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R2017-0262/1

December 1, 2017

**Closing Date: Wednesday, December 20, 2017
at 6 p.m.**

FROM: Vice President and Corporate Secretary

India - Uttar Pradesh Pro-Poor Tourism Development Project

Project Appraisal Document

Attached is the Project Appraisal Document regarding a proposed loan to India for an Uttar Pradesh Pro-Poor Tourism Development Project (R2017-0262), which is being processed on an absence-of-objection basis.

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Report No: PAD1125

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

PROJECT APPRAISAL DOCUMENT

ON A

PROPOSED LOAN

IN THE AMOUNT OF US\$40 MILLION

TO THE

REPUBLIC OF INDIA

FOR THE

UTTAR PRADESH PRO-POOR TOURISM DEVELOPMENT PROJECT

NOVEMBER 27, 2017

Social, Urban, Rural and Resilience Global Practice
South Asia Region

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CURRENCY EQUIVALENTS

Exchange Rate Effective September 25, 2017

Currency Unit = INR

INR 65 = US\$1

FISCAL YEAR

April 1 - March 31

Regional Vice President: Annette Dixon

Country Director: Junaid Kamal Ahmad

Senior Global Practice Director: Ede Jorge Ijjasz-Vasquez

Practice Manager: David Seth Warren

Task Team Leader(s): Stefania Abakerli, Parthapriya Ghosh

ABBREVIATIONS AND ACRONYMS

ADA	Agra Development Authority
ASCI	Administrative Staff College of India
ASI	Archaeological Survey of India
CAG	Comptroller and Auditor General
CPS	Country Partnership Strategy
CQS	Selection based on Consultants' Qualifications
DEA	Department of Economic Affairs (Ministry of Finance)
DGS&D	Directorate General of Supplies and Disposal
DoF	Department of Forests (Government of Uttar Pradesh)
DoT	Department of Tourism (Government of Uttar Pradesh)
DPR	Detailed Project Report
EIA	Environmental Impact Analysis
EIRR	Economic Internal Rate of Return
EMP	Environmental Management Plan
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
FBS	Selection under a Fixed Budget
FIRR	Financial Internal Rate of Return
FM	Financial Management
FMM	Financial Management Manual
GIS	Geographic Information System
GoUP	Government of Uttar Pradesh
GRC	Grievance Redress Cell
IA	Internal Audit
IC	Individual Consultant
ICB	International Competitive Bidding
IFR	Interim Financial Reports
IGRM	Integrated Grievance Redress Mechanism
LCS	Least Cost Selection
MDB	Multilateral Development Bank
MIS	Management Information Systems
MIT	Massachusetts Institute of Technology
MVDA	Mathura-Vrindavan Development Authority
NCB	National Competitive Bidding
NGO	Non-governmental Organization
NIFM	National Institute of Financial Management
NPV	Net Present Value
PAP	Project-Affected Persons
PCRMP	Physical Cultural Resources Management Plan
PFM	Public Financial Management
PP	Procurement Plan
PPR	Post Procurement Review
PRAMS	Procurement Risk Assessment Management System
QBS	Quality Based Selection
QCBS	Quality and Cost Based Selection
RAP	Resettlement Action Plan

RPLAF	Resettlement Policy and Land Acquisition Framework
RTI	Right to Information
SIA	Social Impact Analysis
SME	Small and Medium-sized Enterprise
SPCU	State Project Coordination Unit
SSS	Single Source Selection
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
UP	Uttar Pradesh

INDIA
UTTAR PRADESH PRO-POOR TOURISM DEVELOPMENT PROJECT

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**BASIC INFORMATION**

Is this a regionally tagged project?	Country(ies)	Financing Instrument
No		Investment Project Financing

- ☐ Situations of Urgent Need of Assistance or Capacity Constraints
- ☐ Financial Intermediaries
- ☐ Series of Projects

Approval Date	Closing Date	Environmental Assessment Category
19-Dec-2017	30-Dec-2022	B - Partial Assessment

Bank/IFC Collaboration
No

Proposed Development Objective(s)

The Project Development Objective is to increase tourism-related benefits for local communities in targeted destinations

Components

Component Name	Cost (US\$, millions)
Component 1: Destination Planning and Governance	3.70
Component 2: Tourist Products Development and Management	35.78
Component 3: Support to Local Economic Development	13.23
Component 4: Project Management	4.43



Organizations

Borrower : State Government of Uttar Pradesh

Implementing Agency : Department of Tourism, Government of Uttar Pradesh

PROJECT FINANCING DATA (US\$, Millions)

<input checked="" type="checkbox"/> Counterpart Funding	<input checked="" type="checkbox"/> IBRD	<input type="checkbox"/> IDA Credit	<input type="checkbox"/> IDA Grant	<input type="checkbox"/> Trust Funds	<input type="checkbox"/> Parallel Financing
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Total Project Cost:

57.14

Total Financing:

57.14

Financing Gap:

0.00

Of Which Bank Financing (IBRD/IDA):

40.00

Financing (in US\$, millions)

Financing Source	Amount
Borrower	17.14
International Bank for Reconstruction and Development	40.00
Total	57.14

Expected Disbursements (in US\$, millions)

Fiscal Year	2018	2019	2020	2021	2022	2023
Annual	3.65	9.51	13.86	7.28	4.09	1.61
Cumulative	3.65	13.16	27.02	34.30	38.39	40.00



INSTITUTIONAL DATA

Practice Area (Lead)

Social, Urban, Rural and Resilience Global Practice

Contributing Practice Areas

Environment & Natural Resources

Governance

Transport & ICT

Water

Climate Change and Disaster Screening

This operation has been screened for short and long-term climate change and disaster risks

Gender Tag

Does the project plan to undertake any of the following?

a. Analysis to identify Project-relevant gaps between males and females, especially in light of country gaps identified through SCD and CPF

Yes

b. Specific action(s) to address the gender gaps identified in (a) and/or to improve women or men's empowerment

Yes

c. Include Indicators in results framework to monitor outcomes from actions identified in (b)

Yes

SYSTEMATIC OPERATIONS RISK-RATING TOOL (SORT)

Risk Category	Rating
1. Political and Governance	● Substantial
2. Macroeconomic	● Moderate
3. Sector Strategies and Policies	● Moderate
4. Technical Design of Project or Program	● Substantial
5. Institutional Capacity for Implementation and Sustainability	● Substantial
6. Fiduciary	● Moderate



7. Environment and Social	● Moderate
8. Stakeholders	● Moderate
9. Other	
10. Overall	● Substantial

COMPLIANCE

Policy

Does the project depart from the CPF in content or in other significant respects?

☐ Yes ☒ No

Does the project require any waivers of Bank policies?

