

Draft National Tourism Policy 2022



12th July, 2022

**Ministry of Tourism
Government of India**

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Message from Prime Minister

Message from Tourism Minister

List of Acronyms

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Chapter 1 – Introduction

1.1. Tourism – A key driver of economic growth and job creation

Tourism has emerged as a key driver of economic growth. It is one of the fastest growing economic sectors and has significant impact on trade, job creation, investment, infrastructure development and social inclusion. Tourism is a major source of employment. It is a labour-intensive sector and has significant multiplier effect on employment in related sectors. Tourism employs more women and youth than most of the other sectors. Tourism can generate resources for conservation of cultural and natural heritage and has huge potential to make positive contribution to sustainable development goals.

1.2. COVID-19 Pandemic – An opportunity to reimagine the future of tourism

Tourism has been the most affected sector by the Covid-19 pandemic. It has highlighted the vulnerabilities of tourism sector and our capacity to respond to such crisis. Post COVID-19, it is highly unlikely that tourism will return to business as usual. Safety and hygiene will become key factors to select destinations. Sustainability will become more prominent in tourism choices, due to greater awareness of climate change and adverse impacts of tourism. The crisis is an opportunity to consider the long-term implications of the crisis and reimagine the future of tourism and coordinate action across governments at all levels and the private sector.

1.3. Aatmanirbhar Bharat – Realizing full potential of Tourism

Challenged by COVID-19, India has come out with the resolve to become self-reliant. “Aatmanirbhar Bharat” is a call to become vocal for local. India’s quest for self-reliance is about empowering our people and enterprises to create solutions that can build a strong, robust and dynamic India. Aatmanirbhar Bharat will use the crisis as an opportunity to take advantage of new technologies, implement green recovery strategies, and shift to policy and business practices that better balance the environmental, social and economic impacts of tourism. There are opportunities to encourage innovation, drive new business models, explore new markets, open up new destinations, and align tourism development to the Sustainable Development Goals. The spirit of Aatmanirbhar Bharat will help India realize the full potential of tourism.

1.4. Azadi Ka Amrit Mahotsav – Activating India 2.0

India is celebrating Azadi Ka Amrit Mahotsav to commemorate 75 years of progressive India and the glorious history of its people, culture and achievements. Azadi ka Amrit Mahotsav is an embodiment of all that is progressive about India’s socio-cultural, political and economic identity. This Mahotsav is dedicated to the people of India who

have not only been instrumental in bringing India thus far in its evolutionary journey but also hold within them the power and potential to enable the vision of activating India 2.0, fuelled by the spirit of Aatmanirbhar Bharat. It is the most opportune moment to unveil a shared vision for future of India's tourism guiding its course for next 25 years to make India as the most sought-after travel destination in the world when we celebrate India@100 in 2047.

1.5. India, an Emerging Superpower – Tourism to enhance India's soft power

Powered by its strong democracy, unprecedented economic growth, deep technological capabilities and young population, India is an emerging superpower of the World. India's philosophy of 'Vasudhaiva Kutumbakam' sees the world as one family. It gives India an unwavering belief in multilateralism. India's traditions of non-violence and pluralism, diversity and tolerance, its yoga and Ayurveda, its Bollywood and classical dances, are all well known. There is an increasing international recognition of India's cultural and civilizational heritage. The rise of Indian diaspora to top echelons of technology industry and other professions across the world has given a great recognition to India. Tourism can truly be a vehicle for enhancing India's soft power.

1.6. Tourism – a Global Opportunity for India

Tourism is one of the largest global industries. Once perceived as an activity for the affluent, today the number of travellers is growing rapidly and many international travellers are from the expanding middle class of large emerging economies. Tourism has become a way of life and millions of new travellers are looking for exceptional travel experiences, be they business or leisure, domestically, regionally or internationally. Post recovery of tourism economy from the pandemic, tourism growth worldwide will exceed overall world economic growth and every one in three jobs in next ten years will be created in tourism sector. Tourism, thus, is a global opportunity that cannot be ignored.

1.7. Tourism – National Prioritization is a pre-requisite

As a travel destination, few other nations can offer the diversity of products and experiences found in India. Growth of tourism sector will impact Indian economy in terms of spreading benefits across the country including remote areas and providing employment and entrepreneurial opportunities to youth, women, marginalized sections of the society and those in the informal sector. National prioritisation of the sector is critical to ensuring focus, investment, alignment and competitiveness needed as precursors to maximizing the impact of the tourism sector for the benefit of India

at large. Tourism sector must be accorded priority by Central Government Ministries, State Governments and Local Bodies.

1.8. Making of New Tourism Policy

Ministry of Tourism prepared a draft of National Tourism Policy based on various developments, which had happened since the last policy formulated in 2002 and incorporating key recommendations of NITI Aayog, Sectoral Group of Secretaries, global best practices from organizations such as UNWTO and policies and strategies formulated by other countries. The Ministry carried out a detailed situational analysis including impact due to COVID-19, future projections for tourism sector with a vision for India@100, multiple rounds of consultations and feedback from Central Ministries, State Governments, and Industry Stakeholders. The draft Policy was also published on the website of Ministry of Tourism for seeking comments from the Public.

1.9. National Tourism Policy 2022 – A holistic framework for tourism development

The National Tourism Policy 2022 is part of the vision of New India on high trajectory of growth and prosperity. The new Policy is a holistic framework for sustainable and responsible growth of tourism sector in the country. The Policy aims at Improving framework conditions for tourism development in the country, supporting tourism industries, strengthening tourism support functions and developing tourism sub sectors. The policy is architected around six key guiding principles, five national tourism missions and eight strategic pillars supported by an elaborate Institutional and Governance Framework.

1.10. Applicability and Implementation of the Policy

The Policy shall be applicable for 10 years from the date of notification unless extended further. The Policy provides broad guidance and direction for growth and development of tourism sector in the country. Most of the provisions of the policy would require concurrent and coordinated action by the Central Government, State Governments and Local Governments in partnership with Industry Stakeholders. Specific roles and responsibilities of different stakeholders will further be spelt out in the detailed strategies and action plans, schemes and guidelines to be prepared for the implementation of the Policy from time to time.

Chapter 2 – Vision, Mission and Goal

2.1. Vision

The vision of the Policy is “to transform our tourist destinations to provide world class visitor experience making India one of the topmost destinations for sustainable and responsible tourism.”

2.2. Mission

The mission of the Policy is “to create an enabling policy framework and strategic plan in partnership with Central, State and Local Governments and Industry Stakeholders to improve framework conditions for tourism in the Country, support tourism industries, strengthen tourism support functions and develop tourism sub sectors.”

2.3. Targets

The Policy aims to achieve the following targets for tourism sector in India:

	2023	2030	2040	2047
International Tourist Arrival (in Mn)	13	25	56	100
Domestic Tourist Visits (in Bn)	2	4	10	15
Foreign Exchange Earnings (in \$ Bn)	30	56	175	400
Employment (in Mn)	88	137	257	400
Tourism GDP (in \$ Bn)	143	248	550	1000

2.4. Key Strategic Objectives

The key strategic objectives of the Policy are:

- (i). To enhance the contribution of tourism in Indian economy by increasing the visitation, stay and spend and making India a year-round tourist destination,
- (ii). To create jobs and entrepreneurial opportunities in tourism sector and ensure supply of skilled work force,
- (iii). To enhance the competitiveness of tourism sector and attract private sector investment,
- (iv). To preserve and enhance the cultural and natural resources of the country,

- (v). To ensure sustainable, responsible and inclusive development of tourism in the country

2.5. Key Guiding Principles

2.5.1. To promote sustainable, responsible and inclusive tourism

The main guiding principle of the Policy is to promote sustainable, responsible and inclusive tourism, which will cut across all the initiatives under the policy to make India one of the top most destinations for sustainable and responsible tourism. The policy aims to promote sustainable tourism by minimizing the negative impact of tourism on social, environmental and economic aspects and maximizing the positive impact. The policy further advocates responsible tourism to bring all Stakeholders together for taking responsibility for achieving sustainable tourism, and to create better places for people to live in and for people to visit. In order to ensure inclusive growth, creating opportunities for marginalized sections of society including people living in remote areas will be a priority.

2.5.2. To promote digitalization, innovation and technology in tourism sector

Use of digitalization, innovation and technology is one of the key guiding principles for the promotion and development of tourism sector. The Policy aims to use technology for several initiatives under the policy and aims to help the tourism industry make the most of the opportunities presented by the digital economy. The plan is to increase the support provided to the tourism industry in the digital transformation of its business models and processes. It will also aid in the digital transformation of tourism market development activities. It will help tourism enterprises to expand their market reach, increase growth, improve operational efficiencies, and sharpen their competitive edge. At a collective level, it will help to develop and customize product offerings, improve destination connectivity, generate data to track performance, and help to improve destination management.

2.5.3. To follow a whole of Government approach

The Policy follows a whole of Government approach to address the major and multi-faceted challenges faced by the tourism industry and to develop tourism sector in the country. Due to its cross-cutting and fragmented nature, tourism policy development is an increasingly complex process, with longer time-scales and a wider scope than in the past. The whole of Government approach not only amongst the line Ministries of Central Government but also between Central and State Governments as both are involved in tourism in a variety of capacities including, marketing and promotion; border security; the regulation of markets such as aviation; planning regulations;

controlling or managing tourism attractions such as national parks; skills development; and funding the development of roads and other infrastructure.

2.5.4. Private Sector led growth

The Policy is guided by the principle that growth in tourism sector has to be led by Private Sector and the public sector has to play an enabling and facilitating role. The tourism policy places great importance on promoting entrepreneurship. The tourism policy aims to create a tourism-friendly regulatory environment by revising regulations and easing the administrative and regulatory burden for tourism businesses. This will increase the entrepreneurial scope while reducing the cost of regulation. The Policy will focus on increasing productivity, boosting the skills and competencies of all players and supporting structural change.

2.5.5. To promote Ek Bharat Shreshtha Bharat

India's strength lies in its unity in diversity. Ek Bharat Shreshtha Bharat will be a central idea under the Policy to enhance interaction and promote mutual understanding between people of different States/ UT to promote a sustained and structured cultural connect in tourism and related areas of culture, traditions & music, cuisine, sports and sharing of best practices etc. The spirit of Ek Bharat Shreshtha Bharat will guide us to bring out the best of our tourism offerings across the States to promote India as a tourist destination. It will have special focus on the lesser known and less developed tourism destinations of the Country.

2.5.6. To follow a destination centric and tourist centric approach

The policy recognizes that competition in tourism is not confined to tourism service providers or one particular experience, but the overall experience of the destination. It is the destinations, which have to compete and succeed. The Policy accordingly follows a destination centric approach to planning and development of tourism. The Policy aims at enhancing tourist experience throughout his journey from arrival to return and it will be a key element of planning for tourism development under the Policy. A tourist centric approach would ensure availability of all relevant information and services to the tourists online. It should also allow feedback and rating of services. There must also be a mechanism for tourists to register their grievances and seek resolution of the same.

2.6. Key Performance Areas and Indicators

In order to measure the progress of tourism sector across multiple dimensions at National, State and Destination level, following key performance areas have been

identified. The Ministry will further define the key performance indicators and assess the current baseline values and work out targets to be achieved:

Key Performance Areas	
Demand	<ul style="list-style-type: none"> International tourist arrivals Average expenditure Average stay Market diversification Segment diversification Geographical spread of tourists Loyalty/ share of return visitors Occupancy rate Visitor satisfaction Domestic overnight tourist visits, Domestic average expenditure and average stay
Supply	<ul style="list-style-type: none"> Accommodation/ bed capacity Product diversification Development of Tourism infrastructure Community based development/ local involvement Transport and communications Number of tour operators Quality standards/ regulations and voluntary certifications Quality tourism professionals
Investment and finance	<ul style="list-style-type: none"> Public investment Private investment Foreign direct investment Finance mechanisms SMEs and entrepreneurship
Employment	<ul style="list-style-type: none"> Direct/ total employment Human resources and Number of skilled professionals on tourism and hospitality job roles
Sustainable tourism	<ul style="list-style-type: none"> Alignment with the 2030 Agenda Biodiversity conservation and sustainable land-use Energy and water use efficiency GHG emissions and waste reduction

Inclusive growth and local communities	Engagement of local residents and communities Integration of local businesses in the tourism value chain
Increase competitiveness	Digitalization and new technologies Smart destinations: an approach towards competitiveness, sustainability and governance

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Chapter 3 – National Green Tourism Mission

3.1. Mainstreaming Sustainability into Tourism Sector

3.1.1. Tourism – faces significant sustainability challenges

The Policy recognizes that tourism sector faces many significant challenges related to sustainable development. The challenges get further compounded in view of the multiple crises being faced by the world currently: covid-19, climate change, fuel crisis, food crisis, and water crisis. Some of the specific challenges include energy and greenhouse gas (GHG) emissions, water consumption, waste management, loss of biological diversity, effective management of built and cultural heritage and planning and governance.

3.1.2. Green Tourism – tourism activities that lead to sustainable tourism

Green tourism or tourism in green economy refers to tourism activities that can be maintained, or sustained, indefinitely in their social, economic, cultural, and environmental contexts. Green tourism catalyzes action for promotion of sustainable tourism, which takes full account of current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.

3.1.3. Green Tourism – the key aspirations

The Policy aims to develop Green Tourism by mainstreaming sustainability into tourism sector, which can aspire to be more energy efficient and more climate sound; consume less water; minimize waste; conserve biodiversity, cultural heritage and traditional values; support intercultural understanding and tolerance; generate local income and integrate local communities with a view to improving livelihoods and reducing poverty. Making tourism businesses more sustainable benefits local communities, and raises awareness and support for the sustainable use of natural resources.

3.1.4. Green Tourism – greening the conventional tourism and growing niche tourism

The Policy will endeavour to promote green tourism, which will imply significant changes in the performance of conventional tourism, as well as growth and improvements in smaller niche areas centred on natural, cultural and community resources. The growth of the latter, as a proportion of the industry as a whole, may have proportionately higher positive effects on biodiversity conservation and rural poverty reduction; whereas the greening of conventional and mass tourism is likely

to have its largest effects on resource use and management, as well as on increased economic spillovers and inclusion of disadvantaged populations.

3.1.5. Green Tourism – to align with Sustainable Development Goals 2030

The Policy sees the hiatus in the tourism sector brought about by COVID-19, as providing a chance to rethink and reset the direction of tourism and the values on which its success is judged. The COVID-19 crisis is a watershed moment to align the efforts of sustaining livelihoods dependent on tourism to the Sustainable Development Goals 2030 and ensuring a more resilient, inclusive, carbon neutral and resource efficient future. The Policy reiterates that India is committed to SDGs 2030 and it recognizes that tourism has the potential to contribute, directly or indirectly, to all of the goals.

3.2. Setting up of National Green Tourism Mission

The Government will set up a National Green Tourism Mission, which will work at the three levels namely National, State and Destinations. The Mission will have the following key inter-related objectives:

- (i) To mainstream sustainability in tourism sector
- (ii) To encourage climate action in the tourism sector
- (iii) To promote responsible tourism
- (iv) To promote inclusive tourism
- (v) To align tourism development with sustainable development goals 2030

3.3. Key Strategic Areas for the Mission

The National Green Tourism Mission will work in the following key strategic areas:

- (i) National framework for sustainable, responsible and inclusive tourism
- (ii) Forging partnerships with private sector for promoting green tourism
- (iii) Sustainability to guide destination planning, development and management
- (iv) Measurement, reporting and verification of green initiatives
- (v) Collaboration and capacity building for promoting green tourism
- (vi) Fiscal policies and economic instruments for green tourism
- (vii) Finance of green tourism investments

3.4. National framework for sustainable, responsible and inclusive tourism

3.4.1. Framework in line with UNWTO definition of Sustainable Tourism

The Mission will develop and implement a national framework for sustainable tourism in line with UNWTO definition, which includes environmental sustainability,

socio-cultural sustainability and economic sustainability. The mission will catalyze action and encourage all stakeholders to take responsibility for promoting sustainable tourism. It will also include developing a code of ethics for all tourism stakeholders and a responsible traveler campaign.

3.4.2. Framework for Climate Action in tourism sector

The Mission will develop a plan for climate action to be implemented by tourism stakeholders to achieve the goals and targets for reduction in GHG emissions, enhancing the usage of renewable energy, moving towards net zero etc. in line with the national policies.

3.4.3. Framework for aligning tourism development with SDGs

Tourism can contribute directly or indirectly to all the SDGs. The Mission will guide the development of tourism sector in line with achieving the sustainable development goals 2030.

3.5. Forging partnerships with Private Sector for promoting green tourism

The Mission will forge partnership with the private sector for promoting sustainable and responsible tourism. The private sector players such as hotel owners, tour operators, and transport services can play a key role in protecting the environment and influencing tourists to make sustainable choices. Increased public environmental awareness, including traveller awareness, has contributed to the development of a host of voluntary industry initiatives. The Mission will create enabling conditions for private sector to become energy efficient and climate sound, consume less water and minimizing waste, conserve bio-diversity and cultural heritage and values.

3.6. Sustainability to guide Destination Planning, Development and Management

3.6.1. Strategy to incorporate sustainability as a key guiding principle

The Mission will work towards developing a clear strategy and roadmap for destination planning, development and management, which incorporates sustainability as the key guiding principle. Destination planning and development strategies will be a critical determinant for the greening of tourism. Every destination is unique, and therefore each development strategy must be sensitive to the destination's unique assets and challenges.

