall work program.
 - Frame tender documents/ Expression of Interest/ Model Agreement for the hiring of consultancy services for Project implementation.

Consultancy Services under the JICA Preparatory Study on the Integrated Project for Sustainable Development of Forest Resources in Sikkim (Package-1)

Brief Description of Project:

The objectives of the Project are to improve the living standards of inhabitants in the state of Sikkim and to conserve its biodiversity through entry point activities, eco-tourism, participatory biodiversity conservation, and forest protection and management. The Preparatory Study for the Project was conducted to formulate such a project. The terms of reference of the Study agreed on between the Government of India and JICA were as follows: 1) to verify the background and necessity of the Project 2) to propose project details 3) to propose the project management structure and 4) to examine the Project's effectiveness. The study was to be conducted in consultation with the Department of Forest, Environment and Wildlife Management, Government of Sikkim.

Services Provided:

The key tasks undertaken by JPS were as follows:

National Team Leader

- Collect statistical data and general descriptions on the natural and socio-economic characteristics of Sikkim;
- Summarize the state of development and forest sector development policies, institutions, plans and public finance of the Government of Sikkim;
- Arrange business and stakeholder workshops;
- Design the framework of impact evaluation;
- Examine the process for inscription of the Kanchenjunga area on the World Heritage List;
- Assemble a list of documents and information identified by the members of the International and National Consultant Teams; and
- Provide technical and administrative assistance to the International Consultant Team.

Forest Management:

- Collect and summarize existing data on forests and forestry;
- Collect and summarize policies and plans on forest management;
- Summarize the regulatory framework and practice of forest and forest resources ownership and use;
- Produce a report on markets of forest products;
- Collect documents and cost information of similar projects; and
- Provide research assistance to the International Consultant Team.



Biodiversity Conservation

- Collect and summarize existing data on biodiversity and the status of its conservation;
- Collect and summarize policies and plans on biodiversity conservation and utilization;
- Summarize the regulatory framework and practice of biodiversity conservation and utilization;
- Collect documents and cost information of similar projects; and
- Provide research assistance to the International Consultant Team.

Tourism and Ecotourism

- Collect and summarize existing data on tourism and ecotourism;
- Collect and summarize policies and plans on tourism and ecotourism;
- Summarize the regulatory framework and practice of tourism and ecotourism operation and promotion;
- Produce a report on potentials and demand for tourism and ecotourism in Sikkim;
- Collect documents and cost information of similar projects; and
- Provide research assistance to the International Consultant Team.

Policy and Organization

- Collect and summarize information on the Government of Sikkim;
- Collect and summarize information on the Department of Forest, Environment and Wildlife Management (DFE&WM);
- Summarize capacity development needs of DFE&WM;
- Collect and summarize information and cost data on similar projects; and
- Provide research assistance to the International Consultant Team.

Community Development

- Organize and facilitate stakeholders meeting at selected locations in Sikkim;
- Summarize information of JFMCs, EDCs and other relevant community based organizations in Sikkim regarding Joint Forest Management (JFM) activities;
- Formulate an inventory of Income Generating Activities in Sikkim;
- Conduct a sample survey of forest fringe communities;
- Summarize information of women and scheduled castes and scheduled tribes in Sikkim; and
- Provide research assistance to the International Consultant Team.

Consultancy Services under the JICA Preparatory Study on the Integrated Project for Sustainable Development of Forest Resources in Sikkim (Package-2): Design of Infrastructure and Facilities, Cost Estimation and Designing of Impact Evaluation

Brief Description of Project:

The objectives of the Project are to improve the living standards of inhabitants in the state of Sikkim and to conserve its biodiversity through entry point activities, eco-tourism, participatory biodiversity conservation, and forest protection and management. The Preparatory Study for the Project was conducted to formulate such a project. The terms of reference of the Study agreed on between the Government of India and JICA were as follows: 1) to verify the background and necessity of the Project 2) to propose project details 3) to propose the project management structure and 4) to examine the Project's effectiveness. The study was to be conducted in consultation with the Department of Forest, Environment and Wildlife Management, Government of Sikkim.