☐ Yes ☒ No

Safeguard Policies Triggered by the Project	Yes	No
Environmental Assessment OP/BP 4.01	✓	
Natural Habitats OP/BP 4.04	✓	
Forests OP/BP 4.36		✓
Pest Management OP 4.09		✓
Physical Cultural Resources OP/BP 4.11	✓	
Indigenous Peoples OP/BP 4.10		✓
Involuntary Resettlement OP/BP 4.12	✓	
Safety of Dams OP/BP 4.37		✓
Projects on International Waterways OP/BP 7.50		✓
Projects in Disputed Areas OP/BP 7.60		✓

Legal Covenants

Sections and Description Institutional Arrangements

1. Uttar Pradesh shall maintain, throughout the period of implementation of the Project: (a) the Empowered Committee; and (b) the Steering Committee; both with a mandate and composition agreed with the Bank.



2. Uttar Pradesh shall maintain within the Department of Tourism, throughout the period of implementation of the Project, the State Project Coordination Unit, with functions and resources agreed with the Bank, and with staff in adequate numbers and qualifications, experience and terms of reference agreed with the Bank.
3. By no later than one (1) month after the Effective Date, Uttar Pradesh, through the Department of Tourism, shall establish and thereafter maintain throughout the period of implementation of the Project, two (2) Technical Support Units, or any other number to be agreed with the Bank, with functions and resources agreed with the Bank, and with staff in adequate numbers and qualifications, experience and terms of reference agreed with the Bank.
4. Uttar Pradesh, through the Department of Tourism, shall cause each Implementing Entity to execute, prior to commencing any Project activity in its respective territory (including any Sub-project) a Memorandum of Understanding, under terms and conditions acceptable to the Bank.
5. Uttar Pradesh shall maintain, throughout the period of implementation of the Project, the Operations Manual, both in form and substance satisfactory to the Bank.

Sections and Description

Safeguards

1. Uttar Pradesh shall ensure that the Project is carried out in accordance with the provisions of the Environmental and Social Management Framework, the Resettlement Policy Framework and the relevant Safeguard Assessments and Plans.
2. Whenever a Safeguard Assessment and Plan shall be required for any proposed Sub-project in accordance with the provisions of the Environmental and Social Management Framework and/or Resettlement Policy Framework, as the case may be, Uttar Pradesh shall, or shall cause the Implementing Entities to:
 - (a) prior to the commencement of such Sub-project, proceed to have such Safeguard Assessment and Plan: (i) prepared in accordance with the provisions of the Environmental and Social Management Framework and/or the Resettlement Policy Framework, as the case may be; (ii) furnished to the Bank for review and approval; and (iii) thereafter adopted and disclosed as approved by the Bank, in a manner acceptable to the Bank;
 - (b) thereafter take such measures as shall be necessary or appropriate to ensure compliance with the requirements of such Safeguard Assessment and Plan;
 - (c) in the case of any resettlement activity under the Project involving Affected Persons, ensure that no displacement shall occur before necessary resettlement measures consistent with the respective resettlement action plan applicable to such activity have been executed, including, in the case of displacement, full payment to Affected Persons of compensation and of other assistance required for relocation, prior to displacement; and
 - (d) appoint and maintain adequate environmental and social development staff, with functions, powers, resources necessary to review and monitor the implementation of the Safeguard Assessment and Plans of Sub-projects.
3. Uttar Pradesh with the support of the Implementing Entities, as the case may be, shall collect, compile and submit to the Bank on a bi-annual basis (or such other frequency as may be agreed with the Bank) consolidated



reports on the status of compliance with the Environmental and Social Management Framework, the Resettlement Policy Framework and/or the Safeguard Assessments and Plans, giving details of: (a) measures taken in furtherance of the said instruments; (b) conditions, if any, which interfere or threaten to interfere with the smooth implementation of the said measures; and (c) remedial measures taken or required to be taken to address such conditions.

Conditions

PROJECT TEAM

Bank Staff

Name	Role	Specialization	Unit
Stefania B. Abakerli B	Team Leader(ADM Responsible)	Inclusive Tourism, Culture and Development, Local	GSU06
Parthapriya Ghosh	Team Leader	Social Safeguards	GSU06
Sreenivas Devarakonda	Procurement Specialist(ADM Responsible)	Procurement	GGO06
Danilo Pereira de Carvalho	Procurement Specialist	Procurement	GGO04
Tanya Gupta	Financial Management Specialist	Financial Management	GGO24
Amy Jane Chamberlain	Team Member	Communication and Operations	GSU06
Harinath Sesha Appalarajugari	Environmental Safeguards Specialist	Environmental Safeguards	GEN06
Harjot Kaur	Social Safeguards Specialist	Social Safeguards	GSU06
Hiska Noemi Reyes	Team Member	Gender & MSME	GSU06
Jorge Luis Alva-Luperdi	Counsel	Country Lawyer	LEGES
Jozef Petrus Maria Verhagen	Team Member	Water and Sanitation	GWA09
Lakshmi Narayanan	Team Member	Program Assistant Delhi	SACIN
Luis Alberto Andres	Team Member	Economic Analysis	GWAGP
Mohammad Yasin Noori	Social Safeguards Specialist	Social Safeguards	GSU06
Nadia Islam	Team Member	Portfolio Support	GSU06



Nupur Gupta	Team Member	Urban Transport	GTI06
Pamela Patrick	Team Member	Procurement	SACIN
Priya Chopra	Team Member	Program Assistant DC	GSU06
Rajni Bajpai	Team Member	Advisor	SACIN
Sangeeta Kumari	Social Safeguards Specialist	Street Vendors	GSU06
Saubhik Deb	Team Member	Economic Analysis	GWAGP
Victor Manuel Ordonez Conde	Team Member	Disbursement	WFALA
Extended Team			
Name	Title	Organization	Location
Bonnie Burnham	President	World Monument Fund	New York,United States
D. Ajay Suri	Senior Advisor, Asia	Cities Alliance	New Delhi,India
Francesco Bandarin	Assistant Director General for Culture	UNESCO	Paris,France
Halle Butvin	Senior Advisor	Smithsonian	Washington DC,United States
James Wescoat	Aga Khan Professor	MIT	Boston,United States
Marcio Favilla	Executive Director	UNWTO	Madrid,Spain
Milton Kal	Lead Tourism Planner	Korean Tourism Organization	Korea, Republic of
Sanjay Saxena	Governance and Project Management Specialist	TSCPL	New Delhi,India
Shantum Seth	President	Buddha Path	New Delhi,India
Wangmo Dixey	Executive Director	Light of Buddha Dharma Foundation International	Berkeley,United States



The World Bank

Uttar Pradesh Pro-Poor Tourism Development Project (P146936)