3.6.2. Destination's Tourism Master Plan

Destination's Tourism Master Plan will include environmental and social issues in order to manage the critical assets and promote greener outcomes and will be

prepared by a multi-stakeholder participatory planning process. It will also include mitigation of carbon emissions, biodiversity conservation, waste management, water supply and consideration and mitigation of impacts on socio-cultural and built heritage. The carrying capacity and visitor management to avoid over-tourism along with promoting “Plastic Free Destinations (PFD)” and green mobility will be some of the focus areas of action.

3.7. Measurement, reporting and verification of green initiatives

The Mission will work with relevant Ministries and agencies towards measurement and reporting of travel and tourism-related emissions. This will help tracking of progress on achieving the targets set for tourism sector. In addition, the Mission will encourage the tourism industry and destinations to adopt certification based on Sustainable Tourism Criteria of India (STCI). The Mission will frame suitable guidelines and lead the implementation of STCI across tourism industries such as accommodation, tour operators and also various tourism attractions and destinations. The Mission will further adopt global best practices in measurement, reporting and verification of sustainable elements of tourism.

3.8. Collaboration and Capacity Building for promoting Green Tourism

The Mission will encourage all stakeholders to collaborate, to share evidence of risks and solutions with all stakeholders and guests, and work together to ensure plans are as effective and coordinated as possible. The Mission will set up Centres of Excellence at national, regional and state level to create competencies, expertise and source of capacity to train enterprises and other stakeholders in sustainable and responsible tourism practices. These centres will also create awareness about STCI and STCI based certifications in the country.

3.9. Fiscal Policies and Economic Instruments for Green Tourism

3.9.1. Public investments in green tourism to catalyse private sector

The Mission will work towards advocating critical government investments in the green enabling environment, which will play a central role in determining private sector investment and direction. Government investments in protected areas, cultural assets, water, waste management, sanitation, transportation and energy infrastructure investments will play a critical role in private sector investment decisions toward greener outcomes.

3.9.2. Advocacy for appropriate taxation and subsidy policies

The Mission will advocate appropriate taxation and subsidy policies to encourage investment in sustainable tourism activities and discourage unsustainable tourism. Such policies will encourage green investment at the destinations and facilities. Such policies can further support private sector in purchase of equipment or technology that reduces waste, encourages energy and water efficiency, or the protection of biodiversity (payments for environmental services) and the strengthening of linkages with local businesses and community organizations.

3.10. Finance of Green Tourism Investments

The Mission through Ministry of Tourism will coordinate with relevant Ministries such as Finance and regulatory authorities to facilitate access to capital for green investments. In this connection, particular attention will be paid to tourism MSMEs. Foreign direct investment (FDI), private equity, portfolio investment, and other potential funding sources should be also aligned with sustainable projects and strategies for the tourism industry.

3.11. Coordination and Partnerships for Green Tourism

The Mission will establish mechanisms for coordinating with Ministries responsible for the environment, energy, labour, agriculture, transport, health, finance, security, and other relevant areas, as well as with State and local governments for relevant regulations, policies and governance structure. The Mission will closely work with Industry and NGOs and will have strong partnerships with Businesses, Donors, Tourists, International organizations, Academia and Civil Society Organizations to promote green tourism.

Chapter 4 – National Digital Tourism Mission

4.1. Digitalization, Innovation and Technology – to drive competitiveness in tourism

4.1.1. Digitalization – offers unprecedented opportunities

The Policy recognizes that digitalization, innovation and technology in tourism sector presents opportunities for tourism enterprises to expand their market reach, increase growth, improve operational efficiencies, and sharpen their competitive edge. At a collective level, it will help to develop and customize product offerings, improve destination connectivity, generate data to track performance, and help to improve destination management. Over the long term, digital transformation can unlock innovation and ensure the competitiveness of India's tourism sector.

4.1.2. Digitalization – fragmented tourism sector has many challenges

The Policy recognizes that the tourism sector is highly fragmented, and subsectors such as transport, accommodation, restaurants and catering, and personal services are all subject to very different challenges and opportunities, when it comes to digitalization. There are significant differences in human resource capabilities, varying levels of access to financial and non-financial resources, different levels of awareness, and variations in digital skills.

4.1.3. Digitalization – Micro, Small and Medium Enterprises (MSMEs) lagging behind

The Policy also recognizes that the advantages of digitalization notwithstanding, MSMEs are lagging behind in the digital transition, and many small traditional tourism businesses are struggling to understand the opportunities and reap the benefits. MSMEs that do not invest in their digitalization will not survive, let alone thrive in the future.

4.1.4. Need to fully embrace digitalization

Destinations, businesses and the wider tourism sector will need to fully embrace new technologies to remain competitive, and to take advantage of the innovation, productivity and value creation potential. Digitalization requires a fundamental change in thinking and doing ("mind set") and therefore presents the tourism industry with crucial challenges.

4.1.5. Digital platforms and sharing economy – need for national cooperation

The global platforms and sharing economy are examples of the changes brought about by digitalization. The business models of the digital platform economy are often driven by network logic, i.e. the combination of falling marginal costs for

providers and increasing marginal utility/ returns for customers. This results in a focus on few players (“the winner takes all”). Local, isolated solutions are therefore difficult to bring to success, unless they specialize and therefore cannot be easily copied on a global scale. As a result, the need for national cooperation is increasingly significant, turning into a critical success factor.

4.2. Setting up of National Digital Tourism Mission

Ministry of Tourism will set up National Digital Tourism Mission to promote digitalization in tourism sector. The National Digital Tourism Mission envisages to achieve the objective of harnessing the full potential of digitization in tourism sector by facilitating exchange of information and services in tourism sector spreading across national and state tourism organizations, tourism service providers, tourism destinations, products, experiences and tourists.

4.3. Key Strategic Areas for the Mission

The Mission will work in the following key strategic areas:

- (i) Leveraging cross domain generic building blocks
- (ii) Development of Tourism Domain Data
- (iii) Development of Unified Tourism Interface
- (iv) Development of User Systems
- (v) Digital Enablement of Lifecycle of Tourist Journey
- (vi) Support to MSMEs for digitalization
- (vii) Enabling Smart Tourist Destinations

4.4. Leverage Cross Domain Generic Building Blocks

The Mission will leverage the digital infrastructure layer commonly available to all Ministries, States and public at nominal or no cost such as Aadhaar, DigiLocker, UPI/ BHIM payment gateway, PAN, CIN and GSTN number for organizations etc. This digital infrastructure layer helps to achieve uniqueness of key data sets, economies of scale and facilitates all India portability for stakeholders of the ecosystem.

4.5. Development of Tourism Domain Data

4.5.1. Tourism Directories, Tourism Registries and Tourism Records

The Mission will develop digital repositories of core domain data elements related to Tourism including Tourism Directories, Tourism Registries and Tourism Records. Tourism Directories will consist of directories of tourist destinations, attractions, tourist activities, routes, festival calendar, convention halls, public utilities etc. Tourism registries will consist of accommodation units, tour operators, travel agents,

online travel aggregators (OTAs), tourist guides, restaurants, and other tourism service providers. Tourism records will include rules & permissions required for various tourist attraction, activity records, shopping rate range, room rate range, footfall records etc.

4.5.2. Single source of truth for tourism data

Developing tourism domain data through directories, registries and records will ensure sharing of single source of truth among departments and external agencies thereby providing opportunities for improved efficiency and effectiveness in Governance. It will also enable departments at various levels of Government to identify, discover, describe, manage, protect, and share the System of Records (SoR) for consistent reuse of information within and across agencies.

4.6. Development of Unified Tourism Interface

The Mission will facilitate uniform tourism interface and allow users to have access to various Application Program Interfaces (APIs), which may consist of e-Search related APIs for rate cards, rules, ratings, discounts, multi-modal travel etc. Booking related APIs for reservation, cancellation, e-VISA, travel booking and other tourism services APIs such as quality certifications, licensing services, permissions, help services etc. Unified Tourism Interface will streamline and facilitate exchange of information amongst stakeholders in tourism ecosystem in a seamless manner.

4.7. Development of User Systems

4.7.1. Development of Core and Common Systems

The Mission will develop core, common and reference systems and aggregate platforms. Usage of the services available in the Unified Tourism Interface (UTI) shall enable emergence of aggregator platforms in the tourism space. The core applications could include Single window compliance platform and Data analytics platform. Single window platform may provide knowledge about rules, regulations and compliance requirements for all actors of the tourism ecosystem. The data analytics platform shall use aggregate anonymized data for research, planning and policy making etc.

4.7.2. Development of Reference Applications

The Mission may also build reference applications as open source and technology companies shall be encouraged to build upon these products. Examples may include Trip Planning applications for tour operators who do not have access to large aggregate digital platforms, but want to provide customized best deals to the client.

Similarly, Hospitality Facility Management ERPs may be rolled out as open source so that low-cost digital options may be made available for small hospitality service providers.

4.8. Digital Enablement of Lifecycle of Tourist Journey

The Mission will enable digital information and services throughout the lifecycle of a tourist's journey. During pre-visit period, it will include information for planning a trip, considering trip to India, gaining confidence about India visit and finding out best time to visit, places to visit, tourist activities, affordability of the visit etc. The Mission will also facilitate online VISA and booking of accommodation and other services. During the visit, the tourist will need to be facilitated for various activities including transportation, accommodation, catering, shopping, entertainment and creates memorabilia. Post the visit, the tourist shares his experience and feedback with others over social media and blogs.

4.9. Support to MSMEs for digitalization

The Mission will make the MSMEs aware about varied opportunities from digital technologies such as customer acquisition, improve online brand visibility, expand international reach, improve service quality, increase visitor satisfaction. The Mission will also provide support to MSMEs to overcome various difficulties in implementing digital technologies, which include training on new digital technology, costs and uncertain returns on benefits, insufficient knowledge to identify opportunities, insufficient technical knowledge, lack of suitable "off the shelf" products within budget

4.10. Enabling Smart Tourist Destinations

The Mission will also facilitate and enable development of smart destinations. A smart tourist destination facilitates access to tourism and hospitality products, services, spaces and experiences through ICT-based tools. It encourages innovative implementation of advanced digital technologies to the tourism system allowing competitive advantages for the destination, namely:

- (i). Enhancing the interpretation of heritage, landscapes and other tourist attractions,
- (ii). Support to the decision process (pre, during and post experience),
- (iii). Taking advantage of Big Data, Artificial Intelligence, Cloud Computing, Virtual Reality, Augmented Reality, and the Internet of Things, connecting the tourism components in a dynamic neural system.

Chapter 5 – Tourism and Hospitality Sector Skill Mission

5.1. Tourism and Hospitality – A key Sector for Employment

5.1.1. Huge employment opportunities across a range of activities

The policy recognises that tourism sector provides huge employment opportunities in a range of segments including hotels, restaurants, travel agents and tour operators, tourist transport, eco and adventure tourism, cruise services, tourist guides and other related areas.

5.1.2. Well trained manpower is pre-requisite for quality of service

The Policy also recognises that trained manpower is required not only to meet the demand of tourism and hospitality sector but keeping in view that tourism is driven by visitor experience, the people serving in the industry have to be well trained to deliver a positive experience to the visitors.

5.1.3. Youth needs employable skills

The Policy also takes note of the dual challenge currently being faced by India i.e. paucity of trained workforce, as well as non-employability of large sections of the conventionally educated youth, who possess little or no job skills. The Policy accordingly advocates providing employable skills to our youth in line with the opportunities in the market.

5.2. Synergy between skill development framework and sectoral growth strategies

The policy does not view skill development in isolation. Skills are germane to, but not always sufficient for securing adequate economic dividends. Skills need to be an integral part of employment and economic growth strategies to spur employability and productivity. The skill development framework and ecosystem laid down by Ministry of Skill Development and Entrepreneurship, requires strong support from relevant line Ministries for ensuring its integration with sectoral economic strategies and growth.

5.3. Tourism and Hospitality Sector Skill Mission

The Ministry of Tourism will set up a Tourism and Hospitality Sector Skill Mission to create synergy between skill development framework and sectoral growth strategies. The mission will forge partnerships amongst the Ministry of Tourism, the Ministry of Skill Development, State Tourism Departments, Industry and Sector Skill Council for tourism and hospitality to strengthen the skill ecosystem for hospitality and tourism sector in the Country.

5.4. Key Strategic Areas of the Mission

The Tourism and Hospitality Sectoral Skill Mission will work in following areas to achieve the objectives of providing quality trained manpower to the sector:

- (i) Create Synergy and Engagement with Industry
- (ii) Make Skills Aspirational and Advocacy
- (iii) Skill Gap studies and Skill Development Plans
- (iv) Enhance Capacity and Quality
- (v) Placements
- (vi) Global Partnerships
- (vii) ICT Enablement
- (viii) Promoting Inclusivity
- (ix) Coverage of skill training for informal and unorganized tourism workers
- (x) Recognition of Prior Learning (RPL)
- (xi) Incredible India Tourist Facilitator (IITF) Certification Program

5.5. Create Synergy and Engagement with Industry for Skill Training

The Mission will focus on continuous engagement with industry in the skill training and placement of trained youth. Tourism and Hospitality Sector Skill Council (THSSC) has already been set up as part of the skill development ecosystem. THSSC is an industry led body, which will act as a bridge between skill training and industry. A state level mechanism will also be put in place. The Mission will further create synergy in the skill development programs in tourism and hospitality sectors being executed by various agencies of the Central Government, State Government and Private Sector.

5.6. Make Skills in Hospitality and Tourism Industry Aspirational

The Mission will endeavour to make skills in Hospitality and Tourism industry aspirational. A National Campaign will be launched to create awareness and a positive perception about career in hospitality and tourism sector. State wise camps will be organised for skills awareness and mobilization. Promotion will be carried out through skill ambassadors including eminent personalities. Tourism and Hospitality Skill Awards will be instituted in partnership with major stakeholders.

5.7. Skill Gap studies and Skill Development Plans

The Mission in consultation with various stakeholders prepare skill gap studies on regular basis to understand the trends and requirements of the industry. The Skill gap studies will be carried out at the destination, state and national level. Based on the skill gaps identified and plans of different stakeholders, an overall skill

development plan for the tourism and hospitality sector will be prepared and which will provide year wise implementation plan.

5.8. Enhance Capacity and Quality for Skill Training

The Mission will focus on enhancing the capacity for skill training by encouraging private sector and industry to support the sectoral skill mission. The Mission will also focus on various measures to ensure quality of skill training to make the candidates industry relevant and employable. Language, basic IT and financial literacy is an integral part of most job roles in the sector. Further, life skills are also an integral to a successful livelihood. Accordingly, all skill training programmes shall include basic modules of computer literacy, finance, language and soft skills like etiquettes, appreciating gender diversity in workplace, building positive health attitudes, social and life skills to enable the youth to be employable and market ready.

5.9. Placement of skilled youth

The Mission will enable mechanism for tracking placements of skilled youth, whether self or wage employed, which is the most critical outcome of skill training. To assess quality of skill training, this critical outcome will need to be monitored objectively. Employment tracking of individuals for at least one year, post skill training, will be done.

5.10. Global Partnerships

The main objective of global partnerships and international collaborations is to leverage best practices from across the world. Such collaborations will immensely enrich domestic training programmes by enhancing their quality through learnings from successful international models of skilling, engaging with industry, etc. This is particularly important in tourism and hospitality sector, which is catering to the needs of foreign tourists also. It is important that our workforce understands customer needs and requirements so that it can serve them well and enhance visitor satisfaction.

5.11. ICT Enablement

5.11.1. Speed and Scale need digital learning platforms

Promotion of only brick and mortar facilities will not ensure the speed and scale required for skill development in tourism and hospitality sector. The use of technology will be leveraged to scale up training facilities, enable access to remote areas and increase cost-effectiveness of delivery of training. A responsive and agile sectoral Labour Market Information System (LMIS) will be created for aggregating

demand and supply of skills to help align efforts towards bridging the existing and expected skill gaps.

5.11.2. Online Incredible India Tourist Facilitator Certification Program

Ministry of Tourism has successfully demonstrated use of ICT for skill training in implementing Incredible India Tourist Facilitator (IITF) Certification Programme. It is an online programme where one can learn about tourism at his own time, space, path and pace. The successful completion of this programme would enable the learner to become a Certified Tourist Facilitator of Ministry of Tourism.

5.12. Promoting Inclusivity

It is necessary to promote skill development initiatives that will ensure inclusivity, irrespective of gender, location, caste, sector etc. One of the key objectives is to safeguard the skilling needs of SCs, STs, OBCs, minorities, and differently abled persons, as well as those living in difficult geographical pockets.

5.13. Coverage of skill training for informal and unorganized tourism workers

The Mission will work with the State Governments for undertaking extensive skill training activities across the informal and unorganized tourism workers across the tourism value chain covering accommodation providers, eateries, street vendors, other sundry jobs around tourism attractions. This will enhance the experience of the visitors interacting with them and it will also equip the local community for various opportunities in tourism value chain.

5.14. Recognition of Prior Learning (RPL)

The Mission will also work towards implementing recognition of prior learning (RPL). RPL is the key instrument which can help map the existing skills in the unorganised sector and integrate the informal sector to the formal skilling landscape. The RPL is an outcome-based qualification framework against which prior learning would be assessed and certified. The RPL certification would be at par with the certifications following various skill trainings in the country.