Services Provided:

The National Consultant Team worked under the supervision of the International

Location: Sikkim

Client: Department of Forest, Environment and Wildlife Management, Government of Sikkim

Funding Agency: Japan International Cooperation Agency (JICA)

Period: August, 2009 – October, 2009

Associate Firm: Nil



Consultant Team headed by IC Net. The National Consultant Team was responsible for the basic design of infrastructure and facilities, cost estimation and collection of data for designing the impact evaluation. In addition, the National Consultant Team provided technical and logistical support to the International Consultant Team.

The key tasks undertaken by JPS were as follows:

Biodiversity Conservation

- Develop profiles of Sikkim Government agencies working on land use planning and natural resource management;
- Investigate the involvement of universities and their faculty members in natural resource management and land use planning;
- Prepare profiles of all NGOs in Sikkim involved in biodiversity conservation and management; and
- Prepare a list of non-governmental individual experts in biodiversity and environmental protection.

Tourism/ Ecotourism

- Collect cost norms and other information necessary for cost estimation of the project activities; and
- Assist the compilation of cost breakdown table of the project activities.

Policy/ Organization

- Collect cost norms and other information necessary for cost estimation of the project activities; and
- Assist the compilation of cost breakdown table of the project activities.

Economics

- Design the framework for impact evaluation;
- Calculate the economic internal rate of return; and
- Propose operation and effect indicators (base year and target year indicators, and means of data collection).

Architect/ Civil Engineer:

- Develop basic designs and provide cost estimates for the structures proposed to be established under the project.

Solid Waste Management:

- Develop basic designs and provide cost estimates for waste management system at tourist attractions.

Remote Sensing/ GIS/ Natural Resource Management:

- Develop basic designs and provide cost estimates for setting up a GIS based system for forest and biodiversity information; and
- Provide indicative costs for training on a GIS based system for forest and biodiversity information.

Studies Related to Assessment of Tourism Potential of Water Reservoirs in Madhya Pradesh (Sindh, Ken, Tons, Chambal and Betwa)

Brief Description of Project:

1. Water Tourism in MP - A Baseline Survey

- **Existing Tourism Demand:** Undertake necessary surveys for profiling the status of existing tourist activity in the vicinity of the project areas. This will include estimation of extent and type of tourist arrivals; assessing duration of stay; average spending per tourist; type of spending; existing infrastructure to support tourism activity, including a survey of hotels etc; extent of leakage of

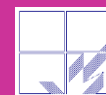
Location: Madhya Pradesh

Client: Water Resources Department, Government of Madhya Pradesh

Funding Agency: Water Resources Department, Government of Madhya Pradesh

Period: 2008 - 2011

Associate Firm: Nil



monetary gains out of the state economy; assessment of possible tourist hubs and gateways in the vicinity; various water bodies that are a part of tourist attractions, and possible tourist circuits.