I. STRATEGIC CONTEXT

A. Country Context

1. Despite making notable strides towards greater economic stability, India's need to diversify its economy to foster inclusive and sustainable growth remains at the forefront. While India's GDP growth rate has been prominent at an average 7.5 percent since 2015, its poverty rate, although declining, continues high at 21.9 percent, with persistent regional, caste and gender inequalities¹. Poverty rates in India's low-income states² are three to four times higher than in all other states, creating pockets of severe poverty that are both geographically and economically disconnected. India also ranks low among the world's middle-income countries, with annual per capita output of US\$1,709 in 2016 which is more than double the average of its most populous state, Uttar Pradesh, at US\$873.
2. The Government of India recognizes this and has outlined the need for "faster, sustainable, and more inclusive growth" as the overarching goal, highlighting the potential for growth through key sectors³, including tourism. Tourism is widely seen as offering greater potential for inclusive growth than many other sectors⁴ given that it necessitates relatively low levels of capital investment, is labor intensive, accommodates low skill-levels, has a high multiplier effect and spurs and prioritizes infrastructure, service provision and entrepreneurship in areas often by-passed or isolated from traditional development schemes. Under this perspective, pro-poor tourism has been stressed as a priority approach aimed at ensuring that tourism growth contributes to improved living standards and job creation, with ultimate impacts on poverty reduction⁵.
3. Under the present government, plans to revive and strengthen the Indian economy include the development and projection of "brand India" on the worldwide stage. Among a number of critical focus areas⁶, tourism is described as central to the construction of this new national brand and as a strong untapped driver of inclusive growth. In its first-year budget, the government introduced an e-visa system and established major related national schemes, including the PRASAD scheme under the Ministry of Tourism, which promotes the development of tourist "circuits" around specific themes⁷, and the National Heritage City Development Scheme (HRIDAY) sponsored by the Ministry of Urban Development, which seeks to promote urban development in a heritage-sensitive manner⁸, both of which are the first of their kind in the country.

¹ The World Bank India Overview, 2014.

² Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan and Uttar Pradesh.

³ Especially agriculture, industry, energy, transport, and urban and rural development.

⁴ *Tourism and Poverty Alleviation: Recommendations for Action*, UNWTO, 2004.

⁵ *The Working Group on Tourism, 12th Five-Year Plan*, Ministry of Tourism, Government of India, 2011.

⁶ The "brand India" agenda focuses on five "Ts": Talent, Tradition, Tourism, Trade and Technology.

⁷ Such as archaeology and heritage, culture and spiritual, the Himalayas, desert, coasts, and medicine.

⁸ The Union Budget 2014-2015.



B. Sectoral and Institutional Context

4. India is well positioned to take advantage of tourism as a driver for inclusive growth in asset-rich but low-income areas. India possesses some of the greatest wealth in tangible and intangible assets in the world, including archaeological, historical, religious, natural and cultural resources⁹ with unrivaled tourism potential. The country attracted about 8 million international and an estimated 1.2 billion domestic and regional tourists and pilgrims in 2015¹⁰, and directly contributed a total of over US\$70 billion to India's GDP, or 9.6 percent of GDP in 2016¹¹. The Indian travel and tourism sector directly employs over 25 million people, representing 5.8 percent of all employment, with this figure forecasted to reach almost 32 million by 2027¹². Tourism is experiencing a period of strong growth driven by India's burgeoning middle class, open skies and low cost airlines and robust promotional initiatives by the government¹³.

5. Despite its growth and high-level policy directions, up to now, India has been unable to harness the power of the tourism sector to achieve the goals of inclusive growth and poverty reduction. The economic benefits from tourism have unevenly trickled down to local communities or to the assets and locations that draw millions of visitors and pilgrims in the first place. At the broader level, the World Economic Forum's Travel and Tourism Competitiveness Report for 2017 ranked India 40th out of 136 countries on overall tourism competitiveness despite being ranked 9th in terms of cultural resources and potential for business travel, and 24th for natural resources. The state of Uttar Pradesh best exemplifies this paradox.

6. Uttar Pradesh (UP)—one of India's biggest cultural and tourist destinations, home to some of the country's most iconic assets and annually hosting millions of devotees and visitors—remains a low-income state. It is India's fourth largest and most populous state with over 199 million inhabitants¹⁴, and is home to the emblematic Taj Mahal in Agra, to one of the most ancient living cities in the world, Varanasi, located on the banks of the sacred Ganges, and to two of the world's four most important Buddhist sites, Sarnath and Kushinagar. In 2016, the state attracted 211 million domestic and just over 6 million international visitors¹⁵. Despite this distinctive endowment, UP remains India's third poorest state, with a 37.7 percent poverty rate¹⁶. UP also lags behind most Indian states across a number of human development indicators, such as literacy and infant mortality. When disaggregated by gender,

⁹ Tangible heritage refers to buildings, monuments, landscapes and artifacts while intangible heritage includes traditions, cultural expressions, creativity and knowledge, to mention a few. India's vast cultural heritage includes thousands of years of history, 22 official and more than 1,000 minor languages, about 200 million craftsmen and women, 30 World Heritage Sites, and tens of thousands of monuments, historic areas and sacred sites spread over villages, cities, coast lines, valleys, mountains, deserts, and forests as well as wealth in traditional knowledge and skills, cultural practices and performing arts.

¹⁰ India Ministry of Tourism, Tourism Statistics 2015.

¹¹ Tourism and Hospitality, IBEF, June 2017.

¹² Travel & Tourism Economic Impact: India 2017, WTTC.

¹³ For instance, the "Find What You Seek" campaign launched by the Ministry of Tourism.

¹⁴ As of 2011.

¹⁵ Ministry of Tourism, GoI, 2015.

¹⁶ The World Bank Country Partnership Strategy for India, 2013-2017.



men's literacy rate is much higher at 79.2 percent compared to 59.2 for women. Equally troublesome is the adverse sex ratio in the state: 904 females to 1,000 boys¹⁷.

7. Ground-level data indicates that Agra and the Braj region, which are two of the prime tourist and pilgrimage destinations of India and UP, have some of the state's highest poverty rates. In Agra, one of the most populous cities in the state, approximately 47 percent of the population lives in one of its 432 slums or is categorized as low-income, with a disproportionate number of slum dwellers belonging to Scheduled Castes. The city's most iconic heritage asset and India's primary tourism destination, the Taj Mahal, is surrounded by more than 20 slums with crumbling infrastructure and a severe lack of services¹⁸. Almost half of the working population living in slums is employed in the informal sector.¹⁹

8. In the Braj region, Mathura, the largest city and pilgrimage attraction, lacks the most basic urban infrastructure and services, condemning residents to the lowest living standards. In some areas of Mathura, up to 28 percent of households live below the poverty line and only 30 percent of the population is literate. Across the Braj region, employment rates hover around just 30 percent²⁰.