Chapter 6 – National Mission on DMOs

6.1. Destination Management – essential for sustainable growth of tourism

6.1.1. Definition of Tourism Destination

The Policy adopts the definition of tourist destination as “a physical space having planning or administrative boundaries in which a visitor can spend an overnight. It is the cluster of products and services, and of activities and experiences along the tourism value chain and a basic unit of analysis of tourism”. A destination incorporates various stakeholders and can network to form larger destination. Thus, a destination can be at city level, region level, state level and national level.

6.1.2. Destination management needs a coordinated and strategic approach

The Policy recognizes that destination management consists of the coordinated management of all the elements that make up a tourism destination taking a strategic approach to link-up these sometimes very separate elements for the better management of the destination. Such a joined-up management helps avoid overlapping functions and duplication of effort with regards to promotion, visitor services, training, business support and identify any management gaps that are not being addressed.

6.1.3. Destination management essential to address the complexity of tourism sector

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

6.1.4. Adopting a destination centric approach

The Policy accordingly advocates a shift from department centric and scheme centric approach to a destination centric approach for planning, development and management of tourism. The Competition in tourism is not confined to tourism service providers, but the most decisive competition struggle takes place between the destinations. In order to enhance competitiveness and achieve sustainable, responsible and inclusive growth of tourism destinations, create synergy and convergence in the efforts of various public and private agencies, Destination Management Organizations need to be set up urgently.

6.2. Advantages of effective Destination Management Organization

The Policy recognizes the numerous advantages of effective destination management, coordinated and led by a Destination Management Organization (DMO). Such destinations present a higher capacity to keep pace with tourism trends, to innovate and to adapt to consumer patterns, are more resilient to challenges, have a higher level of effectiveness in planning and product development and agility in decision-making. Some advantages of effective destination management are outlined below.

6.2.1. Establishing a competitive edge

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

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

6.2.2. Ensuring sustainable tourism development at the destinations

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

6.2.3. Strengthening institutional governance

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

6.2.4. Avoiding overlap and identifying gaps

The DMO, as the leading organizational entity which may encompass various authorities and stakeholders in the destination, is in a better position than any other entity at destination level to avoid duplicating efforts and overlapping initiatives, as well as identifying possible gaps that should be addressed to ensure an effective management of the destination.

6.2.5. Spreading the benefits of tourism to local businesses and communities

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

6.2.6. Building a tourism culture in the destination

DMOs make local communities aware of the socioeconomic contributions of the tourism sector and engage local communities and closely monitor the attitudes of residents in regards to tourism development. No tourism destination can be sustainable and competitive in the long term without hearing the local communities and residents' voice in its tourism planning and management.

6.2.7. Improving tourism yield per visitor

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

6.3. National Mission on DMOs

The Government will set up a National Mission on DMOs to develop and implement a framework for Destination Management Organizations, build their capacities and provide institutional support.

6.4. Key Strategic Areas of the Mission

The Mission will work across the following key strategic areas:

- (i) Develop and implement a national framework for DMOs

- (ii) Developing Strategic Leadership of DMOs
- (iii) Developing Effective Execution
- (iv) Developing Efficient Governance

6.5. Develop and Implement Framework for Destination Management Organization

6.5.1. DMO to be the leading organizational entity

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

6.5.2. Role of DMO

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

- (i) Strategic planning,
- (ii) Market intelligence,
- (iii) Tourism product and business development,
- (iv) Digitalization and innovation,
- (v) Monitoring,
- (vi) Crisis management,
- (vii) Promotion, Marketing and Branding

The Policy recognizes that "one-fits-for-all" model cannot be applied and each destination needs to adapt the nature and functions of its DMO based on the characteristics, priorities and level of development of the destination to ensure a seamless management of the destination.

6.5.3. Structure of DMOs

6.5.4. DMOs to be a public private partnership

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

6.5.5. DMOs to be SPV

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

6.5.6. Chairperson and Vice Chairperson of SPV

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

6.5.7. Chief Executive Officer and other key staff

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

6.5.8. Funds for the SPV

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

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

6.5.9. Common DMO for smaller destinations in a district

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

6.5.10. Model Articles of Association

The Mission will evolve detailed structure and functions of the SPV and the model Articles of Association for guidance of the State Governments.

6.6. Developing Capacity for Strategic Leadership in DMOs

The Mission will work towards developing strategic leadership role of DMOs, which will involve harnessing stakeholder efforts and energy towards a collective vision, mapping a strategy for achieving the vision, communicating and advocating the advantages and principles of effective tourism management, promoting public-private partnerships, etc. The Mission will build the capacity of the DMO to discharge following responsibilities effectively to provide strategic leadership

- (i) To play a key role in participating in and implementing a destination tourism policy and/or strategic development plan
- (ii) To have a defined strategic vision
- (iii) To act as a leader in tourism knowledge and tourism information
- (iv) To play an appropriate role in coordinating tourism sector action in the event of a crisis
- (v) To have a sustainable management programme that covers economic, sociocultural and environmental fields.
- (vi) To leverage and build stakeholder partnerships in pursuit of destination competitiveness
- (vii) To promote a tourism culture in the destination and its community.

6.7. Developing Capacity for Effective Execution in DMOs

The Mission will develop effective executive capacity in DMOs. The DMO's effective execution encompasses knowing and leading the DMO's duties and roles and having the appropriate and necessary organizational structure and budget to be able to perform them. It is also important to direct such execution through a strategic plan, which may provide the framework and strategic vision, as well as specific operational plans that systematize for each management area actions, available resources and objectives. The Mission will build the capacity of DMO's in following areas for effective execution:

- (i) To regulate the tourism sector
- (ii) To conduct a destination leisure tourism marketing and promotion plan
- (iii) To conduct destination MICE tourism marketing and promotion plan
- (iv) To conduct destination NICHE tourism marketing and promotion plan
- (v) To integrate information and communications technologies (ICTs)
- (vi) To conduct tourism investment promotion
- (vii) To promote and facilitate the destination tourism offer enhancement and competitive capacity
- (viii) To promote tourism entrepreneurship and innovation
- (ix) To produce and distribute promotional material

- (x) To provide information services to visitors
- (xi) To develop tourism human resources development in the destination
- (xii) To ensure tourism quality in the destination

6.8. Developing Capacity for Efficient Governance

The Mission will develop the capacity of DMOs for efficient governance. Efficient governance of the destination management system includes providing awareness and guidance for the industry on quality and excellence, promoting sustainable and responsible tourism and efficient and transparent corporate governance. Destination governance relates to the development and implementation of a cohesive tourism destination policy, an appropriate institutional framework to ensure the effective implementation of this policy and a consistent operational system. The Mission will build the capacity of the DMOs in the following areas:

- (i) To have a mandate and role aligned with its Strategic Plan
- (ii) To manage the DMO according to nationally and internationally accepted governance principles
- (iii) To manage DMO's finances in accordance with its mandate
- (iv) To manage human resources according with accepted international and national principles
- (v) To use technology effectively to fulfil DMO's mandate aligned with its Strategic Plan

6.9. Certification of DMOs

The Mission will develop the capacity of Destination Management Organizations in line with the UNWTO guidelines for Institutional Strengthening of Destination Management Organizations. The Ministry will also be facilitating UNWTO destination certification system, which evaluates the three areas of key performance in destination management at DMO level: Strategic Leadership, Effective Execution and Efficient Governance.

Chapter 7 – National Mission on Tourism MSMEs

7.1. Tourism MSMEs – across sectors

The Policy recognizes that tourism is dominated by a large number of MSMEs across the sectors namely:

- (i) Accommodation
- (ii) Food and Beverages
- (iii) Tourist attractions both cultural and natural
- (iv) Transportation
- (v) Recreation and adventure activities
- (vi) Events and conferences
- (vii) Travel Trade
- (viii) Other Tourism services

7.2. Tourism MSMEs - vital for job creation

MSMEs are vital means for tourism to promote inclusive growth as they lead to a more equitable distribution of costs and benefits through increasing job opportunities for poor households and utilizing locally generated inputs. In addition to hiring locally, MSMEs provide jobs that are less skill-intensive with more flexible work arrangements which are more suitable for households.

7.3. Tourism MSMEs - Challenges and Barriers

MSMEs in the tourism sector often face challenges in accessing capital from public and private sources. Tourism MSMEs also face the challenge of complex regulatory environment to ensure regulatory compliances and access various government services. MSMEs also lack trained workers, human resource development capacity, management skills and adequate policies for career development of workforce. MSMEs also face challenge in marketing and promoting their products and services.

7.4. National Mission on Tourism MSMEs

Keeping in view the potential of Tourism MSMEs to create jobs and entrepreneurial opportunities and contribution in the growth of tourism, the Government will set up National Mission on Tourism MSMEs. The key objective of the Mission will be to enable and empower our MSMEs across tourism value chain in enhancing their competitiveness and their integration in global value chain.

7.5. Key Strategic Areas of the Mission

The Mission will work in the following key strategic areas:

- (i) Formalization of MSMEs – Key to provide MSMEs necessary support
- (ii) Creating awareness about policies for Tourism MSMEs
- (iii) Benchmarking State Policies for Tourism MSMEs
- (iv) Destination management focused on MSME opportunities
- (v) Facilitating capital and credit to Tourism MSMEs
- (vi) Facilitating accreditation standards and quality
- (vii) Market Development Assistance for MSMEs
- (viii) Promoting Training and Skill Development
- (ix) Facilitating co-operation and networking in tourism industry
- (x) Building a Strong Eco-System for Startups and Innovation
- (xi) Areas for Innovation
- (xii) Inclusive Entrepreneurship
- (xiii) E-market place for tourism MSMEs

7.6. Formalization of MSMEs – Key to provide MSMEs necessary support

The Mission will work with the State Governments to encourage the MSMEs in various tourism segments to get registered with the Ministry of Tourism, which is setting up a digital platform for the same. Registration of MSMEs with prescribed authorities will enable them to avail various benefits being made available by the Central and State Governments to MSMEs for their varied needs such as capital, credit, marketing support, technology, infrastructure, skills, research and development.

7.7. Creating awareness about policies for Tourism MSMEs

The Mission will work with State Governments and Destinations to create awareness about the policies and initiatives, which can benefit MSMEs and they would be encouraged to avail them. There are a number of Central and State policies to facilitate MSMEs in services sector in their development and growth but Tourism MSMEs are not fully aware of the same. As a result, the MSMEs don't fully make use of the same. Mechanism will be put in place to handhold MSMEs for availing these benefits.

7.8. Benchmarking State Policies for Tourism MSMEs

The Mission will analyze and benchmark the State Policies for tourism MSMEs as well as global best practices. Based on the same, the Mission will recommend best practices and model policies to the States for supporting tourism MSMEs.

7.9. Destination management focused on MSME opportunities

7.9.1. Create conditions for MSMEs to profit from destination-based advantages

The Mission will encourage DMOs to undertake destination management activities that create opportunities and remove barriers that are specific to MSMEs. DMOs will facilitate policies and create conditions for MSMEs to profit from destination-based advantages. The Mission will encourage DMOs to take measures to improve and highlight the uniqueness of destinations which will create opportunities for MSMEs to create differentiated tourism products with higher value added.

7.9.2. Collect localized data to facilitate favorable policies for MSMEs

The Mission will work with the States and Destinations to devise and implement monitoring systems to collect increasingly localized data on tourism in order to inform policies, support local MSMEs and diversify the supply of tourism products based on consumption trends and geographical features. Based on this information, the Central and State Governments can pursue the differentiation of tourism supply through devising interventions that contribute to the improvement or emergence of destinations with a focus on MSME competitiveness.

7.9.3. Infrastructure and tourist amenities can offer opportunities to MSMEs

The Mission will advocate development of attractive infrastructure, amenities, and improvement in accessibility, which can increase access by tourists to a large variety of unique products and services capitalizing on destination related advantages, enabling SMEs to increase profits and reduce costs.

7.10. Facilitating capital and credit to Tourism MSMEs

7.10.1. Capital subsidy and credit guarantee schemes

The Mission will encourage the States to provide capital subsidy to the tourism hospitality projects and other tourism products at par with such incentives being extended to manufacturing industry. Central Government also provides certain incentives for specific regions for setting up hospitality projects. The Mission will create awareness amongst MSMEs about schemes which provide credit guarantee to MSMEs including tourism sector enterprises.

7.10.2. Design, mentorship and shared facilities for tourism MSMEs

The Mission will also encourage schemes, which provide support for design and mentorship services and shared facilities for tourism MSMEs to produce quality souvenir products and other art and craft products at the destinations. The Mission will also provide support for consulting services and technical assistance to support tourism entrepreneurs to develop a business plan and identify funding opportunities from financial institutions and/or government agencies.

7.10.3. Support to traditional lodging providers, food and restaurant businesses

The Mission will also explore support to traditional lodging providers, food and restaurant businesses at tourist destinations to access finance to modernize their businesses and better appeal to international tourists by renovating facilities and providing with fast Wi-Fi networks, and website information in foreign languages etc.

7.11. Facilitating accreditation to standards and quality

The Policy recognizes that it is a difficult task for MSMEs, especially for the smaller ones, to maintain and adopt the standards required for a high quality, dynamic and sustainable tourism industry. The Mission will create awareness on business and tourism accreditations and encourage MSMEs to align their offer with the expectations of consumers. The Mission will further facilitate and provide support to MSMEs lacking in the skills and experience required to meet standards and gain the appropriate accreditation.

7.12. Market Development Assistance for MSMEs

The Mission will work with the States and Destinations to create awareness and market opportunities for various products and services by tourism MSMEs whether accommodation, food business, crafts and souvenirs, guides and other activities. The Ministry will encourage the groups of units to jointly plan market development activities and devise suitable schemes for providing market development assistance to MSMEs.

7.13. Promoting training and skill development

The Mission will support training and skill development of tourism MSMEs and increase the entrepreneurial/ management capacity of MSMEs through appropriate small business support and training programmes. The capacity of the managers and employees of MSMEs will be enhanced to learn new technologies, understand customers' need, improve product quality and capture the potential of new (niche) markets. This will help tourism MSMEs to operate effectively in the market.

7.14. Mentoring startups and other enterprises

Ministry will also encourage successful entrepreneurs to mentor the Start-ups and other existing MSMEs, who struggle with relatively easy addressable challenges. The MSMEs in tourism sector have to adopt innovations to participate effectively in the emerging opportunities. The Mission will facilitate sharing of innovative practices in terms of organization, entrepreneurship or process development to strengthen MSMEs and equip them to participate effectively in global value chains. The Mission

will disseminate information to the SME community and provide support services to MSMEs in this area.

7.15. Facilitating co-operation and networks in the tourism industry

7.15.1. Encourage alliances, networks and clusters

The Mission will play a major role in encouraging collaborative activities and supporting the development of networks of MSMEs and in promoting their connections with large enterprises. There is great potential for the development of alliances, networks and clusters of MSMEs in travel, hospitality and tourism. Co-operation will be important for achieving economies of scale and added value in the industry.

7.15.2. Schemes to encourage joint action by Tourism MSMEs

The Mission will develop schemes that promote joint action and offer incentives based on number of participating units to promote public-private and inter-firm partnerships, research and development opportunities, start up or accelerator hubs and entrepreneurial ventures.

7.15.3. Promote “Connect, Collaborate and Conduct”

The Government will promote an ecosystem of ‘Connect, Collaborate and Conduct’ wherein the platforms enable a Connect or a first level introduction, the ecosystem facilitates collaboration through a formal engagement and the environment leads to the conducting of business.

7.16. Building a Strong Eco-System for Startups and Innovation

The Policy recognizes that innovation and entrepreneurship are crucial for sustainable growth of tourism and hospitality sector and social development. Under the overall Startup India initiative, the Mission will facilitate and nurture start-ups in travel, hospitality and tourism sector. The Mission will take the following measures:

- (i). Promoting networking between entrepreneurs and entrepreneurship support organizations and other actors
- (ii). Convergence and synergy in various Central and State programs promoting innovation, entrepreneurship and Startups in the Sector
- (iii). Promoting networking of various reputed academic institutions carrying out research and innovation and other organizations running incubators and accelerators.
- (iv). Connect Research with entrepreneurs and global network of venture capital, angel funds and mentors

- (v). Work with University and College Incubators, Incubation Centres by other Government Organizations, Private Incubators and Accelerators

7.17. Areas for innovation in travel, hospitality and tourism sector

While there are unlimited opportunities for innovation in the travel, hospitality and tourism sector, some of the key areas where Startups can work and provide new innovative solutions are as follows:

- (i). Personalization of the travel and hospitality experience
- (ii). Better security for travelers and their transactions
- (iii). Multimodal transportation planning and booking
- (iv). Regional connectivity between destinations
- (v). Better payment models throughout the travel value chain (B2C and B2B)
- (vi). Facilities, asset, and inventory management for hotels and resorts
- (vii). Reduced environmental impact
- (viii). Enhanced customer experiences in travel and hospitality
- (ix). Automation in hotels and resorts
- (x). Improved conversions for booking platforms
- (xi). Solutions for “over tourism”

7.18. Inclusive entrepreneurship in tourism sector

While promoting entrepreneurship, the Mission will have special focus on women entrepreneurship and weaker section to ensure inclusive tourism development in the country.