- **Socio-cultural, Environmental, Historical, Institutional and Legal Context:** Conduct a rapid review of available sources of information to describe the socio-cultural, environmental, historical, institutional and legal context in which the project operates. The review should include qualitative descriptions and quantitative indicators of development trends relevant to the project. The purpose of this is to describe the constraints and opportunities the context poses to the project.
- **Socio-cultural Context:** Describe the social and cultural features that characterise social groups in the project area including a list of the various local tribal communities and groups. Establish their different interests / linkages to the water bodies.
- **Environmental Context:** Assess the existing state-of-the environment surrounding the water body. What are the various floral and faunal species in the surrounding areas? Are any of these endangered species? Estimate the level of degradation of forests. The consultants would also use secondary information to assess the quality of air, water and soil.
- **Historical context:** Assess the historical significance of the site. Are there any historical monuments in the vicinity? Are there any crafts, tribal communities, festivals etc of historical significance?
- **Institutional Context:** Describe the institutional environment; consider both the presence and function of public, private and civil society institutions relevant to the operation. What are the different roles played by various institutions in maintenance and operation of the water body, ergo Role of the Irrigation department, role of the tourism department, role of power department etc. Are there important constraints within existing institutions, e.g. disconnect between institutional responsibilities and the interests and behaviour of personnel within those institutions? Or are there opportunities to utilize the potential of existing institutions, e.g. private or civil society institutions to strengthen implementation capacity.
- **Legal Context:** Assess the safety requirement of the site. Govt and Government of Madhya Pradesh had circulated some directives regarding safety of Dams etc. Assess other provisions for no entry zone, no construction zone etc in the vicinity. Review of Policies adopted by Maharashtra at Varazgaon Tank (u/s of Khadagwasla Dam) and similar other policies applicable in other part of country to promote water sports facilities, development of hotels, amusement park etc and assess the regulatory changes required in the state.

2. Identification of Tourism facilities

- **Stakeholder Consultations:** Undertake discussions with the Water Resources Department/ Department of Irrigation and MP Tourism to identify tourism facilities to be developed, identification of appropriate site for the proposed development, other infrastructure development such as access roads, augmentation of road transport and airport facilities and concessions.
- **Potential Linkages with Associated Activities in the Project Area:** Discuss the various benefits and impacts of the proposed facilities on associated activities (such as irrigation, fisheries, drinking water supply etc) with the concerned departments. The proposed interventions will thus take into consideration the various requirements and limitations of all concerned activities and agencies.

3. **Feasibility Studies:** Carry out or coordinate environmental, social and other assessments and prepare feasibility studies for activities to be undertaken for each of the identified projects. Explain any particular effects of the project on the



various local communities, safety and security of project and environment. Are there any known conflicts among groups that may affect project implementation? Will the project affect any endangered plants and wild life in the surrounding region? Will the project create interference in no entry zone in the surrounding region? Will the project endanger the safety and security of the surrounding region? Assess the necessity of arrangements for law and order and also assess the possibility of Public-Private Partnership.

- 4. Identification of project elements:** Based on the above activities, identify the list of project options available for potential developers. This was envisaged to be translated into a preliminary master plan for each site along with individual project elements and necessary development control guidelines.

Services Provided:

- Identification of issues in water related tourism;
- Conduct of Environmental Impact Assessment study in schemes selected for tourism;
- Review of Hydrology and Water balances for each selected scheme;
- Conduct of a detailed needs assessment in relation to interventions required in terms of civil works and soft measures such as provision of no entry zones;
- Defining various agencies to be engaged in implementation and their role (for instance the Water Resources Department, Urban Affairs, Municipality, Citizens' Forum etc);
- Conduct of stakeholder consultations and design interventions with the full participation of the stakeholders, both urban and rural;
- Preparation of detailed designs and cost estimates for the proposed interventions;
- Exploring possibilities of private/ public partnership in implementation of Tourism Project;
- Development of appropriate bidding documents based on World Bank guidelines and requirements for carrying out works and other procurements required for implementation of Project;
- Development and implementation, on demonstrative basis, appropriate best practices and other soft measures;
- Development of Long-Term Financial Management Plan for tourism sustainability; and
- Providing training to various role agencies to be involved in tourism sustainability.

Disposal/ Privatisation of Seven (7) Properties of MP State Tourism Development Corporation Ltd.