9. A combination of ineffective approaches and practices are inhibiting the tourist destinations of Agra and the Braj region, among others in UP, from leveraging their unique cultural and natural assets as endogenous sources of inclusive growth and poverty reduction through pro-poor tourism development. During project preparation, the following main issues were identified by government officials and other key stakeholders consulted:

- (a) Lack of a shared vision and consensual strategy among stakeholders for the coordinated development and promotion of asset-rich destinations, leaving many touristic areas to degradation:
 - (i) Investments and related product development often respond to the demands of top-end foreign visitors, despite the fact that domestic and regional tourism segments represent the overwhelmingly greater volume (87 percent in Agra and 95 percent in Braj), with higher potential impact on the local economy and expected growth rate.
 - (ii) Multiple, uncoordinated strategies across central, state and local government agencies and the private sector result in overlapping and/or conflicting interventions and investments, and ultimately no action.
 - (iii) A monument-centric and fragmented approach to branding, promotion and investment efforts has isolated tourist attractions and sites from their wide context, threatening their integrity and attractiveness to tourists.
- (b) Lack of adequate destination planning, management and institutional capacity, threatening assets and isolating local communities while reducing visitor satisfaction and retention:
 - (i) Weak planning and management of the destinations as a whole has led to their unregulated growth, resulting in exclusion of the poor from local economic development. Infrastructure services in the destinations are inadequate even for the current levels of population, let

¹⁷ UNDP, Uttar Pradesh Human and Economic Development Indicators, 2011.

¹⁸ Over 40 percent of the slum population belongs to a Scheduled Caste, while the proportion for the city overall is just 24 percent (*Profiling of Agra*, Project Document, CURE, March 2014).

¹⁹ *Profiling of Agra*, Project Document, CURE, March 2014.

²⁰ *Profiling of the Braj Region*, Project Document, IIDC, May 2014.



alone millions of additional visitors during peak tourist and pilgrimage seasons, leading to resentment amongst residents and minimal visitor satisfaction.

- (ii) Limited institutional capacities, unclear role assignment among government agencies and uncoordinated development efforts in city development, tourism promotion and local economic development have led to inadequate protection, management and promotion of assets, and inadequate development of tourist products for various market segments.
 - (iii) Local authorities lack the appropriate tools and contemporary approaches for the stewardship of heritage assets for pro-poor tourism development purposes. A preference for “beautification” and “modernization” schemes that further isolate tourist attractions and historic areas and the poorest populations put them at even greater risk.
- (c) Ineffective and non-participatory policy approaches, excluding communities from the benefits of tourism:
- (i) A lack of multi-stakeholder engagement in tourism sector development and largely non-participatory resource allocation results in a disconnect between planning and the reality on the ground and a lack of local ownership, not only reducing investment implementation effectiveness, but also preventing adequate operation and maintenance of investments.
 - (ii) Limited engagement of the private sector and co-management schemes with surrounding communities and entrepreneurs, as well as a complex business and investment climate (e.g., excessive red tape) leads to poor market connectivity, uneven service standards and no leveraging with private investors.
 - (iii) A lack of reliable and predictable formal and decentralized sources of revenues hinders the proper management and conservation of cultural and natural assets and the broad sharing of tourism benefits at destination and community levels.

10. This reality shows that not only has the potential of tourism as a driver of inclusive and sustainable growth not been untapped, but the current tourism model isolates local communities from economic development and puts globally recognized cultural and natural assets at severe risk of neglect and degradation. Moreover, most current government interventions in the tourism sector, with their focus on large-scale infrastructure investments (e.g., the creation of a ring road providing direct access to the Taj Mahal, bypassing all other attractions and communities), have the potential to aggravate the situation. This demonstrates the need for a new approach to tourism planning and management, without which the negative impacts on assets and communities may quickly become unmanageable, as seen in other destinations in the world.

11. Acknowledging this reality and based on the lessons learned during project preparation, the Government of Uttar Pradesh recently updated its Tourism Development Policy, with the aim of promoting more inclusive and sustainable development through pro-poor tourism and boosting the state's tourism profile in the country. It is a priority for the Uttar Pradesh authorities to better manage the state's unique heritage assets in a way that delivers (i) inclusive economic growth through employment multipliers and income generation opportunities for local businesses and entrepreneurs, and (ii) improvements in multipurpose access infrastructure, public spaces and basic services utilized by both local communities and visitors.



12. In this context, through its Department of Tourism, the state government requested World Bank support to help refine, promote and implement their pro-poor tourism vision, beginning in the destinations of Agra, the Braj region and the Buddhist circuit. This request has been shared and approved by the Indian Ministry of Tourism, which expressed interest in further applying the approaches being tested and the lessons learned from Uttar Pradesh in the other envisioned tourism circuits across India. The request has also been approved by the Ministry of Finance, which also expressed high interest in learning from the project's innovative and holistic approach as a contribution to India's inclusive growth agenda.

C. Higher Level Objectives to which the Project Contributes

13. The project supports the priorities of the Government of Uttar Pradesh and its Department of Tourism by contributing to refocusing tourism in a way that optimizes the state's assets in a sustainable manner while directly benefiting residents in both economic and non-economic terms.

14. The project is consistent with India's 12th Five-Year Plan, which aims for faster, sustainable and more inclusive growth within a pro-poor perspective. The Plan acknowledges the significant potential of tourism to spur growth and reduce poverty, while also emphasizing the role of states in the development of tourism²¹. The project provides the tools and systems necessary for the state of Uttar Pradesh to apply a pro-poor tourism approach to unlock this potential in a demonstrative manner.

15. The project is also aligned with and advances the World Bank's Country Partnership Strategy (CPS) for India, in both its engagement areas on spatial transformation and inclusive growth. The project will contribute to spatial transformation by improving living conditions for some of the state's poorest residents through the strategic provision of tourism-related infrastructure and services in an area-based manner and targeted to benefit primarily local communities in the project areas.

16. The project will contribute to inclusive growth by valuing and promoting the intrinsic assets of the poor in the project areas. As shown elsewhere, recognizing and supporting the cultural heritage of poor and excluded individuals through pro-poor tourism schemes can energize communities, enhance livelihoods and bring about major improvements in self-esteem²². The project will do so by promoting endogenous job opportunities for entrepreneurs living near selected tourist attractions, with an emphasis on increasing income generation opportunities for women and youth.

17. The project also supports the strong focus of the India CPS on rebalancing the WBG's portfolio towards low-income states by targeting Uttar Pradesh, India's third lowest-income state²³.

18. Finally, the project contributes to the World Bank Group's overarching goals to end extreme poverty and promote shared prosperity by focusing on improving the living conditions of and job opportunities to poor communities near main tourist attractions in heritage-rich but low-income areas.

²¹ *Twelfth Five Year Plan (2012–2017) Economic Sectors (Volume II)*, Government of India, 2013.

²² *Culture and Sustainable Development: A Framework for Action*, World Bank, 2002.

²³ World Bank, 2011.