7.19. E-market place for tourism MSMEs

Ministry of Tourism has set up an e-market place for guides to facilitate tourists avail services of tourist guides through the portal, pay online and also see his rating and feedback. This will empower the tourist guides and connect him with tourists enhancing his reach. The Mission will set up e-market place for other such tourism MSMEs also such art, craft and souvenir etc.

Chapter 8 – VISA, Immigration and Custom Processes

8.1. Facilitating travel to the Country

8.1.1. Need to balance travel facilitation and security considerations

The Policy recognises that there is need to balance travel facilitation on one hand and the issues of national security on the other hand, which are also related to other national priorities, including labour market, immigration and health. Making legitimate travel easier can enhance the ability of destinations to appeal to visitors. The additional time, effort and cost associated with visa and entry formalities, whether real or perceived, can influence destination choice and consumer behaviour.

8.1.2. Service delivery systems to match increase in volumes

The Policy also recognizes that with the increase in the volume of travel, some of the visa and other entry/ exit formalities, which may have been designed at a time when travel volumes were considerably lower, need to be constantly revisited.

8.1.3. Need for more efficient and effective processes

The Policy accordingly advocates introducing measures to make visa and entry/ exit policies and processes more efficient and effective, which can improve the travel experience and boost growth of inbound tourism.

8.2. Key Areas for reforms and improvement in VISA regime

8.2.1. Regular review of VISA related processes

The Policy envisages regular review of VISA related requirements and processes to bring about reforms and improvement towards making the VISA and entry processes more efficient and transparent. It will include streamlining and enhancing visa processing, including simplified procedures, shorter application forms, online application, automated and faster processing, improved customer service and capacity at consulates.

8.2.2. Regular review of VISA related requirements

The review will also include changes to visa requirements, including reduced documentation, cost and personal presence etc. It will also include changes to visa conditions, including multiple entry visas, extended validity, eligible categories of persons and changes to the method of visa issuance, including visa on arrival,

immigration on board, electronic visa. It may also review visa exemption and visa waiver programmes.

8.3. Key Areas for reforms in border entry/ exit process

The Policy also envisages Improvements in the border entry/ exit process, including automated passenger processing, pre-arrival/ departure security screening. In order to improve the quality of services, service levels for immigration and custom clearance will be fixed and monitored. The formalities required for these clearances will be widely disseminated including short videos to the foreign visitors for their easy understanding and prompt clearances.

8.4. Industry and visitor feedback and benchmarking against global practices

The reviews will be based on data, studies and other evidences including the best practices being followed by other countries. The Ministry of Tourism will provide the industry and visitor feedback on the processes, timelines and other experiences to the relevant Ministries and Agencies for necessary improvement.

8.5. Periodic studies of the processes and benchmarking

Ministry of Tourism will work with relevant agencies for undertaking periodic studies including monitoring of the processes through reputed professional agencies to benchmark against the best practices prevalent in advanced countries and identify areas of systemic and process improvement. The exercise will also include entry/ exit processes at the sea ports, which are crucial for growth of cruise tourism in the country.

8.6. Expansion and liberalization of E-Tourist VISA

The Policy recognizes the landmark development of e-Tourist Visa that has ushered in ease and convenience in travelling to India. Wide publicity of e-VISA will be given. The Ministry of Tourism will work with Ministry of Home Affairs and other stakeholders for further expansion of the facility of E-Tourist Visa to other international airports, seaports, border entry points in a phased manner. It also envisages further liberalization of e-Tourist Visa for various categories such as Medical Tourism and MICE.

8.7. Mobile App for E-Tourist VISA

Ministry of Tourism will work with Ministry of Home Affairs for developing mobile app for e-VISA applications. The mobile app could also be used for verification of data at the time of immigration and customs clearance eliminating the need to fill the forms. It can also be used for other services such as filing information regarding the

place of stay in case of foreign tourists and seeking other services throughout their journey in the country.

8.8. Tourism Orientation Programs

In order to bring behavioural change, regular tourism orientation programmes will be organised for stakeholders for all officials at the airport dealing with various services such as Customs and Immigration.

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Chapter 9 – A welcoming, safe, clean and hygienic destination

9.1. Launch of “Atithi Devo Bhava” – A Social Awareness Campaign

9.1.1. Need for large scale behavioural change

It is the endeavour of the Policy that India is seen, felt, and experienced as a warm, welcoming, safe, secure and easy to explore tourist destination. The success of a tourist destination lies in how welcoming it is to its visitors and the focus will be to eliminate hustling, cheating, harassment by touts etc. There is a need for large scale behavioural change both in the residents and visitors to achieve the objective.

9.1.2. National Campaign for Social Awareness and Behavioral Change

A national campaign to create social awareness and behavioural change will be launched under the brand “Atithi devo bhava”. It shall be launched in the print, television, radio, online and outdoor media to sensitize stakeholders and general public about the need for good behavior towards tourists, ensuring cleanliness, hygiene and safety and acting responsibly.

9.2. Tourist Information Centers at the Destinations

The tourists shall be welcomed at main points of arrival by air, rail or road at various destinations. Tourist information centres will be set up at all such important locations under the overall management of Destination Management Organizations. These centres will provide information about the destination, facilitate and guide the tourists.

9.3. Ensuring Cleanliness, Hygiene and Public Conveniences

9.3.1. Gap in provision of basic services at tourist destinations and attractions

The Policy recognizes that one of the key elements of the visitor experience is availability of basic services at any tourist destination and attraction. While there have been improvements and efforts are being made in this direction but there are still gaps in the situation on ground and expected service levels. The Policy recognizes that cleanliness, hygiene and public conveniences are largely the responsibility of the local government. The Ministry of Tourism will work with the States and Destinations to support them in their efforts.

9.3.2. Partnership with Swachh Bharat Mission

Ministry of Tourism will work with Swachh Bharat Mission towards further strengthening the Swachh Bharat Mission campaign at the tourist destinations and

particularly around the major attractions. At all the tourist hotspots, the availability of public convenience and their successful operation will have to be ensured. Adequate budgetary support and service level driven O&M contracts will have to be provisioned to achieve the objective and the same will be monitored through the use of technology. A phased approach will be adopted to ensure 100% compliance. Innovation and public private partnerships will be crucial.

9.3.3. Food safety, Hygiene and Cleanliness at Eateries

The Ministry of Tourism in partnership with the State Governments and Local Governments and in collaboration with Food Safety Standards Authority of India (FSSI) work towards increased enforcement of food safety standards at the tourist destinations. The support of the vendors and their associations will be sought for quality upgradation.

9.4. Development of Wayside amenities

9.4.1. Gap Assessment on National Highways and State Highways

Development of wayside amenities along the National Highways and State Highways will be done on priority. The wayside amenities will be set up through the initiatives of the Central Governments and State Governments in such a way that one good quality wayside amenity is available at reasonable distance (say every 75 Km). A gap assessment on all National Highways and State Highways leading to tourism destinations will be carried out to identify different segments where such facilities are not present.

9.4.2. Development of Wayside Amenities by NHAI

Ministry of Road Transport and Highways (MORTH) and National Highway Authority of India (NHAI) will support development of wayside amenities along National Highways. NHAI is already developing the Wayside Amenities in partnership with private sector on BOT basis and also O&M concession. The Ministry of Tourism will work closely with MORTH and NHAI to ensure that wayside amenities are set up at all identified locations in time bound manner.

9.4.3. Development of Wayside Amenities by Ministry of Tourism

Ministry of Tourism will prioritize the important tourist destinations and based on the gap assessment and where MORTH/ NHAI is not developing the wayside amenities for development of wayside amenities. Keeping in view the importance of the wayside amenities, the Ministry may provide financial support under existing scheme or may have a dedicated scheme to support setting up of wayside amenities.

9.4.4. Development of Wayside Amenities by State Government

The State Governments will be encouraged to set up wayside amenities at the remaining places. The State Governments may follow NHA model wherever, the State has the requisite land. The State Government should also frame attractive scheme for private sector to develop wayside amenities on identified stretches by providing capital subsidy and exempting the private sector developer from CLUD and other development charges.

9.5. Tourist Safety

9.5.1. Setting up Tourist Police and availing services of ex-servicemen

The Policy recognizes that it is essential to create a safe, secure, and inviting environment for tourists, including women tourists. Issues of safety also pertain to hustling, cheating, harassment by touts etc. Public awareness and support for tourist safety will be one of the key themes under the overarching 'Atithi Deva Bhava' campaign. The Policy encourages all States to set up dedicated tourist police force to improve tourist safety on ground. Keeping in view the training and discipline of ex-servicemen and their availability, they may be deployed at important tourist sites, monuments, etc. to facilitate tourists and a detailed scheme may be drawn up to operationalise deployment.

9.5.2. Surveillance at destinations including use of CCTVs

The Ministry of tourism will support the States in survey and audit of dark spots and other areas lacking illumination at the major tourist attractions, which provides an opportunity to the miscreants. It will be ensured that all such dark spots are suitably illuminated and CCTVs will also be set up for surveillance at destinations/ attractions with high tourist foot falls. Technology is one of the key enablers against such acts. The Ministry will facilitate and support to use CCTV, mobile apps, online booking of tickets, video recording of important events and such other usage, which will drive tourist safety.

9.5.3. Tourism Service Providers to promote safe and honourable tourism

The Ministry recognizes the crucial role of tourism service providers in ensuring safe and secure environment for tourists. The Ministry will take further steps to effectively implement Code of Conduct for Safe and Honourable Tourism by tourism service providers. Regular workshops to be held to sensitise tourism service providers.

9.6. Crisis Management and Communication Plan

In order to ensure adequate safety for tourists, in case of disasters or natural calamities, adequate contingent plan for disaster management will be put in place. An effective communication plan will also be put in place as part of the crisis management plan.

9.7. Survey, Assessment and Ranking of destinations

9.7.1. Ranking to foster competitiveness amongst States

The Ministry of Tourism will carry out an annual survey of major tourist destinations to assess the status of cleanliness, hygiene, safety and public convenience. All tourist attractions and other tourist hot spots in the selected destinations will be covered. The key objective of survey, assessment and ranking will be to foster competitiveness and encourage States to work proactively towards improving cleanliness at tourism destinations. It will be implemented as a capacity development exercise to encourage mutual learning among all states and to provide support in implementing measures for improving cleanliness, hygiene and public conveniences.

9.7.2. Ranking to be done through professional agencies

The ranking exercise will be carried out with professional support and through independent experts from various Institutions both Government and Private. The Ministry of tourism will provide necessary training to the officials and other stakeholders and handhold the States for their participation in the exercise. Based on the assessment, plans and remedial measures for improving the standards will be worked in partnership with States and Local Government and other stakeholders.

9.8. Responsible Traveller Campaign

Apart from “Atithi Devo Bhava” campaign for the residents, the Ministry of Tourism will also strengthen “Responsible Traveller” campaign make the visitors aware about their responsibility to keep the destination clean and follow other responsible travel practices.

9.9. Use of Digital Technologies

Incredible India mobile app will provide local information about points of interests such as the nearest toilets, police stations, medical facility and other local information and users will be encouraged to rate these facilities, which will provide important feedback to improve the same. Startups and Entrepreneurs will be encouraged to build technology-based solutions for making India a welcoming, safe and clean destination.

Chapter 10 – Seamless Connectivity and Transport Infrastructure

10.1. Synergy in transport and tourism – enhancing visitor experience

10.1.1. Managing synergy in transport and tourism

The Policy recognizes that seamless connectivity to the tourist destinations and transport infrastructure can greatly enhance visitor experience. Tourism rides on the existing core infrastructure like roads, rail, aviation and waterways. Managed effectively, transport and tourism synergies can improve visitor mobility to and within destinations, and help to secure the economic viability of local transport systems and services by servicing both residents and tourists.

10.1.2. Factoring tourism priorities in transport planning

Medium- to long-term needs of the tourism sector will be considered as part of transport access and infrastructure planning to maximize and spread the socio-economic benefits of tourism more widely and manage visitor impacts over time. Transport planners will be sensitized to take into account the economic importance of tourism including the travel demands and fare revenues generated by tourists and tourism industry employees. The factors that affect tourist travel demand including the latent demand will be taken into account.

10.2. PM Gati Shakti to drive coordinated planning and implementation

10.2.1. PM Gati Shakti Master Plan – Geospatial digital platform

Central Government has launched PM Gati Shakti Master Plan for accelerated roll out of infrastructure projects. The Gati Shakti National Master Plan will deploy a geospatial digital platform that will provide real-time information on infrastructure projects across Ministries. Greater visibility in core areas such as airports, railways, shipping and roads and highways will serve to feed the development of facilities in an integrated manner. With a single portal including multi-layer levels of data, decision-making and various implementation processes can be streamlined and made both efficient and timely.

10.2.2. Tourism to benefit from the PM Gati Shakti Master Plan

Keeping in view that the rail, road, cruise and aviation policies are developed by separate line Ministries, Gati Shakti will provide a seamless technology platform for effective planning and seamless operation of multimodal transport systems. It will immensely benefit tourism sector in identifying the gaps in the existing connectivity, plan for best possible connectivity and also plan new tourism hubs based on multimodal transport master plan.

10.3. Connectivity to the Destinations

10.3.1. Multi-modal connectivity to major tourist destinations

The Ministry of Tourism will work with transport ministries and state governments to develop multi-modal seamless transport connectivity to tourism destinations, which is key to develop the destination. Multimodal seamless transportation should form part of the destination planning covering Roadways, Railways and Air Connectivity.

10.3.2. Information and Signage

The Policy recognizes timely and accurate information and way-finding (e.g. signs, maps, websites, apps, available in multiple languages) to help tourists confidently navigate a city or region. The Ministry of Tourism will accordingly work with other Ministries, State Governments and Destinations to provide information and signage at all the tourism destinations and attractions to help the visitors.

10.3.3. Feedback regarding Travel Experience

The Policy accords highest value to tourist experience. In order to improve the tourist experience, critical evaluation of the total transport experience, including the quality of connections between travel modes, the convenience, comfort and attractiveness of transport hubs, and solicit feedback from tourists will be taken to better understand the problems they encounter and potential ways to enhance their experience.

10.4. Roadways

10.4.1. Seamless and barrier free road travel

The Ministry of Tourism will work with Ministry of Road Transport and Highways, National Highways Authority of India and State Governments to achieve seamless travel through signal free and fast-moving corridors connecting tourist destinations, allowing tourists more time to experience the destination. State Governments will ensure decongesting illegal encroachment on and along National / State Highways and other roads leading to tourist destinations.

10.4.2. Master plan for Road Connectivity

The Ministry of Tourism will map all the important tourist destinations and attractions on GATI Shakti and carry out a gap assessment for road connectivity. These gaps through GATI Shakti master plan and feedback from the States for new roads or strengthening and widening the existing roads will be prioritized and a

master plan for road connectivity to tourist destinations and attractions will be prepared.

10.4.3. Developing Connectivity through National and State Highways

Ministry of Tourism, based on the master plan for road connectivity, will engage with Ministry of Road Transport and Highways and State Governments to prioritize and finalize a timebound program for construction of National Highways or the State Highways as the case may be, which will be monitored on regular basis.

10.4.4. Last Mile Connectivity

Ministry of Tourism, based on the master plan for road connectivity, will engage with the State Governments and District Administration, to ensure last mile connectivity to the tourist destinations. The States will evolve efficient and alternate method for tax collection or verification instead of stopping the vehicles enroute to avoid long queues or waiting time.

10.5. Eco friendly transport

The use of eco-friendly vehicles will be encouraged for travel to and within destinations. All tourism infrastructure projects will have provision for eco-friendly transport at the destination.

10.6. Railways

10.6.1. Railways can be a game changer for tourism

Railways have presence in most parts of the country. Most of the tourist destinations in the country are connected by rail. Railways is also in the process of connecting more places especially the strategic locations that also are tourist places with limited connectivity at present. Indian Railways is working towards promoting tourism in the country by operating more trains connecting tourists' destinations and also by providing an array of products starting from luxury tourist trains to budget catering tourist trains. The infrastructure on Railways can be leveraged for launching a diverse range of products and services. Tourism is already an important activity with the Railways and the scope will be increased by focusing on domestic and international tourists and by making value-added tourism products especially designed for this segment. A railway system adapted to the needs of the tourists would be a game changer.

10.6.2. Creating enhanced visitor experience

Ministry of Railways is already working on improving the basic services such as cleanliness and hygienic conditions on trains and railway stations, safety and security measures including CCTV surveillance. In addition to the basic services, the visitor experience will be enhanced by providing clean waiting rooms with amenities including wi-fi connectivity, ATMs, train toilets with ticket bar coded access, creating better F&B experiences and Dispensaries with mobile ambulance facilities etc.

10.6.3. Dedicated tourist trains

IRCTC has introduced dedicated tourist trains for various thematic circuits such as Buddhist circuit, Ramayana circuit under Bharat Gaurav trains scheme. The scheme allows leasing of coaches to private parties, which can run them as per the itinerary designed by them. Ministry of Tourism will work with Ministry of Railways to encourage the private sector to avail of the scheme and so that more dedicated tourist trains could run to provide a better experience to the visitors.

10.6.4. Enhancing the existing luxury tourism products

The existing tourism products such as Nilgiri Mountain Railway, Palace on Wheels etc. will be enhanced and their numbers will also be increased.