Brief Description of Project:

JPS was appointed as a Transaction Advisor/Management Consultant for giving disposing off/privatization of the following MPSTDC properties:

- Tourist Village, Raj Nagar-Bamitha Road, Khajuraho, District Chhattarpur
- Hotel Chirag, Mahajan Square, Sanjay Nagar, Waidhan, District Sidhi
- Way Side Amenity at Karera, Near Manohar Colony, Kalothra Village, District Shivpuri
- PWD Rest House on NH-12 at Badi, District Raisen
- Hotel Rahil, Near Chandela Complex, Khajuraho, District Chhattarpur
- Govindgarh Fort, Village Govindgarh, District Rewa
- Laxmipur Palace, KrishiVigyanKendra (KVK), Village Laxmipur, Panna District

Services Provided:

- Advise on all matters relating to the project;
- Preparation of the Project Reports as may be required;

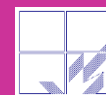
Location: Madhya Pradesh

Client: Madhya Pradesh State Tourism Development Corporation Ltd.

Funding Agency: Madhya Pradesh State Tourism Development Corporation Ltd.

Period: 2007 - 2010

Associate Firm: Nil



- Handling the entire process including tendering, preparation of tendering documents and other documents as may be required for the successful conclusion of the projects;
- Advise on and handle all administrative and legal issues relating to the successful completion of the projects as well as preparing documents for obtaining various clearances required for the same;
- Handholding on all matters relating to the successful conclusion of the project; and
- Handling any other work relating to the successful conclusion of the project, as may emerge at a later stage or as may be advised by the Government from time to time.

Location: India, Nepal, Bangladesh, Bhutan and Sri Lanka

Client: Ministry of Tourism, Government of India and Tourism organizations of India, Nepal, Bangladesh, Bhutan and Sri Lanka

Funding Agency: Asian Development Bank

Period: 2007 - 2008

Associate Firm: Tourism Resource Consultants Ltd. (TRC), New Zealand in association with METCON Consultants, Nepal

ADB TA No. 6362-REG-South Asia Sub- Regional Economic Cooperation (SASEC) Tourism Development Project

Brief Description of Project:

The Asian Development Bank promoted South Asia Sub regional Economic Cooperation (SASEC) focuses on enabling regional cooperation in 6 sectors: energy and power, transportation, tourism, environment, trade and investment and private sector participation. This initiative involves four countries: Bangladesh, Bhutan, India and Nepal.

The SASEC Tourism Development Plan (TDP) was released in 2004 and is the outcome of discussion among the members of the working group with inputs from industry and private players. This TDP was envisaged to serve as the overall framework for development of tourism in the entire SASEC sub-region and guide investment, infrastructure development and policy-making on tourism. The TDP focuses on development of tourism-related infrastructure (roads, air connectivity, facilitating travel by lowering border restrictions), human resource development (through training and resource building), branding and joint marketing and product development along two themes – ecotourism and Buddhist circuit.

The Asian Development Bank (ADB) is the Executing Agency for this Project Preparatory Technical Assistance (PPTA). The PPTA is being undertaken on behalf of the South Asia Sub-Regional Economic Cooperation (SASEC) Tourism Working Group (TWG) and in close cooperation with the tourism ministries and national tourism organizations (NTOs) of Bangladesh, Bhutan, India, Nepal and Sri Lanka. A Consulting Team led by Tourism Resource Consultants Ltd (TRC) of New Zealand, in association with METCON Consultants (METCON) of Nepal and leading consulting firms from each of the other SASEC countries, has carried out the consultancy assignment.

Services Provided:

The essential task of this PPTA was to assess the feasibility of and to design a comprehensive project for possible ADB financing of a package of priority investments in tourism-related infrastructure and facilities that will hasten implementation of the SASEC Tourism Development Plan (2004). The specific tasks undertaken by JPS included the following:

- Collection of information on tourist volume, market origin and expenditure data for each of the sub-project sites / areas listed for India using the Tourism Planning Instructions;
- Making a preliminary assessment of the interest of private sector in the proposed sub-projects;
- Collection of air traffic movement data (existing and projected for passengers and cargo) and other relevant information;