II. PROJECT DEVELOPMENT OBJECTIVES

A. PDO

The Project Development Objective is to increase tourism-related benefits for local communities in targeted destinations

B. Project Beneficiaries

19. The Uttar Pradesh Pro-Poor Tourism Development Project is expected to have far-reaching social, economic and environmental benefits at local and state levels.
20. The project will benefit communities and entrepreneurs near some of the main tourist attractions in its targeted areas. Entrepreneurs engaged in or seeking to engage in the tourism value chain, such as rickshaw drivers, local artisans, street vendors and food and beverage providers, as well as general community members, will benefit from greater access to basic services and enhanced income generation opportunities and jobs. Further, entrepreneurs and small business owners will benefit from skills development and diversification, support to business development and enhanced linkages with the tourism value chain.
21. The project will also benefit both low- and high-spending domestic and foreign tourists visiting each destination by improving their overall experience. It will do so by (i) enhancing interpretation and improving access to monuments and sites; (ii) diversifying and better tailoring tourist activities; (iii) providing improved basic and tourism-related services; (v) improving destination management; and (vi) raising the operating standards of tourism personnel.
22. Given the prominent role played by the public sector at all levels in tourism planning, development and promotion, the project also seeks to benefit the Government of Uttar Pradesh and the Department of Tourism in their pro-poor tourism endeavors. It will do so by helping the government test new approaches at a manageable phase-wise scale and by providing the tools and capacity strengthening for the development of destination-level visions, planning and promotion strategies in a more inclusive, coordinated and sustainable manner.

C. PDO-Level Results Indicators

23. The key results expected from the project are:
 - Increase in average daily tourist expenditure in project destinations, disaggregated by domestic and international tourists.
 - Increase in tourists average duration of stay in project areas, disaggregated by day visitors and overnight visitors.
 - Number of households in subproject areas with improved conditions, disaggregated by gender.



- Number of entrepreneurs in project destinations with increased income, disaggregated by gender.

III. PROJECT DESCRIPTION

A. Project Components

24. The project has four components, as outlined below.

25. **Component 1: Destination Planning and Governance (US\$3.7 million)** aims to test new approaches and establish the institutional structures, policies and coordination mechanisms necessary for bringing together the public and private sectors and local communities for effective destination-level tourism planning and governance. It will achieve this by providing a combination of advisory and technical assistance and financing for (i) the participatory formulation of destination-level tourism development plans for selected destinations; (ii) support to the refinement of branding and promotion strategies for target destinations; (iii) support to public-private dialogue and the strengthening of public, private and community institutions involved in the tourism sector for coordinated destination management and investments; (iv) the improvement of the state visitor information system; and (v) and training of individuals and groups employed in the tourism sector.

26. **Component 2: Tourist Products Development and Management (US\$35.78 million)** aims to enhance the tourist experience while simultaneously contributing to improving local living conditions and livelihood opportunities by transforming existing tourist “attractions” into tourist “products” that incorporate local communities both physically and economically. Activities under this component include advisory and technical assistance and financing for (i) the enhancement of public areas and the surroundings of current main attractions; (ii) the provision of interpretation and information through visitors centers and signage; (iii) the rehabilitation of destination-level products and diversification of activities beyond monuments sightseeing; (iv) the provision of facilities and services for tourists and local communities alike, such as drinking water, shaded rest areas, toilets; and (v) the improvement of access to main sites and tourist products and their adjacent communities.

27. **Component 3: Support to Local Economic Development (US\$13.23 million)** aims to improve the linkages of those involved in the productive and creative economies with the tourism value chain in the project target areas by providing advisory, technical assistance and financing for (i) mapping of local productive and creative industries and support to business development and tourism service providers with the highest pro-poor impacts; (ii) the provision of training, information, tools and infrastructure for business development, production and marketing within the tourism value chain; (iii) enhancement and diversification of skills; and (iv) promotion of locally produced goods linked to tourism products.

28. **Component 4: Project Management (US\$4.43 million)** aims to provide the necessary technical, advisory and financial support for the adequate implementation, management and coordination of the project using country system through (i) the establishment and operation of a State Project Coordination Unit (SPCU) at the state Department of Tourism in Lucknow and the hiring of relevant technical specialists as Technical Support Units (TSUs) to support the Development Authorities in



implementation; (ii) the development of a project monitoring and information system; and (iii) project communication.

29. Specific activities under each component vary by project target area. **In Agra**, subprojects and activities focus on retelling the story and history of the city, its more than 150 sites and monuments and its rich living heritage by stimulating “Agra beyond the Taj”—a move away from the existing narrowly focused Taj Mahal-centric tourism model—to retain visitors and increase their spending in the destination. To this end, subprojects will be implemented in a phased manner, focusing first on improving services and tourist products in locations that already see notable tourist footfall, such as improved visitor information and linkages between the Taj Mahal and Agra Fort while enhancing the access to and promoting nearby areas such as the Mehtab Bagh Mughal garden. The project focuses on the development of new tourist products around those cultural and natural sites, including service provision to and increased economic linkages with their adjacent communities. To ensure a coherent destination-level approach and thus lasting integrated and sustainable investments, the project will finance the preparation of a tourism development plan for Agra, leveraging and partnering with the private sector, the creative sector and entrepreneurs as well as other key agencies working in the city, such as the World Monuments Fund, which is supporting the Archeological Survey of India in the revitalization of two of the city’s four remaining Mughal gardens.

30. Project activities **in the Braj region** draw on the area’s status as a destination for millions of pilgrims annually, given its association with the Krishna mythology and its popular *parikrama* (pilgrimage) routes. Many of the Braj region’s assets—its ancient water bodies, forests, local crafts and historical temples—are central to this mythology. The project activities aim to rescue and revitalize some of these assets, many of which are at grave risk from misuse and neglect, and which are intrinsically linked to local communities, for instance by revitalizing *kunds* (water bodies) for multiple uses, from worship to storm water drainage. In Braj, major emphasis is given to rescuing the living heritage of the region through support to endogenous arts, expressions and creative industries as well as to scaling up local economic drivers, such as the “cow economy” associated with Krishna’s mythology, for improved livelihoods.



B. Project Cost and Financing

31. The component-wise project cost and financing in US\$ millions is shown in the table below²⁴.

Project Components	Project cost	IBRD or IDA Financing	Trust Funds	Counterpart Funding
1: Destination Planning and Governance	3.70	2.59	0.0	1.11
2: Tourist Products Development and Management	35.78	25.05	0.0	10.73
3: Support to Local Economic Development	13.23	9.26	0.0	3.97
4: Project Management	4.43	3.0	0.0	1.33
Total Costs	57.04	39.9	0.0	17.14
Total Project Costs				
Front End Fees	0.1	0.1		
Total Financing Required	57.14	40.0		

C. Lessons Learned and Reflected in the Project Design

32. The project builds directly on the World Bank's accumulated experience in inclusive tourism development, urban revitalization, and heritage stewardship. The World Bank has invested in these domains since its first reconstruction loan to France²⁵. The following are the main lessons learned from this body of work, as applied to the project.