10.6.5. Establishing Budget Hotels at Railway Stations

Establishing quality budget hotels and operating these hotels on long-lease under suitable PPP models at railway stations and in the surplus land available with Railways will be explored.

10.7. Air Transport

10.7.1. Air Transport – an integral part of tourism

Air transport is an integral part of the tourism industry. Air transport is now able to reach areas that have been previously seen to be inaccessible or remote. The cost of air transport has a direct influence on the cost of tourism products and indeed on the consumer's choice of destination. Ministry of Tourism will work with Ministry of Civil Aviation to improve connectivity and affordability of air travel to various tourist destinations.

10.7.2. Direct Connectivity with major overseas markets

Keeping in view that India is a long-haul destination for most of the primary source markets, direct connectivity shall be undertaken with major overseas source markets and augmenting seat capacity on important existing routes.

10.7.3. Dispersal of Foreign tourists to other airports/ destinations

Currently, majority of Foreign Tourist Arrivals are funnelled through the five international airports in metro cities. In order to provide convenience to the visitors and improve viability of the tourist destinations, this traffic need to be dispersed to other destinations/ airports.

10.7.4. Dispersal of Domestic Tourists to other Tier 2 and Tier 3 cities

Domestic aviation traffic is also concentrated around the metro cities and dispersal to other tier 2 and tier 3 cities will create a robust connectivity to tourist destinations. Air connectivity between tourist destinations in the country, particularly destinations that form part of tourism circuits.

10.7.5. Last mile connectivity and measures to improve air connectivity

Last mile connectivity to emerging destinations and other measures to improve the air connectivity will be taken covering the following:

- (i). Last mile connectivity can be provided through non- scheduled operators with the support of the State Governments, helicopter services, charter services etc.
- (ii). Activating non-functional airstrips in hill states, military and dormant Government air strips in smaller towns and remote areas.
- (iii). Use of helicopter services to facilitate travel to destinations without air connectivity, which may include remote areas for adventure activities, national parks as well as for activities such as mountain viewing.
- (iv). States to be encouraged to explore Non-Schedule Operators and set up a Seat Underwriting Fund to cover incremental costs on new sectors
- (v). Up-gradation of airports in tourist destinations

10.8. Waterways

10.8.1. Unrealized potential for water transport

The Policy recognizes that with its long coastline of over 7500 km. and significant network of rivers, lakes and backwaters, India has tremendous unrealized potential for water transportation.

10.8.2. Inland water cruises

The Government has set up Inland Waterways Authority of India to develop inland waterways. Inland water cruises, water taxis will be encouraged by providing adequate berthing facilities, tourist amenities, navigation facilities and incentives to promote the segment. The potential of India's mighty rivers, especially the Ganges and the Brahmaputra will be harnessed as a means of transport as well as unique tourism products offering a complete experience of the local habitat along the rivers.

10.9. Promotion of seaplanes

India has recently introduced seaplanes in the country and their promotion to various tourist destinations could provide a big attraction to the tourist visiting these destinations.

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Chapter 11 – Destination and Product Development

11.1. India's tourist destinations – the key challenges

11.1.1. Lack of infrastructure, interpretation, products and services

The Policy recognizes that India has unique and unparalleled cultural and natural heritage. India's tourist destinations, however, face a number of challenges. The experience of tourists at these sites lacks interpretation and world class standards of tourism infrastructure and services. Most of the destinations are characterized by ad-hoc and chaotic growth. There is lack of planning for the destination, lack of effective synergies amongst agencies and lack of destination specific branding and marketing strategies results in poor visitor experience and footfall.

11.1.2. Lack of products and experiences

The Policy further recognizes that destinations have also suffered in not offering a range of products and experiences to engage with various age groups and varied interests of the tourists. Many of the important tourist sites also suffer from over tourism as there has not been adequate focus on carrying capacity of the destinations. Lack of pedestrian areas, lack of engagement with the local artisans and craftsmen have resulted into sub-optimal outcomes for our tourist destinations. There is lack of effective destination management bringing public and private stakeholders together with a strategic perspective for improving the sustainability and competitiveness of the destination

11.2. Classification of Destinations and Prioritization

11.2.1. Classification to be based on footfall and other parameters

In order to develop and promote tourist destinations in a planned manner, the Ministry of Tourism will classify tourist destinations into various categories keeping in view their importance in terms of world heritage sites, protected monuments, footfall and such other relevant factors, as may be notified from time to time. The destinations will also be maintained as per major themes such as heritage, spirituality, wellness, adventure, wildlife etc. This will help in prioritizing planning and development of these destinations.

11.2.2. Database of destinations and attractions

The Ministry of Tourism will create a database of destinations and attractions and important information related to them. The relevant information shall be available at the website of the destination or the state. All important tourist destinations should have their dedicated websites.

11.3. Destination Management Organization

Destination management organization will be set up at destination level, which will be the leading entity to coordinate with other relevant agencies and tourism service providers for strategic planning, development and marketing of the tourist destinations. A national mission on destination management has already been proposed under the Policy.

11.4. National and State Tourism Plan

11.4.1. Leverage PM GATI Shakti for Tourism Planning

Gati Shakti will provide a seamless technology platform for effective planning and seamless operation of multimodal transport systems. It will immensely benefit tourism sector in identifying the gaps in the existing connectivity, plan for best possible connectivity and also plan new tourism hubs based on multi-modal transport master plan.

11.4.2. Tourism planning – A specialized field

Ministry of Tourism will support and provide necessary guidance for development of National Tourism Plan and State Tourism Plans. Tourism Planning is a specialized field that is also comprehensive in its approach looking into structure planning, environmental management, carrying capacity, land use planning, tourism marketing, tourism product development, human resource development, community planning, etc. Tourism Planning will be undertaken to support comprehensive and sustainable development.

11.4.3. Tourism Plans for horizon of twenty years

The National and State Tourism plans will be for a horizon of 20 years with short term, medium term and long-term recommendations for guiding the tourism development in the Country and respective States. These perspective plans will ensure that the tourism development is carried out in a planned manner for socio-economic development of the Country.

11.5. Preparation of Destination Master Plan

Ministry of Tourism will support development of Master Plans for prioritized destinations, while other destinations can be covered by the States. Destination Master Plans will accordingly be prepared based on benchmarking and detailed gap assessment. The Master Plans will have proposed hard and soft interventions and shelf of projects with block costs. The Master Plans would be revised periodically to incorporate the latest developments at the Destination.

11.6. Destination Development

11.6.1. Destination Development – An ongoing exercise

Destination Development will be an ongoing exercise but the key components have to be completed before tourist arrival and revenue generation, which will fuel further investment in the destination. Operation and Maintenance of the assets created must be ensured and effort should be made to partner private sector in revenue generating tourism projects. Destination development will primarily be the responsibility of the State Government.

11.6.2. Model Destination Development

Ministry of Tourism will work with the States to develop select tourist destinations under various initiatives and schemes of the Ministry. These model destinations will be developed as per the destination master plan and will have destination management organizations in place. The Ministry will accord priority to North East Region, J&K, Ladakh and Buddhist circuits for development under various schemes and initiatives of the Government of India.

11.6.3. Special Tourism Zones

Ministry of Tourism will develop Special Tourism Zones to promote world class tourism infrastructure and services and attract private sector participation. Special Tourism Zones will be developed through Special Purpose Vehicle (SPV), which will partner with a Master Developer for developing and managing the STZ. In order to attract large scale private investment, the Ministry of Tourism will provide support for developing basic support infrastructure and the State Government will provide land and other incentives for attracting the private players.

11.7. Smart Tourism Destinations

11.7.1. Definition of Smart Tourism Destinations

The Policy adopts the definition of smart tourism as “a destination facilitating access to tourism and hospitality products, services, spaces and experiences through ICT-based innovative solutions, making tourism sustainable and accessible, and fully leveraging their cultural heritage and creativity.”

11.7.2. Digital innovations and benefits to tourism destination

The Policy recognises that digital innovation in tourism destinations can lead to:

- (i). New business opportunities, through the implementation of innovative business models and ecosystems,
- (ii). Better destination management, in terms of increased management capacity of flows, infrastructures, transport systems and services using data and information.
- (iii). Better visitor experiences, through the provision of customised experiences, the development of new tourism products and services also based on visitors' feedback.

11.7.3. Developing Smart Tourism Destinations

The Policy through National Mission on Digital Tourism and Tourism MSMEs and other initiatives will work towards creating right conditions for the digital transformation of the tourism ecosystem for developing Smart Tourism Destinations:

- (i). Create regulatory frameworks that encourage innovation and strengthen SMEs' capacity development through accelerators and mentoring opportunities,
- (ii). Encourage uptake and investments in new digital technologies by tourism businesses, making them more accessible to SMEs, and supporting investments in human resources for the management of smart initiatives,
- (iii). Encourage digital business model and ecosystems, supporting access to digital infrastructure, public-private partnerships and knowledge sharing mechanisms,

11.8. Developing and Diversifying Tourism Products

11.8.1. Key Strategic Objectives for Product Development

The Policy recognizes that the destinations must customize their bouquet of products and experiences, to attract travelers from specific markets both as geographic entities and interest groups. Product development must, therefore, take into careful consideration traveller's core interests, familiarity with the destination (i.e. first visit or repeat), duration of stay, time of year and ideal diversity of exposure, thus ensuring immense traveller satisfaction, yet seeding the desire to return and to experience India again. The key strategic objectives for developing and diversifying tourism products are:

- (i) To have year-round visitation,

- (ii) Disperse tourists across destinations,
- (iii) Increasing length of stay, spend, and propensity for repeat visitation.

11.8.2. Guiding Principles for product development

The guiding principles for product development and diversification are:

- (i) To take advantages of market opportunities,
- (ii) Develop innovative offerings,
- (iii) Maximize synergies between leisure and business travel,
- (iv) Gateway city visitation and into the second and third tier cities and
- (v) Strengthen opportunities for public private partnerships.

11.8.3. Incentive to Private Sector for developing Tourism Products

Development of new tourism products will largely be done by private sector. It will ensure business viability and sustainability. In order to encourage private sector to develop tourism products, which are in line with the strategic objectives, the Ministry will frame a scheme to extend financial support to private sector in developing such tourism products.

11.8.4. Product Specific Roadmaps

The Policy recognizes India's huge potential for developing a range of tourism products and need for detailed roadmaps for developing these tourism products largely through private sector participation. Some of the Indian tourism products, which have to be developed and diversified have been given in Annexure-II. Identification of new innovative products will continue to evolve with time and the Ministry will work with the States in prioritizing the tourism products. The Ministry has already prepared detailed strategies for promotion of MICE, Rural Tourism, Adventure Tourism, Eco-tourism, medical and wellness tourism. Detailed roadmaps for various other tourism products will be prepared during the implementation of the Policy.

Chapter 13 – Promoting Investment in Tourism Sector

12.1. Public investment to create enabling core infrastructure

The Policy envisages that the Government will have to invest in enabling core infrastructure before private sector finds it attractive to invest. The public investment under various schemes of the Ministry will be channelized accordingly.

12.2. Private Sector to lead destination and product development

One of the key guiding principles of the Policy is that tourism growth in the country will be led by private sector. Private Sector has a crucial role in developing world class tourist destinations and products across various segments such as:

- (i) Accommodation
- (ii) Food and Beverage Services
- (iii) Transportation
- (iv) Tourist Attractions both natural and cultural
- (v) Recreational and adventure activities
- (vi) Events and conferences
- (vii) Travel Trade
- (viii) Other Tourism Services

Apart from developing new products and undertaking greenfield projects, Private Sector participation is also required for Operation and Management of various existing and new tourism assets being created under various schemes.

12.3. Public Private Partnership for Tourism Development

12.3.1. Government's control over tourism assets

The Policy recognizes that the Governments at various levels have control over essential tourism resources whether cultural or natural such as monuments, heritage buildings, beaches, mountains, national parks, lakes and also the responsibility for activities such as regional economic development, planning, security of borders, and social and environmental protection.

12.3.2. Private Sector's capacity to fund, manage and innovate

The Policy also recognizes that private sector can mobilize resources for infrastructure investment without burden on the government budgets. The private sector will have better management and capacity to innovate, which leads to increased efficiency and translates into a combination of better quality and lower cost services.

12.3.3. Public Private Partnership crucial for tourism sector

The Policy envisages a crucial role for Public Private Partnerships to ensure optimal utilisation of the cultural and natural tourism attractions under the control of the government for tourism development. It will create jobs and entrepreneurial opportunities, improve quality of service and visitor satisfaction, which will enhance the competitiveness of the destination. Public Private Partnership will consolidate the strengths of the government and private sector for providing more efficient service and will be attractive to both the government and the private sector.

12.3.4. Greenfield, Brownfield and O&M opportunities

The Policy will encourage public private partnerships from relatively simple, collaborative efforts to large, complex projects requiring significant investment. These partnerships could be a greenfield project or a brownfield project where an existing asset needs renewal and redevelopment. There are many public assets, which are lying in dilapidated conditions or are being used sub-optimally, which will be identified and restored and redeveloped and put to adaptive reuse in partnership with private sector. O&M of the existing and new assets will be another huge opportunity for private sector.

12.3.5. Creating viable opportunities for private sector

The Policy recognizes that private sector will participate only when there is viable opportunity and every project has to create a viable revenue stream for private investors. Depending on the individual project, some of the tools, which can be utilised are:

- (i) The ability to collect user fees
- (ii) Use of government land for a specified period
- (iii) Government-furnished utilities
- (iv) Off-site infrastructure or access improvements
- (v) Tax incentives
- (vi) Zoning exemption or relaxation
- (vii) Exclusivity or restrictions on approval of competing facilities within a specified distance and/or time
- (viii) Assistance with workforce training and development

12.4. Model framework and robust institutional arrangements for PPP

The Policy recognizes that despite huge potential and opportunities for forging public private partnerships, there are still limited success on the whole. This will be a priority area for focus and the Ministry of Tourism will work with the States to

identify opportunities, document successful models and replicate them across the States. The capacity within the Ministry of Tourism and States will also be suitably augmented to undertake public private partnerships so that they can identify opportunities, develop projects and structure the partnership. Robust institutional arrangements will be put in place.

12.5. Partnerships with Community Organizations and NGOs

The Policy recognizes that apart from the private sector, community organizations and non-government organizations also have a great role in contributing to the development of sustainable, responsible, resilient and inclusive tourism. There will be constant effort to involve community organizations and non-government organizations in tourism planning, development and management.

12.6. Project Development and Investor Facilitation Cell

12.6.1. Project development and transaction advisor support

One of the key pre-requisites for private sector participation is to define the project clearly, its boundary conditions and collect all the necessary and relevant project related information. It may require professional support for technical and financial feasibility studies and transaction advisor to structure the projects. In order to institutionalize the arrangements, a nodal organization will be identified by the Ministry of Tourism and a project development and investor facilitation cell will be set up. The Cell will work with the State Governments for identifying the opportunities for public private partnerships and provide requisite project development and transaction advisory support.

12.6.2. Investor Facilitation

In order to address the challenges being faced by the Investors at various stages of their projects/ investments, the Cell will facilitate resolution of issues and handhold the investors. Information on areas open for investment and incentives available will be widely disseminated through websites of the Centre, States and Indian Missions overseas as well as by organizing Investment Meets, etc.

12.7. Enabling ecosystem for Tourism businesses

In order to attract domestic and foreign investment in tourism sector, an enabling ecosystem for operating the tourism businesses and positive investment climate will be the key.

12.7.1. Grant of Infrastructure Status to Tourism and Hospitality Projects

Ministry of Tourism will work towards expanding the definition of tourism and hospitality projects along with liberalization of the conditions for grant of infrastructure status. This will enable these projects to avail financing from the banks for longer term and reasonable rates. This will give impetus to private sector investment in tourism and hospitality projects, which in turn will give a boost to tourism sector.

12.7.2. Grant of Industry status

In order to reduce the operational costs of hospitality projects, the States will be encouraged to grant the hospitality projects, 'Industry Status' and levy property tax and other utility charges at par with manufacturing industry.

12.7.3. Rationalization of taxation

There is need to further rationalize the taxation on hospitality industry to make them more competitive. The current rates in India are on higher sides than most of the competing tourism destinations and there need to be reviewed and rationalized. There are sector specific taxation issues also such as cruise tourism, which will be reviewed for their rationalization.

12.7.4. GST refund to foreign tourists

Ministry of Tourism will take up with the concerned authorities to expedite the modalities for refund of GST on goods purchased by foreign tourists.

12.7.5. Investment incentives for tourism and hospitality projects

The State governments provide a variety of incentives to attract investment in the manufacturing industries. Keeping in view that hospitality industry is crucial for growth of tourism, the States will be encouraged to provide similar incentives to the hospitality industry under their industrial development policies including capital subsidies on new investments. The Ministry of Tourism will analyze the State Policies for granting incentives for tourism sector and synergize with Central incentives to attract the investment. Further, the State policies will also be benchmarked and best practices will be advocated to other States. Ministry of Tourism will also explore the possibility of production linked incentives for hospitality and tourism projects.

12.8. Ease of Doing Business

The Policy recognizes that travel, tourism and hospitality falls under the purview of several departments and the sector faces several challenges related to regulatory compliances. In order to enhance ease of doing business in tourism sector, the Ministry of Tourism will work with other line Ministries and State Governments to

further streamline the regulations and their implementation with focus on deploying digital technologies and self-certifications. The Ministry will follow up with the States to rationalize the number of licenses required to start a new business in hospitality and tourism sector, number of application forms and time limit for renewal of these licenses during operational phase. The clearance will be integrated with National Single Window System.