- Developing cost estimates for planned infrastructure and facility improvements at the sub-project sites (all airports, airstrips, border crossings, road upgrades and facility improvements);
- Raising any potential concerns regarding environmental issues;
- Preparing an Initial Environmental Examination (IEE) as part of the requirement for Environmental Impact Assessment (EIA) report including the design for mitigation measures;
- Undertaking Rapid Environmental Assessments (REAs) for other sub-project sites that maybe identified during the National Workshop phase of this TA;
- Proposing interventions to make projects environmentally sustainable; and
- Proposing mitigation and monitoring measures to be included in the Environmental Management Plan (EMP) for the India sub-projects

Location: New Delhi

Client: Delhi Tourism & Transportation Development Corporation Limited, Government of NCT of Delhi

Funding Agency: Delhi Tourism & Transportation Development Corporation Limited, Government of NCT of Delhi

Period: Nov. 2006

Associate Firm: Nil

Preparation of Business Plan for DilliHaat, Pitampura

Brief Description of Project:

Delhi Tourism and Transportation Development Corporation, an undertaking of the Government of National Capital Territory of Delhi, was incorporated in 1975 to promote tourism in Delhi. The objective of this study was to develop a commercially viable Business Plan for Dilli Haat, Pitampura, New Delhi, conceptualized to celebrate the shades, moods, events, legends and festivals of India, with short-term and long-term operational guidelines for meeting both commercial and socio-cultural objectives of Government of NCT of Delhi.

Services Provided:

- Study of the Business Model adopted for the Dilli Haat Project at Sarojini Nagar, New Delhi and lessons learnt from the same for improvement/ refinement in the Dilli Haat Project at Pitampura, New Delhi;
- Collection and review of primary records and documents related to the Project;
- Analysis of the proposed facilities to be erected at Dilli Haat Project at Pitampura;
- Preparation of a draft vision statement, based on marketing strategies and short-term Business Plan;
- Estimation of capital expenses to be incurred on creation of various infrastructure facilities;
- Identification of activities that can be operated under Public Private Partnership (PPP) and their business plans;
- Identification of activities that can be operated by leasing out facilities for promoting art, culture and social activities and their business models; and
- Development of a long-term Business Plan (2012 onwards) with financial feasibility assessment for DilliHaat, Pitampura.

Location: Madhya Pradesh

Client: Ministry of Tourism, Government of India

Funding Agency: Ministry of Tourism, Government of India

Period: 2004 – 2005

Associate Firm: Nil

Collection of Domestic Tourism Statistics for the State of Madhya Pradesh

Brief Description of Project:

The objective of the study was to undertake collection of Domestic Tourism Statistics in the states of Madhya Pradesh for the Department of Tourism, Government of India.

Services Provided:

- Preparation of a frame/list of all important tourist places in the State;
- Preparation of a frame/list of tourist place-wise all accommodation units, like hotels, dharamshalas, guest houses, etc.;
- Compilation of information about both domestic and foreign tourists staying in all the accommodation units each month, including nationality (about foreign tourists)



Location: Chhattisgarh

Client: Ministry of Tourism, Government of India

Funding Agency: Ministry of Tourism, Government of India

Period: 2004 - 2005

Associate Firm: Nil

Location: Assam

Client: Assam Tourism Development Corporation Ltd, Government of Assam

Funding Agency: Assam Tourism Development Corporation Ltd, Government of Assam

Period: 2004 - 2005

Associate Firm: Nil

- from the records of accommodation units;
- Compilation of information about rooms, beds, occupancy rate, employment, etc. of all accommodation units on monthly basis;
 - Conduct of a sample survey of both domestic and foreign tourists (taking separate representative samples) at all the important tourist places to estimate (a) purpose of visit (b) same day visitors (c) tourists staying with friends/relatives during their visits (d) demographic profile (e) country/state-wise arrivals (country for foreign tourists and state for domestic tourist only) (f) average estimated expenditure by tourists on various items (g) average duration of stay and (h) direct employment generated through tourism in various sectors like hotels, restaurants, transport, travel agencies, travel agents etc;
 - Estimation of the expenditure made by State Government in development of tourism, and earnings through tourism; and
 - Updation of the frame/list on quarterly basis; and accordingly revision of the coverage.