33. **The existing tourism model in Uttar Pradesh—as well as in many destinations across India—results in a point-to-point, or “hit-and-run”²⁶ form of tourism**, whereby tourists/pilgrims visit an attraction or site for only a short time, before traveling to and spending more time and money in another destination that offers better accommodation, services and/or activities. Tourism in this form has shown to generate mostly negative impacts on attractions, sites and local communities as visitors “consume” infrastructure and services at the sites without generating any notable socioeconomic benefit, while leaving behind problems that the locals need to address with no proper means (e.g., unmanageable amounts of trash, traffic).

²⁴ Costs are rounded to one decimal place for ease of reference.

²⁵ As of 2013, the World Bank had financed 170 projects in Culture & Tourism, totaling about US\$5.6 billion in investments.

²⁶ See, for instance, *Sustainable Tourism as Driving Force for Cultural Heritage Sites Development*. Cherplan, April 2013.



34. **Many tourism development initiatives in Uttar Pradesh, among many other destinations, are limited in scope and coverage and mostly focused on improving specific monuments or new large tourism enterprises** (i.e., golf courses, theme parks). While such initiatives may have the potential to broaden the state's tourism offer in general, they have not been able to combat the point-to-point or hit-and-run nature of most visits. As an alternative, the project approach values and further develops the tourism attractions in their untapped broader geographical, socioeconomic and historical contexts. This approach ultimately aims at achieving destination-level development and thereby strengthening tourism sector linkages with residents and entrepreneurs, while also enhancing the opportunity for more meaningful tourism experiences for both domestic and foreign tourists.

35. **Tourism is an often-overlooked means for poverty reduction.** Experience shows that pro-poor tourism has the potential to significantly increase both the economic and non-economic net benefits of tourism for the most marginalized sectors of society, where an estimated 25 percent of tourist revenues is captured by those living on less than US\$1.25 a day. Tourism is a labor-intensive sector generating a wide range of jobs, and is responsible for one in 11 jobs globally. In 2016, tourism generated 6 million new jobs and accounted for 292 million jobs globally²⁷. Particularly in "culturally-rich" communities, pro-poor tourism can enable locals to unbundle their knowledge, traditions and heritage as income-generating assets, demonstrating its potential as a legitimate business area for the World Bank and client governments to advance their inclusive development agendas.

36. **Rather than representing a specific type of tourism or market segment, pro-poor tourism is an approach** which, when applied effectively, guides all types and levels of tourism development—from policy and regulation to the development of small-scale local enterprise—and considers the broader geographical, political, cultural and socioeconomic realities of destinations to ensure that economic and non-economic linkages with their communities and entrepreneurs are established throughout the value chain. The project takes an area-based approach to pro-poor tourism, which facilitates leveraging and coordination among various aspects such as accessibility, basic service provision, private sector development, job creation and environmental management, through the development of destinations as a whole rather than isolated tourist attractions tailored to a single market.

37. **An area-based pro-poor intervention relies on particularly high quality destination planning and development.** Given the value and significance of heritage assets both to local communities, visiting tourists and the national and international fields of history, culture and religion, the development of tourist products and destinations based on these assets must be of extremely high quality to ensure that all stakeholders as well as the assets themselves, benefit in a meaningful way. Thus, engagement with strategic technical partners is critical to the project's success. Collaboration with specialized agencies and concerned experts as well as adequate consultations with local stakeholders who are highly familiar with the ground reality for the preparation of background studies, and further cooperation with reputable agencies already working in the project target areas has been and will continue to be crucial for understanding the project's contexts and delivering high quality destination planning and tourist products. Moreover, such collaboration has allowed the identification of key areas of need, concerned stakeholders, and potential risks for project implementation.

²⁷ World Travel and Tourism Council, *Travel and Tourism Economic Impact 2017: World*.



38. **Collaboration and coordination are critical for achieving pro-poor benefits.** The World Bank's experience, as well as background studies and consultations carried out under the project, demonstrate the need for enhanced vertical and horizontal coordination and capacity among local, state and central authorities in the country, particularly given the multi-sectoral nature of tourism development and the varying scope of linkages that the pro-poor approach aims for—e.g., from community participation in tourism value chain to national enabling tourism regulations. The project's institutional arrangements are establishing the space for such dialogue, reflection and collaboration within existing structures, providing the necessary tools and insights while enhancing capacity where required.

39. **Destination development requires a clear vision and well-defined management models.** The development of new tourist products and facilities and/or the revitalization of existing attractions and infrastructure under a destination-level approach must be accompanied by shared vision, long-term development plans and investment generation strategies with clear responsibilities and accountability for continuous maintenance of assets. In the project, such visioning, planning and responsibilities are being embedded in existing public, private and/or community structures, for lasting sustainability.

40. **A phased approach to the implementation of the project approach allows for the refinement of methods and future scaling up.** By implementing pioneering activities in the state in a sequential manner, tools and methods can be piloted, capacities and feasibility assessed, impacts evaluated and necessary refinements made within a manageable project size prior to replication and scaling up. Such phasing is particularly appropriate for the current project given the novelty of its approach to the tourism sector in India, the ground reality complexities and states and central governments' interest in learning for later expansion within Uttar Pradesh as well as other states and circuits across India.

IV. IMPLEMENTATION

A. Institutional and Implementation Arrangements

41. The project's institutional and implementation arrangements are based on standard practice in Uttar Pradesh for externally aided projects, which includes an Empowered Committee, a Steering Committee and specific project implementation entities, as described below. See Annex 3 for a detailed description of each level of the project's institutional and implementation arrangements.

42. At the state level, the project is implemented through the following institutions:

- (a) **An Empowered Committee**, chaired by the Chief Secretary, GoUP, convened by the Principal Secretary/Secretary of Tourism, and comprising state government officials from departments related to the project, has been established and is already providing high-level policy guidance and support to inter-departmental coordination to the project.
- (b) A **Steering Committee**, chaired by the Principal Secretary/Secretary of Tourism, coordinated by a full-time Project Director from the Department of Tourism, and comprising state government officials from key departments for the project, has also been established



to provide administrative guidance and to ensure that critical aspects of project implementation are addressed in a timely manner.

- (c) **The Department of Tourism** is the implementing agency, responsible for overall project preparation, management, coordination and accountability of the project's implementation.
- (d) **A State Project Coordination Unit (SPCU)** in Lucknow, working under the overall guidance of the Principal Secretary/Secretary of Tourism, and chaired by a Project Director has been established and is being staffed with DoT officials and competitively selected specialists in financial management, procurement, environmental management, civil engineering, heritage conservation and social development. The SPCU supports the Department of Tourism in the project's overall implementation by ensuring compliance with government and World Bank standards, project monitoring, the review and consolidation of annual work plans, hiring of consultants and supervision of works, among other functions.