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Chapter 14 – Marketing and Promotion

13.1. Need for a coherent marketing strategy

13.1.1. To follow a strategic, targeted and scientific approach

The Policy recognizes that marketing and promotion are key to generation of demand and drive both visitor arrivals and expenditure, which in turn maximizes the economic and social contributions of tourism to the country's economy. Ministry of Tourism will develop a coherent marketing and promotion strategy to make India top of mind destination and improved conversion rate. It will follow a strategic, targeted and scientific approach with high degree of customization by connecting with customers and catering specifically to their needs and expectations.

13.1.2. Market Research

The Ministry of Tourism will carry out market research and surveys to enable the Ministry to acquire accurate and timely data that will be required to inform strategic planning and decision-making. It will ensure more engaging and effective marketing with communications crafted according to specific customer behaviour, specific demographics, specific customer locations, and specific feeder markets.

13.1.3. Promote India as 'year-round' destination

The Ministry of Tourism will work on diversification of the Indian product and complement the same with the type of creative marketing and promotion that will create a "year-round" tourism industry, based on repeat visitation from satisfied customers and increased arrivals initiated by positive word of mouth.

13.1.4. Product and Experience driven marketing approach

The Policy recognizes that marketing is extremely important to attract tourists but product development provides the anchor for a tourist destination. Marketing strategy will take into account the product's unique selling propositions, its differentiation from the competition and visitor satisfaction. The Ministry will leverage the experience that a Product or destination delivers as its most meaningful promotional tool. It will encourage the States and destinations to shift their marketing mix towards product, because improving the visitor experience is the most effective way to super-charge positive word-of-mouth.

13.1.5. Customer at the heart of every communication

The Ministry will make customer intelligence as key input for its marketing campaign. To stay current, Incredible India will integrate thinking across every discipline,

understand the value of every touch-point, provide a unique value proposition and put the customer at the heart of every communication. The Ministry will apply customer intelligence to the creative output, utilizing the customers' preferred channel to deliver the message, selecting the appropriate content and powerful propositions to populate each touch-point, coupled with an understanding of which campaigns are achieving that all-important relevance, resonance and return on investment.

13.1.6. Collaboration with the State Tourism Departments

The Ministry of Tourism will effectively engage and collaborate with the State Governments for a shared vision of representing India in overseas markets including participation at various travel marts. The Ministry of Tourism and States will share the digital market and promotional assets and a mechanism will be involved to ensure a seamless exchange rather than duplicating the efforts. The Ministry will develop a content hub and automated content management system.

13.1.7. Collaboration with Private Sector

The Policy attaches great importance to collaboration with Private Sector for the success of marketing and promotion. There will be comprehensive engagement with Private Sector for stronger and deeper partnerships in terms of co-operative marketing opportunities such as advertisement in overseas markets, participation at various travel marts, roadshows and other market development and promotional activities.

13.1.8. Engagement with Indian Missions

Indian Missions will play a key role in marketing and promotion of India in overseas markets. A detailed engagement between Ministry of Tourism, Ministry of External Affairs and Indian Missions has been finalized. In top 20 source markets, Indian Missions have designated tourism officer, who is responsible for coordinating with the Ministry of Tourism and other Stakeholders for promotion of tourism. The Ministry will prepare detailed country specific strategies in consultation with the Missions and annual plans for promoting Incredible India in respective countries.

13.1.9. Appointment of India Tourism Market Representatives

Ministry of Tourism will appoint professional marketing and public relation agencies in the overseas markets as India Tourism Market Representatives to strengthen India's presence in source markets. It will improve market coverage and reach, improve market efficiency, support in local expertise and market intelligence amongst many other advantages.

13.1.10. Connecting with Indian Diaspora

The Indian Diaspora forms a significant and influential group in their respective country of residence. The Indian Diaspora will be encouraged to visit India to connect with their roots, join their friends and relatives in India for special life events. They will also be encouraged to visit India for special events such as the Kumbh Mela and other major events. The Overseas Indian community can, in fact, be the real Ambassadors for Indian Tourism and can influence foreigners in their network to visit India.

13.2. Incredible India Brand

13.2.1. Comprehensive Brand Refreshment

The Policy envisages a brand audit of Incredible India Brand towards comprehensive brand refreshment as India expands, differentiates and diversifies its tourism products. Brand audit will examine a range of aspects such as what does the Incredible India brand stand for? what does it promise visitors? what are its values and how does it differentiate itself from its competitors? what benefits does it offer its stakeholders? what tone does it use in communications? The Ministry of Tourism will undertake market research and involve all the key stakeholders in the exercise. It will have new market positioning statements, new themes, tagline and logo. Brand definition will be at the root of any strategic marketing plan in future to benefit from the brand value.

13.2.2. Building sub-brands

Under the overall umbrella brand of Incredible India for destination India, there will be sub brands targeting specific sectors such as MICE, Medical Tourism & Wellness, Adventure Tourism, which will position India in the global market for these specific segments. These specific tourism segments and products will require specific marketing and promotion campaign.

13.3. Market Prioritization

Ministry of Tourism will analyse various source markets and divide the markets in various groups based on the number of visitors and duration of the stay. There are priority markets, which generate significant overnight stays, which are followed by emerging markets and top twenty markets may be classified as priority and emerging markets. Other markets may be prioritized as strategic growth markets, which have achieved good growth in the recent past and have good potential in the medium term. Watchlist markets are as yet untapped markets to be evaluated each year.

Markets will also be analysed in terms of short-haul and long-haul markets. Ministry will further strategize to grow short-haul markets.

13.4. Segment Prioritization

The Policy recognizes that visitors want unique, unforgettable experiences. The focus for marketing has to be segment specific that share similar interests and passions such as cultural traveller, luxury traveller, nature travellers, family, outdoor enthusiasts, business and social events etc. The Ministry will identify various segments for precise targeting and positioning. The specific market segments for marketing thrust should reflect the type of tourist and type of tourism envisaged. Ministry will carry out market research to develop an in-depth understanding of customer needs and expectations. It will involve attention to the critical areas of customer profiling, market segmentation, forecasting, trend analysis and conducting ongoing visitor surveys and focus groups.

13.5. Integrated Marketing through various instruments

Communication mix makes the most difference. Integrated Marketing through various instruments will be key to achieve success. High quality content will have to be used in conjunction with the instruments that most effectively address the defined segments to present it in the markets. Following key instruments will be used for marketing:

- (i). Promotion,
- (ii). Digital marketing,
- (iii). Targeting foreign tour operators,
- (iv). Media management.

13.6. Promotion

13.6.1. Advertisements, advertorials and other measures

Advertisements, advertorials and other means of promoting Incredible India tourism content in foreign media whether analogue or digital. Incredible India to bring out Magazines to promote Incredible India brand and relevant tourist content in an emotionally engaging, inspirational and informative way. These should be adapted to the needs of specific markets and distributed worldwide.

13.6.2. Out-of-home campaigns

Integrated out-of-home campaigns with hoardings, digital displays, mobile push notifications, etc. will be used in high-traffic locations, such as airports, underground stations and shopping malls.

13.6.3. Brand ambassadors

Well-known personalities will be used as brand ambassadors in various markets to promote Incredible India and inspire people in respective countries to travel to India by endorsing Incredible India.

13.7. Digital Marketing

13.7.1. Internet is the most important source of tourism information

The Policy recognizes that Internet is the most important source of tourism information and the focal point for initial customer contact. The Ministry of Tourism will make consistent investments in digital transformation and, as an early adopter, test new technologies in order to offer visitors every possible online, need-based support on their customer journey. In addition to its own digital channels, Incredible India will collaborate with local segment-specific platforms in the markets to digitally distribute content worldwide.

13.7.2. One Stop Information and Services for Tourists

The Ministry of Tourism will strengthen Incredible India Digital Platform comprising of web portal, mobile application and social media handles as one stop information and services gateway for tourists and launch of digital promotional campaigns. The platform will provide relevant, contextual, personalized, interactive, immersive and engaging experience for all visitors landing across multiple digital touch points such as Incredible India website, mobile app, social media channels and other digital channels. Incredible India digital platform will provide complete details on destinations and enabling end to end planning.

13.7.3. Data driven marketing - Analytics and targeted campaigns

Digital Platform shall deploy technologies like virtual reality, interactive maps, interpretation, profiling tourists for market research purposes. Each individual's digital journey on Incredible India platform will be measured and analysed both intent and behaviour of the visitors through appropriate aggregation and thereby discovering high-value tourist segments, to judiciously target their campaigns and identify the preferred engagement touch-points across all digital assets. Incredible India will focus increasingly on data-driven marketing activities, such as re-targeting, programmatic advertising or personalised newsletters. Potential visitors will be addressed digitally on the basis of their specific interests, search patterns and tastes.

13.7.4. Content hub

Incredible India digital platform will be the backbone of visitor communications and present all of Incredible India's tourism services with a high degree of relevance (Trusted Content). In addition to the positive user experience and ease of use, Incredible India may offer innovations such as inspirational virtual reality experiences, machine learning services and an open data export interface that enables structured tourism content in various languages to be integrated into third-party systems.

13.7.5. Social media

Incredible India will use social media to present inspirational, tourism-related content to visitors and encourage social media engagement with the established hashtags. User generated content will be integrated into online and offline communications.

13.7.6. Social media listening

Incredible India will actively utilize social media listening for marketing strategy and promotion. Social media listening allows monitoring of the brand's social media channels for any customer feedback and direct mentions of the brand or discussions regarding specific keywords, topics, competitors, or industries, followed by an analysis to gain insights and act on those opportunities.

13.7.7. User Generated Content

The Ministry will use the user generated content (UGC) on social media and other online platforms to expand the reach. UGC could come from a variety of sources such as testimonials and reviews, social media posts and engagements, blog posts, case studies, product reviews etc. UGC will be incorporated into marketing strategy making people feel like they are part of a community. It will increase the reach and engagement on social media and provide other customers readymade insights.

13.7.8. New ways to engage customer

Incredible India digital platform will find new ways to engage the customer, generate brand awareness and loyalty and increase market share, for example, in the form of competitions, lotteries, giveaways and offering of points.

13.8. Foreign Tour Operators

13.8.1. Key Account Management

Incredible India will focus on engaging with Foreign Tour Operators and Travel Agents and meeting specialists.

13.8.2. Educational trips and Familiarization Trips

The Policy recognizes that the most successful sales measure is still the direct contact with the product itself. The Ministry will organize, each year, education trips for travel agents and tour operators to discover first-hand the diversity of what Incredible India has to offer. Back in their respective markets, these are then the best ambassadors, as they can competently explain the experience to the customer. The Ministry of Tourism will organize mega familiarisation tours inviting tour operators, travel partners to obtain first-hand knowledge of Indian tourism products and destinations.

13.8.3. Workshops and Focussed Roadshows

Ministry of Tourism will facilitate Indian suppliers to hold individual sales discussions with relevant buyers at workshops in India or in the markets. The Ministry of Tourism will lead and organize focused road shows in collaboration with tourism stakeholders in important and potential source markets overseas. Road Shows will also be organized on specific themes such as MICE tourism, Medical & Wellness Tourism, adventure tourism etc.

13.8.4. High Impact participation in Travel fairs and exhibition

The Ministry of Tourism will lead high impact participation in the important international travel fairs and exhibitions with India participating as partner country in at least one event every year. India Pavilions will be made more vibrant with activities, with more impactful and meaningful participation enabling preference as a prelude to destination choice.

13.8.5. India Specialist Program

Online India Specialist Program for foreign tour operators will be launched to create groups of "India Specialists" who could promote and sell India packages more effectively. Ministry of Tourism has entrusted the program to IITTM to design and run Incredible India Specialist Program.

13.8.6. Global travel mart

India will host a high-profile global travel mart in India in partnership with highly reputable organisations, thus achieving reach, profile and gravitas.

13.9. Media Management

13.9.1. Proactive and reactive media activities

The Ministry of Tourism recognizes that media management is among the most efficient and influential communication instruments. It will have proactive and reactive media activity worldwide to promote Incredible India as a preferred destination.

13.9.2. Media familiarization trips

Ministry of Tourism will focus on press trips and on proactively suggesting topics for journalists. Incredible India will work closely with new and traditional media professionals (print and online media, TV channels, influencers, bloggers, social publishers, etc.). These will be selected in a targeted fashion and supplied with the appropriate content, and nurturing a long-term relationship. The Ministry of Tourism will organize mega familiarisation tours inviting famous travel writers / journalists to India to obtain first-hand knowledge of Indian tourism products and destinations.

13.9.3. Corporate communications

Using targeted media activities, Incredible India will ensure that public and various other stakeholders are made aware of the high economic relevance of tourism for India and show how Ministry's activities contribute to tourism development.

13.9.4. Data journalism

Extensive data from the Ministry's market research as well as from numerous external sources will be prepared as journalistic content and made available for media activities. Incredible India to be developed as a trusted source of information that media professionals can be happy to use.

13.9.5. Influencer Summits

The Ministry of Tourism will organize visits of social media influencers with clearly defined interests and successful platforms to experience Incredible India in various destinations. They will also attend a conference where they hear from experts about the latest trends.

13.10. Domestic Marketing

13.10.1. Dekho Apna Desh Campaign

In order to develop the immense potential of domestic tourism, the Ministry will further strengthen "Dekho Apna Desh" campaign. The Ministry will undertake promotional campaigns for special regions of North East, J&K and Ladakh etc. and popularization of some of the lesser-known destinations across the States including newly developed destinations and circuits.

13.10.2. Divert Outbound to domestic tourism

Currently outbound tourists from India exceed Inbound tourists, a robust domestic tourism would mean lesser outbound tourists, which would help retain foreign exchange and bolster our economy. It would also be a valuable driver of tourism dispersion across the country, and flattening of the seasonality curve.

13.10.3. Promotion of Fairs and Festivals

The Ministry will promote important fairs and festivals and support to important tourism related events and major travel marts & exhibitions organized in the country for promotion of tourism. These fairs and festivals can also see significant international visitors apart from domestic visitors.

13.10.4. Excursions by Schools/ Colleges to select destinations

Encourage Schools and Colleges to organise excursions to various destinations both within the State where they are located and outside. This will inculcate a culture and awareness of tourism in our youth.

13.10.5. One District One Destination

Efforts will be made to ensure each district in the country at least develops one tourist destination. In order to create strong branding proposition and sense of pride amongst local people, district tourism maps showcasing / highlighting the tourist places of the districts will be created and publicised.

13.11. International Co-operation in Tourism – a vehicle for soft power

India will focus on building partnerships, learning from experiences of countries that have developed strong tourism sectors and collaborating for mutual benefit. Tourism is also an excellent vehicle for projecting soft power. India will articulate the interests of emerging/ developing nations and champion the causes of sustainability, responsibility and the poverty alleviating and employment generating aspects of tourism. Concrete action plans in pursuance of the MOUs signed with different Countries for mutual cooperation in the field of Tourism shall be finalized and implementation mechanism and review will be put in place.

13.12. Engagement with multilateral forums

India will actively engage in multilateral forums like the United Nations World Tourism Organisation (UNWTO), G-20, BRICS (Brazil, Russia, India, China, South Africa), India-ASEAN tourism forum etc. India will also engage with international industry bodies like the World Travel and Tourism Council (WTTC), Pacific Asia Travel

Association (PATA) etc. to collaborate with the tourism players across geographies, market intelligence, communicate with the global industry on key issues and harness their expertise for the benefit of our industry. Partnerships will be explored with other countries to develop and promote common packages on themes that link the countries such as the Buddhist circuit, Ramayana circuit, Himalayan circuit, Heritage circuit that would yield excellent dividends to all participating nations.

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Chapter 15 – Quality Assurance and Standardization

14.1. Trust is the Cornerstone

Trust is the cornerstone on which all businesses are built. Buyers need to be reassured that what they buy is what they get. All stakeholders within the tourism industry, whether product or service providers need to deliver quality traveller experience.

14.2. Quality Tourism Framework

14.2.1. A robust framework covering various products and services

A robust framework for quality certification of products and services across all segments like accommodation providers, tour operators, adventure tour operators, service providers like spa and wellness, guides, restaurants etc. will be laid down. Clear certification guidelines will be created based on third party inspection and deployment of digital technologies for all service providers across different categories.

14.2.2. Follow graded approach

Since the industry has a spectrum of players of different sizes and price points, a graded approach, which classifies them in to different categories is necessary. Certified players need to be incentivized to attract a wider subscription. Similarly, strategic measures to goad the reluctant to seek certification will be pursued.

14.2.3. A single, user-friendly and online tool

The Quality Tourism Framework will be a single, user-friendly online tool to develop businesses and grow their market, paired with modern branding to promote Quality Tourism Accredited Businesses. The Quality Tourism Framework will enable entrepreneurs to develop a business from start-up through to niche markets and international standards, in order to develop a sustainable tourism business that can compete and prosper.

14.2.4. Assurance of an accredited business

A Quality Tourism accredited business will imply:

- (i). Quality
- (ii). Reliability
- (iii). Professional customer service
- (iv). Accuracy in advertising

- (v). An appropriately licenced and qualified operator
- (vi). Adherence to a Code of Ethics

14.3. Maximizing Coverage of accredited service providers

Currently, there are a very limited number of tourism service providers, which are listed and recognised by the Central Government or the State Government. There is a need to take various measures to maximise coverage:

- (i). Run a campaign with trade and industry bodies to promote certification.
- (ii). Create incentives like limiting participation in the India pavilion in trade fairs and road shows to accredited operators.
- (iii). Use the Incredible India website and social media to establish credentials and promote certified and accredited players.