Collection of Domestic Tourism Statistics for the State of Chhattisgarh

Brief Description of Project:

The objective of the study was to undertake collection of Domestic Tourism Statistics in the states of Chhattisgarh for the Department of Tourism, Government of India.

Services Provided:

- Preparation of a frame/list of all important tourist places in the State;
- Preparation of a frame/list of tourist place-wise all accommodation units, like hotels, dharamshalas, guest houses, etc.;
- Compilation of information about both domestic and foreign tourists staying in all the accommodation units each month, including nationality (about foreign tourists) from the records of accommodation units;
- Compilation of information about rooms, beds, occupancy rate, employment, etc. of all accommodation units on monthly basis;
- Conduct of a sample survey of both domestic and foreign tourists (taking separate representative samples) at all the important tourist places to estimate (a) purpose of visit (b) same day visitors (c) tourists staying with friends/relatives during their visits (d) demographic profile (e) country/state-wise arrivals (country for foreign tourists and state for domestic tourist only) (f) average estimated expenditure by tourists on various items (g) average duration of stay and (h) direct employment generated through tourism in various sectors like hotels, restaurants, transport, travel agencies, travel agents etc;
- Estimation of the expenditure made by State Government in development of tourism, and earnings through tourism; and
- Updation of the frame/list on quarterly basis; and accordingly revision of the coverage.

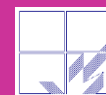
Preparation of Master Plan and Marketing Strategy for Assam Tourism

Brief Description of Project:

Prepare a Master Plan for Assam Tourism Development Corporation with a view to bring out a medium and long term vision document for tourism infrastructure development and tourism related activities.

Services Provided:

- To cover the prime sectors of Assam Tourism namely the Wild Life, Eco Adventure, Culture and Heritage, Pilgrimage, Fairs and Festivals, Tea and Golf,



River Tourism and Rural Tourism;

- Selection of tourist spots across the state of Assam and to focus on their locational aspects, tourism profiles along with study of natural, historical and cultural aspects of the sites and its people;
- To focus on historical monuments, heritage buildings and sculptures, temples etc. for the major pilgrimage centres and scope for value creation for promotion of tourism;
- Identification of the customs and lifestyle of various tribes in each of the major tourism spots, fairs and festivals of the important centres;
- Analysis of available facilities in each of the important tourist spots of the state;
- Assessment of existing infrastructure for accommodation etc. and requirement of additional infrastructure as well as creation of other amenities and tourism related activities;
- Preparation of concept drawings, development of a Blue Prints including project planning, indicative project cost estimation, financial feasibility of each such proposed project;
- Development of promotional plans comprising of marketing strategy, promotional inputs, market research, demand estimation, profile of tourist segments, analysis of market trends etc. linking each such major project of Assam Tourism with the important tourist spots of the neighboring states; and
- Assessment of the scope for private sector participation and Public – Private partnership in project management, operation and establishment for both existing and new projects etc.

Location: Uttar Pradesh, Bihar, Jharkhand

Client: Uttar Pradesh State Tourism Development Corporation, Government of Uttar Pradesh

Funding Agency: Japan Bank for International Cooperation (JBIC)

Period: 2004

Associate Firm: Pacific Consultants International, Japan

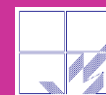
Special Assistance for Project Formation (SAPROF) for the Tourism Development Project Phase II

Brief Description of Project:

The objective of the study was to prepare a loan project from JBIC for the UP Tourist Development Corporation for Phase-II of development of the Buddhist Tourist Circuit in U.P.