43. While the Department of Tourism manages most project activities, the following structures support implementation at the destination level:

- (e) **The Development Authorities** in each of the destinations. Following current practice in the state, these authorities serve as the implementing entities in each core area and are responsible for, inter alia, coordination with local authorities and sector agencies in planning and monitoring, and ensuring adequate operation and maintenance of subprojects and activities financed by the project.
- (f) **Technical Support Units (TSUs)**, consisting of specialists hired from a range of fields, will support the Development Authorities through on-the-job technical support and training.

B. Results Monitoring and Evaluation

44. One of the main issues faced early on in the project preparation was the lack of reliable and up-to-date data at destination level and the inadequacy of the Department of Tourism monitoring practices. As an initial effort to address these issues, to inform project preparation and to establish a preliminary baseline for the project, an extensive review of secondary data was carried out and complemented with primary data collection. This baseline is being updated to ensure it is in place at the startup of project implementation.

45. Additional monitoring and evaluation measures include strengthening the capacity of the Department of Tourism and associated agencies at state and destinations levels to collect, analyze, critically apply and disseminate tourism information through a simple but meaningful monitoring and information system at the SPCU/Department of Tourism to be tracked as the project unfolds.

46. Given the innovative nature of the project, the capacity to properly assess its results is a central determinant of the project's scalability. An evaluation will therefore be conducted as part of the project learning activities.



C. Sustainability

47. Several aspects contribute to the project sustainability:

48. **Project demand and relevance.** Since its inception, the Task Team has met with over 600 representatives from central government agencies, state departments and local authorities, heritage and tourism professionals, local entrepreneurs, concerned partners and community members to learn from their knowledge and experience and gather their insights into the gaps and opportunities of the project target areas and destinations. In-country participatory consultations have been critical for clarifying perceptions, expectations and needs, thus ensuring strong project relevance and local ownership.

49. **Decentralized institutional arrangements.** While the Department of Tourism is responsible for managing all policy, capacity strengthening, procurement and other core activities financed under the project, civil works will be implemented by existing local agencies in the selected destinations. Such an arrangement follows current good practice in the state and responds to a need for presence on the ground and a range of different skills for different interventions. The Department of Tourism is familiar with and is already working with those key agencies in the selected destinations. They have played a critical role in the overall project preparation by, for instance, facilitating its background studies and convening a diverse range of local stakeholders for the identification of the project activities and subprojects.

50. **Ownership, operation and maintenance.** Once rehabilitated or created, tourist products and related activities in each selected destination will need to be operated and maintained after project closing. As such, the project has chosen to involve the Development Authorities and other key agencies already responsible for implementation and maintenance of similar works/activities rather than creating new bodies purely for the purposes and duration of the project. Thus, the products and activities so created fall under ownership either of the local authority of the region/city or the Department of Tourism, and not any standalone and often unfunded project-related body. In addition, community consultations have established relationships with local stakeholders, who will ultimately be involved in or co-responsible for the long-term daily operation and maintenance of some project activities.

51. **Emphasis on capacity strengthening and learning by doing.** Throughout project implementation, the Department of Tourism and the implementing entities will continue to be supported and strengthened with the necessary fiduciary and technical expertise, with a view to enhancing capacities that will facilitate later replication and scaling up. Learning and capacity strengthening are cross-cutting aspects of the project, and will continue to inform the execution of all works and activities to be financed under the project.

52. **Quality of implementation.** Quality of construction and/or rehabilitation of assets is paramount for success and sustainability and follows detailed specifications and quality design to maintain/enhance the character of the assets and immediate surroundings and historical landscapes. The Department of Tourism has adopted technical and fiduciary standards as well as establishing linkages between all activities in the project destinations and areas so that final outputs are not only consistent and of high quality, but also lead to improvement of the overall tourist experience in the destination.



D. Role of Partners

53. The Task Team has partnered with several agencies, from reputable development partners, technical agencies and private investors, during project preparation. As preparation has advanced, the Government of Uttar Pradesh and the World Bank have also developed strong working partnerships with the Ministry of Tourism, Government of India, to leverage existing central-level schemes and financing for activities, such as for the development of the Buddhist Circuit, as well as with the Ministry of Urban Development on inclusive urban revitalization, and the Ministry of Water and Sanitation on the rehabilitation of India's 100 most iconic places.

V. KEY RISKS

A. Overall Risk Rating and Explanation of Key Risks

54. The overall implementation risk rating for the project is substantial. Given the novelty of the approach for Uttar Pradesh and India, the risk ratings for technical design and institutional capacity for implementation capacity are substantial. The phased, well-grounded and learning-by-doing approach being applied, the realistic implementation arrangements through the Department of Tourism, an SPCU and decentralized TSUs, and strong technical support provided to implementing entities during project preparation, contribute to mitigating these risks. In addition, the continued strong project ownership at central, state and local levels, its demand-driven scope and its incorporation of community inputs from the very outset also play a role in mitigating such risks. Though, overall governance issues faced by the public sector in India, in general, and in UP, in particular, such as high turnover among GoUP high officials, will require continuous monitoring.

55. Other risks—macro-economic, sector strategies and policies, fiduciary, stakeholder, environment and social and program and donor—have been rated as moderate given the extensive ground level work, coordination and consultations conducted during the project preparation, as well as the incorporation of good practices and lessons learned from projects implemented in India and globally.

VI. APPRAISAL SUMMARY

A. Economic and Financial Analysis

56. **Experience shows that tourism has significant potential as a driver of inclusive and sustainable growth**, although this potential and its strong linkage with cultural and natural heritage stewardship is often overlooked. Such growth stems from both tangible (e.g., increased number of locals employed in tourism value chain, number of visitors) and intangible (e.g., increased sense of local pride, improved assets stewardship) benefits. Despite the inherent value of such intangible benefits for local communities, regions and countries, the economic analysis focuses on a set of quantifiable tangible benefits of the project to demonstrate the link between tourism and development. Hence, the overall



rates of returns of the project are expected to be higher than the results presented in this analysis, given the exclusion of intangible benefits from it.

57. **For the project's economic analysis, a cost-benefit assessment was carried out**, where benefit streams were calculated based on the available data and assumptions. The analysis considers two alternative “with-project” cases—moderate and high—by adjusting the key parameters of the model to reflect moderate to high increases due to the implementation of the project, as well as a “without-project” case. Separate benefits assessments were completed for each project target area. In addition, during project implementation, cost-effectiveness analyses will be conducted for individual subprojects.

58. **Benefits.** The project's tangible economic benefits will be diverse and project activities are expected to contribute to (i) increasing dispersal of visitors to different tourist attractions with subsequent increases in the amount of time they spend in the destinations. In Agra, for instance, the analysis considers an expected increase in the proportion of Taj Mahal visitors visiting some of the other main attractions of the city (Agra Fort, and Itmad-ud-Daulah); (ii) increasing the proportion of visitors staying overnight in the destination. For the Braj region, it is expected that the project will increase the duration of stay of overnight visitors by half a day in the moderate case and one day in the high case. It is also expected that by extending their visits to stay overnight, average local expenditure per tourist in a destination will increase; and (iii) increase average tourist/pilgrim out of pocket expenditure per day. project investments in, for instance, diversification of tourist products and support to local entrepreneurship, will provide visitors with increased incentives for a longer stay and channels for expenditure in the selected destinations.