14.4. Rating and Feedback

The Ministry will also set up a digital platform for tourists to give their rating and feedback on the quality of services by any registered and accredited tourism service provider.

Chapter 16 – Research and Development

15.1. Research and Development – foundation for tourism development and growth

The Policy places research and development at the epicentre of tourism planning, management and development to ensure that the competitiveness and profitability of the Indian tourism sector is sustained. The Policy recognizes that comprehensive and quality tourism research is essential to plan and develop tourism in the Country. Research can provide relevant information to the tourism industry that it requires to support policy, marketing, product development and investment decisions and to be current with trends that affect the sector.

15.2. Enhance research capacity

The Ministry of Tourism will enhance its research capacity to meet the needs of industry and Government, whether it is short-term, tactical research, monitoring and evaluation, or long-term strategic research. The Research and Development strategy will involve setting up of a comprehensive framework and a set of strategic priorities to guide research efforts and investment across the sector.

15.3. Research to focus on past, present and future trends for guiding tourism sector

The research will have equal emphasis on both quantitative and qualitative information. The research will cover the past, so that the current condition of the tourism industry can be properly analysed; the present, in order to be aware of the existent state in the immediate competitive environment and by extension to be able to place the tourism industry within this environment; and the future, to facilitate strategic evaluation and predict oncoming changes and react sooner than the competitors, thus securing a strategic advantage. The more tourism planners, policy makers and marketers can understand what is transpiring today within the global tourism context, the more confident they will be to plan for the future.

15.4. Tourism Marketing to be driven by Market Research

15.4.1. Research into Traveller's perceptions, behaviours and preferences

The Policy envisages that almost every marketing activity should be based on research. The positioning of Incredible India Brand in the market will be underpinned by research into travellers' perceptions, behaviours, and preferences, which will form the basis of strategic planning and decision making in both the local and overseas offices. The Policy recognizes that in order to attract and retain travellers, it is imperative that the destination has a comprehensive knowledge and understanding of travellers' specific needs. Technology based market segmentation

will facilitate this process. This will enable the Ministry to determine who their customers are, what they like, where they can be found and how they can be reached. Comprehensive comparative analysis of competitors and benchmarking against their tourism products will identify where new tourism experiences and packages can be offered.

15.4.2. Benchmarking of Indian Standards with global best practices

The Ministry will undertake comprehensive benchmarking of global best practices, with a view to ensuring that the Indian standards compare favourably with world class operational, technological and infrastructural standards. The Ministry will undertake rigorous and continuous consumer research in major traditional and emerging markets each year to identify trends, test its marketing approach and identify the segments which offer the greatest potential for India.

15.4.3. Segmentation of the Market and their specific needs

Segmentation of the market for holidays and business in India – both current visitors and ‘best prospects’ – based on demographics, behaviour and product-usage, will provide a valuable insight into the motivations and product needs of the visitor. An analysis will also be conducted of India’s top source markets – to identify independent segments and to estimate size and behaviour characteristics. This will ensure that India is in a position to keep the industry in touch with overseas consumers and trade expectations.

15.4.4. Research at every level of Tourism Value Chain

To acquire segment specific needs, research will be coordinated at every level of the tourism value chain – before the guest arrives, while they are in India and after they leave, to glean the relevant data to build effective Customer Relationship Management (CRM) databases, to develop and store visitor profiles and preferences to inform marketing, promotional and product development strategies.

15.4.5. Encouraging repeat visitors

Profiling, understanding and securing more business from current and loyal customers would be more cost-effective than the increased cost of sourcing new visitors each time. Databases would allow India to know where to find the cluster of repeat visitors and create the right incentives and rewards to keep them coming back to India.

15.5. Strategic Research Projects

15.5.1. International Tourist Arrivals and Feedback

The Ministry of Tourism will continue to utilise its statistical datasets to develop a comprehensive picture of international tourist arrivals. The Ministry will further collect primary data through constant engagement with the visitors both at the micro and macro levels to obtain the type of data that is required. At the micro level, tourism stakeholders must effectively develop, utilise and analyse various feedback tools. At the macro level, this will require surveys to gauge the visitor experience and the constant monitoring of customer feedback on review sites.

15.5.2. Tourism trends

Mechanisms will also be put in place to develop and collect data that will monitor the mood of tourism businesses and allow the Government to keep its finger on the pulse of business confidence and provide businesses with regular up-to-date information about their performances. The main focus will be to improve the performance of the tourism sector, through the provision of high quality industry intelligence that can support their business development decisions. These surveys will not just be administered, but the data will also be thoroughly analysed to acquire the relevant information to be utilized in planning for the sector.

15.6. Forecasting

Ministry of Tourism will accord priority to the Forecasting to provide a five to ten year outlook to help the Government plan for expected tourism demand. The forecasts will inform business decisions and help the Ministry plan their marketing efforts, resource requirements, and infrastructure and product development needs. The Ministry of Tourism will accordingly strengthen the research and development capability of the Ministry and its agencies as a matter of priority, with respect to the methodology and scope of data gathering and analysis.

15.7. Product Development and Marketing to be based on data and insights

The Ministry of Tourism will pay greater emphasis to the effective transformation of research and consumer trends and insights gathered into profitable innovations and actionable, sustainable marketing and product development strategies that will enable the destination to increase market share and achieve a competitive advantage. Marketing and product development teams will be challenged to formulate proactive strategies grounded in meaningful data.

15.8. Collaboration and Benchmarking Best Practices

The Ministry will clearly spell out research priorities for tourism sector. Apart from its own research, the Ministry will also utilize the datasets of regional and international agencies such as the UNWTO, the World Travel and Tourism Council

(WTTC), the World Economic Forum (WEF), the European Union (EU) amongst others, to develop a comprehensive collection of market intelligence that will form the basis of strategic decision-making for the industry.

15.9. One Stop Shop for Research for Product Development and Marketing

The role of the Ministry of Tourism's research programme is to ensure that the industry is supported by a high-quality body of statistics and research. The Ministry will therefore be benchmarking best practices for research and development from tourism destinations around the globe. A "one-stop shop" for research and development will be set up within the structure of the Ministry of Tourism that will service both the Product Development and the Marketing.

15.10. Collaborating with the Universities

The Ministry of Tourism will collaborate with Ministry of Higher Education, Universities and other tertiary institutions in public and private sector to develop wider tourism research and development environment in the country towards high-level, strategic and long-term thought to the tourism industry. The University and other tertiary institutions will also contribute to the next generation of the industry, by equipping graduates with the skills and knowledge required to lead the tourism sector into the future.

15.11. Tourism Satellite Account (TSA)

15.11.1. TSA – the only way to have an overall view of tourism's impact

The UNWTO describes the Tourism Satellite Account (TSA) as the "only way to have an overall view of tourism's impact on the economy on an equal footing with all other sectors". It allows countries to measure tourism's true share of GDP in addition to other critical indicators such as induced impacts, expenditure, job creation and tourism capital formation in a manner that facilitates direct comparisons with other key sectors.

15.11.2. Strengthening TSA development

The Ministry of Tourism will further strengthen TSA development and dissemination of information to all stakeholders sharpening the focus on tourism and its importance. The development of a TSA therefore entails the reconciliation of supply and demand for a series of tourism-related products, including entertainment, transport, accommodation, food, travel services and other products. Tourists' expenditure on these commodities must therefore be estimated, as must the supply of these goods.

15.11.3. TSA can improve tourism promotional efforts and benefit to local communities

Once this information is available, economic linkage can also be demonstrated through tourism satellite accounts. In the longer term, the TSA's potential to inform policymaking and private sector investment should improve both the domestic and international promotional efforts, and the management of the tourism economy to the benefit of local communities.

15.12. Research Dissemination to the Industry and other Stakeholders

15.12.1. Research findings to be made available to Stakeholders

Ministry of Tourism will make all relevant tourism research accessible to tourism stakeholders, investors, students, visitors and the general public. The Ministry of Tourism will facilitate the consolidation of research studies being carried out by various institutions and published in different journals. The research will be made available to the policymakers, industry operators, financial institutions and all interested parties via the Ministry website, publications, analysis papers and a range of face-to-face communications.

15.12.2. Research findings to be interpreted, presented and disseminated

Information in the form of internet reports, studies and key travel & tourism data from local, regional and international organizations and agencies, will not just be collected and stored, but interpreted, presented and disseminated. The Ministry of Tourism will facilitate Industry workshops, seminars and webinars to inform and educate Industry about the trends and other pertinent issues taking place in the global tourism marketplace. Collaboration will be facilitated between industry partners via coordination of a tourism newsletter, practitioner-oriented concept papers, lecture series and annual conferences.

Chapter 17 – Governance, Institutional linkages and Stakeholders Engagement

16.1. Tourism, A complex domain – Need for effective Governance

Tourism is a complex domain covering a wide range of activities spread across several Ministries and involving the State Governments, Local Governments and Private Sector. While tourism industry is led by private sector, the Government has a crucial role in enabling tourism by developing cultural and natural resources, physical and social infrastructure. Keeping in view that tourism is impacted by multiple sectoral policies, tourism requires a whole of Government approach. Effective governance will be key to prioritize and mainstream Tourism sector at National and State level.

16.2. Stakeholders Engagement

16.2.1. Diverse set of Stakeholders

Tourism development and promotion requires engagement with a very diverse set of stakeholders. The Stakeholder engagement will be essential for the success of the Policy. Following are the key Stakeholders in the implementation of the Policy:

- (i). Central Government Ministries
- (ii). State Governments
- (iii). Destination Management Organizations
- (iv). Key Tourism Industry leaders
- (v). Industry Associations in Travel and Tourism
- (vi). Private Sector Players in Travel and Tourism
- (vii). Reputed Government or other Institutions in any area of Tourism Development
- (viii). Academic Institutions
- (ix). Development Agencies
- (x). Civil Society

16.2.2. Involvement of the Stakeholders

The Stakeholders will be involved in the roll out and implementation of the policy in the following manner:

- (i). Updating all the stakeholders about the policy provisions, guidelines and action plans
- (ii). Updating all the stakeholders about the progress on implementation
- (iii). Involve key stakeholders in the apex review and monitoring mechanism
- (iv). Involve key stakeholders in the State level review and monitoring mechanism
- (v). Specific Partnerships on various initiatives, projects and events

- (vi). A detailed Stakeholder engagement plan will be prepared identifying the key stakeholders and their involvement in achieving the objectives of the policy.

16.3. Implementation Plan and Key Performance Indicators

A detailed action plan and key performance indicators in line with the vision, mission and goals of the Policy and various strategic pillars will be prepared. The Plan and performance indicators will be finalized within stipulated time and will create a baseline for measurement of performance for the implementation of the Policy. The Ministry will annually publish the progress in the implementation of the Policy and will also take corrective measures as may be required based on detailed annual reviews of all aspects of the Policy.

16.4. Policy Implementation Unit

In order to effectively implement the policy, a Policy Implementation Unit (PIU) will be set up cutting across all the strategic pillars and product specific roadmaps. The key activities of PIU shall be:

- (i). To create awareness about the policy amongst the stakeholders.
- (ii). To prepare a detailed policy implementation action plan with clearly defined timelines and responsibilities for various policy provisions.
- (iii). To assist in restructuring institutional support for the implementation of the policy and build capacity of the institutions for tourism promotion and development.
- (iv). To prepare concept note, pre-feasibility and other relevant reports for implementation of the policy.
- (v). To assist in the selection of various project specific agencies for implementation, wherever required.
- (vi). To assist in review of the implementation of the policy as per the governance mechanism and develop a comprehensive dashboard to track policy implementation.
- (vii). To assist in adoption of best practices at national and international level.
- (viii). To carry out impact analysis of the Policy on tourism growth, job creation and other important economic indicators.
- (ix). PIU will be supported by Knowledge Partners, Experts and Professional Consultants as may be required for smooth implementation of the Policy.

16.5. Engagement with Central Ministries - Advocacy, Synergy and Collaboration

16.5.1. Areas of Co-operation and Collaboration

Ministry of Tourism will coordinate effectively with various central government ministries for promotion & development of tourism in the Country. The broad indicative areas of collaboration are given in the table below:

Sno.	Name of Ministry	Areas of Co-operation and Collaboration
1	Ministry of External Affairs	VISA, Inbound promotion, Air connectivity with the source markets
2	Ministry of Home Affairs	Border Entry/ Exit, Immigration, e-Tourist VISA, Foreigner registration, Tourist Safety, Disaster Management Island development authority, Border tourism
3	Ministry of Civil Aviation	Air connectivity with the source markets Domestic air connectivity Welcome at the arrival
4	Ministry of Road Transport and Highways	Road Connectivity Wayside Amenities Tourist Transport Ropeway
5	Ministry of Railways	Improving the service standards Luxury Tourism Products Other Tourism Products Partnership with IRCTC
6	Ministry of Ports, Shipping and Waterways	Ocean Cruise Tourism, River Cruise Tourism, Lighthouse Tourism, Port Development, SOPs for passengers
7	Department of Revenue	Custom clearances Taxation issues
8	Ministry of Environment and Forest	Eco-tourism, Wild-life projects, Sustainable development
9	Ministry of Rural Development	Rural Tourism Homestays Skill Development Self Help Groups
10	Ministry of Culture	ASI monuments Fairs and festivals

11	Ministry of Petroleum and natural gases	Setting up of public conveniences at fuel stations
12	Ministry of Skill Development and Entrepreneurship	Skill development Entrepreneurship
13	Department of Economic Affairs	Infrastructure Status
14	Department of Expenditure	Approval of Schemes Provision of budget
14	Ministry of IT	Digital Tourism Mission
15	Department of Commerce	Export promotion, SEPC
16	Department of Promotion of Industries and Internal Trade	Ease of Doing Business Incentives for hospitality industry
17	Department of School Education	Sensitizing school children about tourism, Excursions
18	Department of Higher Education	Ek Bharat Shreshtha Bharat Synergy between Higher Education Institutes and Tourism
19	Ministry of Development of North East Region	Development of Tourism in North East Region
20	Ministry of Health and Family Welfare	Food Safety and Hygiene COVID-19 SOPs Medical Value Travel
21	Ministry of Jal Shakti	Dams, Reservoirs, Rivers, Lakes and Water Bodies as tourist attractions Arth Ganga

16.5.2. Structured plan of action and regular reviews

Ministry of Tourism along with Industry Stakeholders will prepare a structured plan of action with respect to each Ministry and seek the support of the Ministry in resolving the issues and taking necessary action. Regular bilateral meetings will be held between the Ministry of Tourism and other Ministries at different levels to ensure effective collaboration and outcomes. The progress will be duly documented and monitored.

16.5.3. Flagship Schemes and Sectoral Policies of the Ministries

The Ministry of Tourism will particularly collaborate with other Ministries in ensuring convergence with their flagship schemes and sectoral policies for promotion and development of tourism sector and to cover tourist destinations on priority. While

collaborating and seeking the support of other Ministries, the Ministry of Tourism will use data, expertise and business case drawn in consultation with Industry.

16.6. Engagement with States and Destinations - Advocacy, Synergy and Collaboration

16.6.1. National Standards for Quality of Service

Ministry of Tourism will work with stakeholders to frame national standards for quality of service for various segments such as hotels and restaurants, tour operators, other service providers. The Ministry is also working on sustainable tourism criteria of India. The Ministry will engage with the State Governments to advocate, facilitate and collaborate in the implementation of national standards for quality of service.

16.6.2. National Strategies for Tourism Sub Sectors

Ministry of Tourism will prepare national strategies for development of various tourism subsectors such as Adventure, Eco, MICE, Medical Tourism etc., which require specific strategies for promotion and growth. The national strategies will provide comprehensive roadmap for development of the sub sectors incorporating the best practices at the national and international levels, capacity building, skills, marketing and promotion. The Ministry of Tourism will partner with the States in implementing national strategies.

16.6.3. Safety, Cleanliness, Hygiene and Public Conveniences

State Governments and Local Governments have a key role in ensuring Safety of tourists at the destinations and during the travel. Similarly, cleanliness, hygiene and public conveniences are required to be provided by the State Government and Local Governments. The Ministry of tourism will work with the States and Destinations towards assessment and ranking of the destinations on these parameters and encourage healthy competition amongst the States/ destinations.

16.6.4. State Perspective Plan and Destination Master Plans

The Ministry of Tourism has to work with the States in preparing a perspective plan for the State, master planning of destinations and their development. The Ministry will lay down framework for preparing perspective plans and master plans. The Ministry will support in preparing these plans. The Ministry will also support development of some of the destinations.

16.6.5. Ranking of the States and Destinations

The Ministry of Tourism will conduct ranking of the States and destination on various parameters, with the key objective to foster competitiveness and encourage States and Destinations to work proactively towards promoting and developing sustainable and responsible tourism. It will be implemented as a capacity development exercise to encourage mutual learning among all states and to provide support in policy formulation and implementation. The broad areas and action points for ranking exercise will be taken from global rankings of countries in various aspects of tourism with suitable adaptation.