Services Provided:

- **Infrastructure Assessment Survey**
 - Roads: The conditions of the roads in the Buddhist Tourist Circuit was assessed along with the need for upgradation, repairs and construction of new roads;
 - Assessment of water supply and drainage & sanitation in the Buddhist Tourist Circuit and improvements required;
 - The archaeological assessment for improvement in the up-keep and conservation of the monuments including setting up of museums; and
 - Architectural assessment of the monuments and surrounding areas and developing proposals for improving facilities for tourists such as visitors' centre etc., while maintaining the overall ambiance of the tourist sites.
- **Travel and Trade Survey:** This was undertaken to understand the tourist expenditure patterns, the tourist satisfaction levels and the employment generated in the various sectors of tourism as well as the need for additional tourist facilities; and
- **Social Survey:** This was undertaken to analyze the social aspects in the Buddhist Tourist Circuit, including poverty level and the positive/negative impact of tourism on the community and to evolve a strategy for participation of local communities in the development of tourism and enhancing the impact of tourism on poverty alleviation.



Location: Maharashtra, Rajasthan, Orissa and Tamil Nadu

Client: Ministry of Tourism, Government of India

Funding Agency: Ministry of Tourism, Government of India

Period: 2003 - 2004

Associate Firm: Nil

Study on the Economic Benefit of Tourism Sector for the States of Maharashtra, Rajasthan, Orissa and Tamil Nadu

Brief Description of Project:

The study was envisaged to help in a better understanding of the potential of tourism in terms of its net economic benefit/impact, and its inter-sectoral linkages. Also, the study was envisaged to facilitate investment decisions related to the tourism sector in the states of Maharashtra, Rajasthan, Orissa and Tamil Nadu. A sample size of 2000 tourists per state was used for all the sectors of tourism industry during primary survey.

Services Provided:

The services provided by JPS comprised of conduct of a baseline survey to achieve the following objectives:

- To identify the forward, lateral and backward linkages to the tourism sector in the state;
- To list out the quantitative measures/parameters of benefits accrued in the linked sectors/key activities;
- To carry out input-output analysis led model to arrive at correlation among investment in tourism and growth in other sectors;
- To measure the direct, indirect and induce impact of tourism expenditure on income and employment potential;
- To indicate intra-segment priority of investment in tourism sector based on tourist requirements and inherent benefits from various sub-sectors; and
- To compare direct-indirect benefits of tourism sector relevant to the state with other major sectors of the economy in the state based on national indices.

Location: Madhya Pradesh

Client: Ministry of Tourism, Government of India

Funding Agency: Ministry of Tourism, Government of India

Period: 2002

Associate Firm: Nil

Study on Preparation of 20 Years Perspective Plan of Tourism in Madhya Pradesh

Brief Description of Project:

The perspective plan of 20 years for Tourism in Madhya Pradesh was prepared to specify a strategy for future development so that it stimulates the growth in tourist arrivals, extends the period of tourist stay, injects more money into the local economy and creates awareness in the local population about the socio-economic benefits of tourism. The objectives of the consultancy assignment were the following:

- To highlight the issues underlying the stimulation of tourism in MP.
- To Identify and plan infrastructure and development needs of the existing tourist destinations and the tourist circuits.
- To identify potential tourism areas and plan for their development.
- To introduce and enhance new tourism activities i.e. adventure tourism, eco-tourism, sports tourism, rural tourism and health tourism.
- To identify priority development projects, their financing and management strategies.
- To introduce broad based regional growth through tourism by generating higher economic gains and balancing socio-cultural and physical environment.

Services Provided:

- A detailed study of the evaluation and assessment of the existing tourism resources in the state;
- Review of the existing development/investment plans of scheme for the development of the tourism in the region;



- Identification of existing as well as new Tourism projects including projects for expansion/augmentation;
- Strategies for development of financial plans by providing cost configuration of infrastructure development and prioritizing the investments;
- Strategies on private sector investments and privatization of tourism related properties owned by the state and the tourism corporations;
- Estimation and prioritization of projects on basis of employment generation and tourist arrival;
- Establishment of cultural complexes and handicrafts shops;
- Suggestions on measures of environmental rehabilitation;
- Suggestions on institutional development and strengthening; and
- Suggestions on community participation and community awareness.



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