The assessment and ranking exercise will be carried out with professional support and through independent experts from various Institutions both Government and Private. The Ministry of tourism will provide necessary training to the officials and other stakeholders and handhold the States for their participation in the exercise.

16.6.6. Cooperative Marketing and Promotion

Ministry of Tourism will engage and jointly work with the States for marketing and promotion of tourism particularly in overseas markets. The participation at major national and international travel marts will be coordinated for greater synergy.

16.6.7. Engagement with other State Departments

Tourism development requires support of a number of departments and authorities of the State Government. State Department of Tourism will have to engage and coordinate with other Departments and agencies to ensure their support:

Sno.	Name of Department	Areas of Co-operation and Collaboration
1	Administrative Department in-charge of municipal administration	Cleanliness Public conveniences Other civic services Building controls
2	Administrative Department in-charge of urban development	Planned development and expansion of urban areas, housing and urban transport
3	Administrative Department in-charge of Civil Aviation	Direct connectivity to important source markets Direct connectivity from other States Development of Heliports for remote areas
4	Administrative Department in-charge of Public Works	Major roads connecting the destination Last mile connectivity to the destination and various attractions

5	Administrative Department in-charge of police	Safety of tourists Disasters and Emergency Operations
6	Administrative Department in-charge of Skill Development	Skill development in tourism and hospitality sector
7	Administrative Department in-charge of industrial promotion	Incentives and single window clearance
8	Administrative Department in-charge of Excise and Taxation	Excise permits Taxation
9	Administrative Department in-charge of culture and archaeology	Monuments Fairs and Festivals
10	Administrative Department in-charge of Forests and Environment	Eco-tourism Environment clearances

The above list is only indicative.

16.7. Creating Synergy in Tourism Eco System

In order to ensure synergy at various levels of Government and with the Private Sector, it is important to have a well-defined framework in place.

16.8. Apex Level Institutional Set up

At the apex level of Central Government, following Institutional set up will guide the implementation of the Policy.

16.8.1. National Tourism Advisory Board

A National Tourism Advisory Board (NTAB) will be set up to provide overall vision, guidance and direction to the Development of Tourism Sector in the country. The Advisory Board will be chaired by the Union Minister for Tourism and will comprise of all the Tourism Ministers of the States, Representatives of the relevant Line Ministries and Industry Stakeholder. The National Tourism Advisory Board will review the implementation of the Policy and various aspects of tourism development and provide necessary guidance. Policy Implementation Unit will provide the secretariat support to the Advisory Board.

16.8.2. Inter-Ministerial Coordination Committee on Tourism (IMCCT)

In order to promote convergence, create synergy and resolve inter-ministerial coordination issues, an Inter-Ministerial Coordination Committee on Tourism (IMCCT) will be set up under the chairmanship of the Cabinet Secretary with representation from all relevant ministries. Policy Implementation Unit will provide the secretariat support to the IMCCT.

16.8.3. Task Forces

In order to prepare Action Plans, Operational Guidelines and other initiatives under the Policy, Task Forces will be set up under the Chairmanship of Secretary, Tourism or other authorities and representation from the relevant Central Ministries and select States and Industry. Policy Implementation Unit, respective divisions and nodal agencies will provide the secretariat and operational support to the Task Forces.

16.8.4. National Tourism Authority

The Policy recognizes that the Ministry of Tourism functions as both the policy making and executing arm of the Ministry of Tourism. Since the Ministry is involved in day to day execution and operational issues, it has not been able to focus on policy and strategic issues. Further, in the absence of executing agencies with the Ministry of Tourism, the Ministry has not been able to scale up activities across various sectors and segments of tourism. Most competing countries have separated the policy-making functions from the executing functions.

A separate National Tourism Authority (NTA) will be established for executing and operationalizing various tourism related initiatives. Simple, flexible and elegant processes will be laid down to allow for nimbleness. While the Ministry will be responsible for framing policies and guidelines, exercising oversight, coordination with Ministries and States, the National Tourism Authority will be responsible for technical support, operational and execution of various policies.

The Authority will be provided budget by the Ministry of Tourism and the Authority may also raise its resources through various sources. The Authority will be entrusted with the responsibility of setting up and operationalizing National Green Tourism Mission, National Digital Tourism Mission, National Mission on Tourism MSMEs, National Mission on DMOs, Tourism and Hospitality Sector Skill Mission, Digital Marketing, Research and Development and other professional and technical matters related to tourism sector.

16.9. State Level Institutional Setup

16.9.1. State Tourism Advisory Board

The States may set up State Tourism Advisory Board (STB) under respective Chief Ministers to provide overall vision, guidance and direction to the development of Tourism Sector in the State. The Board will be chaired by the Chief Minister and will comprise of other relevant Ministers, Officers and Industry Stakeholders. Department of Tourism will be the nodal department for State Tourism Boards.

16.9.2. Inter Departmental Coordination Committee on Tourism

In order to promote convergence, create synergy and resolve inter departmental issues, an Inter-Departmental Coordination Committee on Tourism (IDCCT) will be set up under the chairmanship of the Chief Secretary with representation from all relevant departments. The Department of Tourism will provide the necessary secretariate support.

16.9.3. State Task Forces

In order to prepare action plans, operational guidelines and other specific tasks, State Task Forces may be constituted under Department of Tourism. These taskforces may comprise of representatives from other relevant departments and private sector.

16.9.4. State Tourism Authority

Many states have state tourism development corporations, which provide executive and operational support to the Department of Tourism. The State Tourism Development Corporation also have their commercial ventures such as hotels and travel packages. In order to delink the process of planning and development of tourism in the State from the commercial activities of the state tourism corporation, it is envisaged that a separate State Tourism Authority may be set up to implement and operationalize the policies, schemes and initiatives of promotion and development of tourism.

16.10. Destination Level Institutional Setup

Destination level coordination and management will be ensured by Destination Management Organization. Till the formation and operationalization of Destination Management Organization, a District Tourism Promotion Committee or similar set up operational in a number of States may bring the stakeholders together for coordination and collaboration.

Annexure 1 – Definitions

Definitions [TBD]

17. Tourism Enterprises
18. Visitor
19. Tourist
20. Inbound
21. Outbound
22. Domestic
23. ITA
24. ITR
25. Destination
26. Attraction
27. Accreditation

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Annexure 2 – Product Specific Roadmaps

Product specific broad roadmaps have been given below, which will be further refined and developed during the course of implementation of the Policy:

1. Heritage and Culture

Often referred to as a living museum, India is blessed with a rich history and a vibrant heritage and culture. There are Museums which are rich repositories of the country's culture and heritage over a period of time. Tourism is one of the most effective instruments to give a new lease of life to our rich legacy inherited and celebrated by Indians. A strong public - private - people partnership will be put in place to restore and adapt our historical and cultural assets into tourism products. It would go a long way in preserving not just our built heritage but also our intangible assets like folk arts, dance forms, theatre, etc. Experiences will be created around heritage sites and monuments with interpretation facilities, souvenir shops, eateries and other conveniences, which would enhance the overall visitor experience.

2. Luxury

The Indian tourism industry has tempting offerings for the upper end travellers who are willing to overlook price points in favour of exclusivity, comfort, novelty and privacy. Script your Indian adventure amidst opulent palaces, heritage hotels, splendid weddings and resplendent trains. The offering includes a range of services such as hotels, palaces, resorts, luxury trains, cruises, luxury tents, jungle lodges, among others. Home to several royal dynasties that enjoyed an opulent and an ostentatious lifestyle, India is a land steeped in history. Over the years, age-old cultures, traditions, arts and practices have been blending seamlessly with modern comforts, culminating to tailor a regal experience for tourists who want to sample luxury.

Owing to its rich royal legacy, India is also home to many palace hotels: these are old palace estates that have been restored and converted to gorgeous hotels. Board a luxury train and nestle in the comforts of a plush cabin and see the mesmeric sights of India pass you by as you traverse the terrain of the country covering a trail that is "worthy of the Maharajas of yore".

3. Spirituality

India has from time immemorial been a destination that has drawn and welcomed seekers from afar in search of enlightenment. Tourism in India has traditionally thrived upon travellers visiting places of spiritual interest. As the birthplace of four great religions, Hinduism, Buddhism, Jainism and Sikhism, India can attract significant number of visitors. Infrastructure and facilities will be upgraded at pilgrim centres to offer a

serene and spiritual experience to the travellers. These destinations will be proactively promoted through tour packages including charters into these destinations and encouraging large format pilgrimage tourism.

4. Meetings, Incentives, Conferences & Exhibitions (MICE)

This segment is one of the fastest growing, high yield segments of the tourism sector. The Policy will focus on promoting India as a conference destination, which will help to tide over the seasonality of the industry. Large conventions and conferences will be targeted to bring significant number of high spending tourists, which boost the local economy. India's efforts in attracting big conventions will be intensified. Pre/ post leisure activity will be encouraged to increase the value of MICE tourism.

5. Adventure

The Policy recognizes that with its diverse geographical zones, India has immense potential for adventure activities and expeditions throughout the year. 73% of the Himalayas are situated in India and along with the other mountain ranges can host a variety of activities like skiing, trekking, rock climbing, para-gliding etc. The Policy will encourage the use of the coast, rivers and backwaters for a variety of water based sporting activities like surfing, deep sea diving, kayaking, white water rafting etc.

It is important to unleash the potential of the sector by providing access to suitable places, providing facilities and infrastructure for mounting various activities, while at the same time establishing clear protocols and safety norms and accrediting operators with the right experience and credentials to ensure safety and assure quality in line with responsible tourism principles. Caravan Parks and Camping Sites can add yet another facet to the tourism products.

6. Wild Life/ Eco Tourism

India has ecological hotspots, which are rich in flora and fauna. A calibrated and meaningful approach can help in preserving these areas with the visitors acting as a check against illegal activities. A proactive, responsible approach providing controlled access to these areas after carefully ascertaining carrying capacity within an eco-friendly framework can augment incomes in the poorest parts of the country and also help the cause of preserving wild life and plant life.

7. Yoga

As a science that seeks to keep the body, mind and soul in concert, Yoga is India's gift to the world. United Nation has declared 21st June as World Yoga Day. India will aggressively market Yoga, which has the potential to draw in significant number of long stay travellers. The Ministry of Tourism will work with the States to connect Yoga

institutions with tourism market by adapting them suitably in terms of language orientation, physical infrastructure and ability to handle visitors. India will be established as the land of Yoga, leveraging the growing global interest.

8. Ayurveda / Holistic Health Systems / Wellness

The ancient science of Ayurveda seeks to maintain a balance amongst the different elements in the body to maintain good health. Entirely holistic in its approach, it has emerged as the answer to lifestyle issues that ail modern living through its detoxification and maintenance regimens. There is increasing consumer demand for wellness services and products the world over. India will develop Ayurvedic centres, create a talent pool of practitioners and standardize the products, processes and infrastructure to build a robust product offering. Other indigenous holistic health care systems will also be similarly promoted.

9. Medical Tourism

India has a large medical tourism sector which is expected to grow significantly. India is placed among the top three medical tourism destinations in Asia (with Thailand and Singapore), mainly due to the low cost of treatment, quality healthcare infrastructure and availability of highly skilled doctors. India is home to some of the finest hospital facilities and well-trained manpower. Most medical procedures offer world-class expertise and facilities at extremely competitive prices. Quality accreditation of hospitals, insurance coverage and a focused campaign in identified markets can yield handsome dividends.

10. Rural / Village / Farm or Agritourism / Plantation

Indian villages are imbued with natural beauty, charm, and a simple way of life and offer unique experiences for the traveller. Tourism can act as a powerful tool for revitalizing the rural economy. Developing strong public private peoples partnership within a responsible tourism framework can create a win-win situation for the tourist, entrepreneur and the community and emerge as an alternate engine of growth for the rural areas. Unique Village Life Experience packages can revive our traditional activities in the villages. Farm and plantation tourism can augment the income from agricultural activities and de-risk farmers to some extent. Villages with core strength in handlooms, handicrafts, etc. and which are in proximity to existing destinations, can be developed as tourism destinations.

11. Beaches & Islands

Globally, Beach holidays remain the most important segment of leisure travel. With over 7500 Km. of coastline and a tropical climate, India has the potential to create a vibrant beach tourism economy.

Challenges like haphazard and unscientific development of beaches, lack of proper upkeep, non-involvement of the community and regulatory obstacles have hampered progress. Legislative / regulatory changes which are sensitive to the needs of development without compromising upon the principles of sustainability and right to livelihoods will enable growth. Similarly, islands and coastal areas rich in marine life and light houses can emerge as attractive destinations with the potential to attract tourists in large numbers.

12. Rivers / Backwaters / Dams

River cruising has become a valuable niche for destinations across the globe, offering a more exclusive, intimate experience of a place.

India is well irrigated by its rivers, which flow along the length and breadth of the country. Rivers also offer an alternate mode of transportation and recreational opportunities. Similarly,

Backwaters are a unique ecosystem, which offer experiential holidays. Dams are typically built in pristine environments with reasonable connectivity. Land is also available near the dams for developing accommodation centres, gardens, mounting water sport activities and other such activities. Planned development ensuring anti-pollution measures and in tune with the environment can readily yield new tourism destinations.

13. Cruises - Ocean

The Cruise sector is a fast growing component of the leisure industry, worldwide. A huge amount of foreign exchange can be earned and sizeable direct & indirect employment can be generated onshore by providing the right policy environment and infrastructure for the growth of cruise shipping.

India has several advantages like a long coastline and strong port positioning, which imparts a natural advantage to the country to attract international cruise lines and India's positioning in South Asia and its proximity to already popular cruise destinations would enable strong cruise circuits to be created over a period of time.

It is therefore necessary to explore the creation of dedicated cruise berthing/ facilitation services in important ports, ease visa and immigration processes, introduce time efficient operations, moderate port charges and incentivize cruise operators to call on India.

Similarly, coastal cruises connecting various Indian ports and river cruises need to be incentivized in the short term to add experiential products to our portfolio.

14. Sports

Large format sporting events, like Cricket / Football World Cups, Formula 1 Racing, etc. have tremendous potential to bring significant numbers of high spending tourists into the host destinations. Such events can be leveraged and promoted for increasing inbound tourism.

15. Golf

Over the past few years some world-class golf courses have been developed in India. Golf tourism brings in high spending tourists for a relatively longer duration of stay. Focused marketing of this niche product will help in supporting the economy of those regions, add to the viability of the golf courses and popularize the sport in India.

16. Cuisine

Getting a taste of local cuisine has become an essential part of the travelling experience. India's strongest calling card to the world is its cuisine, with our USP being Vegetarianism which today is of great interest worldwide.

As the primary producer of spices and the melting pot of various cultures, India offers an interesting and diverse array of culinary experiences. International interest in Indian cuisine will be leveraged to draw travellers to explore our culinary trails with their myriad traditions and ingredients.

Interactive culinary offerings should also be developed to allow travellers to enjoy hands-on instruction round Indian cooking techniques, furthering their immersion into the culture and hospitality of India.

17. Shopping

India is a veritable shopper's paradise especially for the high skill handcrafted products and retail trade, providing enormous forward and backward linkages throughout the economy. Shopping is an integral part of the tourism experience and a valuable contributor to revenues. The development of dedicated shopping centres for traditional crafts needs to be encouraged and the "Make in India" brand should be promoted. Shopping should be made a part of the itinerary of tourists.

18. Fairs & Festivals

Fairs & festivals in India are colourful commemorations of religious or historical events or celebrations of the change of seasons. They reflect the vigour and life-style of its

people and provide unique experience to visitors. Vibrant colours, music and festivities make the country come alive throughout the year. Fairs and festivals should be assertively utilized to drive year-round, cross-country travel. Creating planning tools such as annual calendars of fairs & festivals and publicising them well in advance will enable tourists to include these in their itineraries.

19. Film Tourism

The medium of 'Cinema' is a powerful tool for popularizing destinations. Not only do shooting films help the tourism industry and boost the local economy significantly, some destinations have proven that films can be a cost effective method to market a destination. Creating an inventory of shooting locations, enabling film shootings by simplifying processes and issuing time bound clearances and incentivizing film makers will help tap in to the opportunity.

20. Destination Weddings

India is known for its vibrant and colourful weddings and its spectacular palaces and rituals can form an attractive proposition for destination weddings. The opportunity exists to elevate this niche segment by linking together various locations and experience creators (i.e. wedding planners, tour operators, and hoteliers etc.) to create attractive offerings. Honeymoon is another attractive segment that can be targeted through innovative product development and promotion.

21. Border Tourism

India has a long border with other countries. Border areas have their own unique tales and many resources are located at international boundaries. Border tourism has two perspectives. First, the borderline is an anomalous part of the cultural landscape and an interesting attraction. Second, the areas adjacent to a border have become settings for several touristic activities. The first type exists because of a border's physical composition, historic boundary markers, welcome gateways, border-related infrastructure, divided towns and buildings. The second attraction type owes its existence to the legal, cultural, and market differences between the two sides.

22. Interpretation / Heritage Walks

Experiential tourism is all about storytelling to make the facts come alive and make the visitor relive the experience. A concerted effort should be made to establish high quality interpretation centres, provide well-trained guides, hop-on hop-off city bus tours, sound and light shows, aids like apps, audio guides to enhance the visitor experience. Similarly, activities like heritage walks help the visitor experience the living history and can be a powerful tool to interpret the past and the present and instil a sense of pride in our surroundings.