59. **Results.** The Internal Rate of Return (IRR) for the Project in the moderate case and high case scenarios are 37.8 percent and 80.2 percent respectively. The Net Present Value (NPV) and the Internal Rate of Return (IRR) have been estimated by comparing the incremental benefits and the incremental costs of the project in the moderate case and the high case scenarios. The NPV has been estimated assuming a discount rate of 10 percent. In the moderate case scenario, the present value of incremental benefits is about US\$392 million and the present value of the incremental costs is about US\$318 million, resulting in a NPV of about US\$74 million. The present values of incremental benefits and costs and the NPV of the Project in the high case scenario are about US\$843 million, US\$633 million and US\$210 million respectively.

60. **Sensitivity analyses** have been conducted to assess the impact of changing some of the key assumptions including (i) no change in the percent of overnight visitors; (ii) no change in the average tourist expenditures, among other assumptions. The sensitivity analysis demonstrated that even if the project underperforms in some of the main benefits channels, the project will have a 14.8 percent and 36.5 percent IRR, for the moderate and high case scenarios, respectively. Furthermore, the benefits assessment conducted in this analysis accounts for these benefits to the extent that they can be valued through the increase in tourist flow and the consequent additional income generated through increased tourist spending—i.e., tangible rather than intangible benefits. As previously mentioned, the overall rates of returns of the project are expected to be higher than the results presented in this analysis, given the exclusion of intangible benefits from this analysis.

B. Technical



61. **Implementation arrangements.** The institutional and implementation arrangements are in place. The Project Director and core members of the SPCU have been deputed and hired, respectively, and Memorandums of Understanding with both implementing entities are signed. Given the project's use of existing government agencies and systems to implement its activities and subprojects, project specific's operational, financial management and procurement manuals, including appropriate contract management and a complaint handling mechanism, have been prepared by the Department of Tourism and the same have been adopted by the implementing entities. Involved agencies are receiving ongoing capacity strengthening and support from World Bank specialists. Similarly, the project is partnering with key experts and agencies already working in the target areas, allowing immediate disbursements.

62. **Readiness:** The World Bank Task Team has conducted numerous site visits and consultations, and has appraised the following documents:

- Procurement Plan for the initial 18 months and indicative project-level has been prepared and approved.
- Operational, Financial Management and Procurement Manuals have been prepared and approved.
- Environmental and Social Management Framework, including Resettlement Policy Framework has been prepared and disclosed.
- State budget counterpart for Year 1 implementation has been allocated.
- Detailed Project Reports (DPRs) and related biddings for Year 1 subprojects have been prepared, all related safeguards documents have been disclosed and clearances are being obtained.
- All Year 1 consultancies, including the updating of the project baseline, hospitality needs assessment and training, and mapping of creative industries, have been hired and are under execution.
- Eols and/or RFPs of remaining subprojects and consultancies have been issued.

63. **Preparation of subprojects.** The preparation and implementation of subprojects has been sequenced according to their scope as well as demonstration effect, local capacities and clearance processes to ensure learning and smooth project implementation. To date, four subprojects, all within Component 2, accounting for about 45 percent of the total project costing are ready to be implemented:

- (g) Walkway between Agra Fort and Taj Mahal, Agra: This subproject aims to promote movement between the two most visited tourist attractions in the city and to create a new product and space for tourists and locals. It consists of developing an attractive and safe "walkway" (including bicycle and small vehicle access) between the two monuments, and includes general landscaping, provision of shaded rest, sports and play areas, public amenities, traffic management and improved pedestrian access and informational signage at the entrances of the monuments.
- (h) Rehabilitation of historical community adjacent to Mehtab Bagh garden, Agra: This subproject aims to rehabilitate the Kachhpura community near Mehtab Bagh in a way that improves living conditions, and creates a broader tourist product combining the garden and the community. It complements the work previously done by Cities Alliance and USAID as well as more recent work being done by the Archaeological Survey of India for the



restoration of the garden, and includes the provision of household toilets and a sewerage system, improvements to access roads/pathways, drainage and public spaces, construction of parking facilities, and support to local craftspeople, entrepreneurs and street vendors.

- (i) Area-based plan for improvement of access and services around Banke Bihari temple, Vrindavan: This subproject aims to develop an integrated plan to improve access and safety in the 21 streets approaching the temple, to enhance the pilgrim experience and conditions for local residents and businesses. Specific activities include traffic/vehicle management and parking, improvement of access roads, provision of public amenities and landscaping.
- (j) Rehabilitation of the Taj west gate parking area and visitor center: This subproject aims to benefit the majority of domestic visitors to the Taj Mahal who currently receive substandard services. Specific activities include complete rehabilitation of the parking area and local bazaar as well as construction of a visitor center.

64. The required environmental and social screenings and impact assessments as well as mitigation measures have been incorporated upfront in the preparation of these subprojects.

C. Financial Management

65. The Department of Tourism, the Development Authorities and any other implementing entities²⁸ will use the existing financial management systems of the Government of Uttar Pradesh for project implementation. The financial management arrangements for the project are reliant on “use of country systems”, with additional features of separate financial reporting (for disbursement purposes) and internal audit for additional fiduciary assurance. Overall, these arrangements are considered adequate to meet the World Bank’s requirements. The fact that the Department of Tourism and other implementing entities are participating in a World Bank financed project for the first time is reflected in the fiduciary risk rating and the project’s internal control measures.

66. Accounting will be conducted on a cash basis, using government systems. The project’s financial management arrangements are documented in the form of a Financial Management Manual which cross-references with relevant state rules and provides guidance on the entire financial management cycle. The Finance Controller of the Department of Tourism is responsible for overall advisory support and monitoring of the project’s financial management, including procurement. The Comptroller and Auditor General (CAG) of India, through its office in Uttar Pradesh, will be the statutory auditor for the DoT, and Chartered Accountant firms will conduct the audit of the Development Authorities.

67. The financial management (fiduciary) risk is rated as moderate. Yet, a number of risk mitigation measures are being put in place, such as the establishment of the SPCU and the hiring of additional technical specialists as TSUs to directly support the Development Authorities as well as having a Finance

²⁸ A fiduciary assessment of any additional implementing entity will be carried out during project implementation, as required and identified during subprojects preparation.



Controller in place. The risks associated with financial management will be regularly evaluated during project implementation.

D. Procurement

68. Procurement for the project will be carried out in accordance with the World Bank's "Guidelines: Procurement of Goods, Works and Non-Consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers" (January 2011, revised July 2014) [Procurement Guidelines]; "Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits and Grants by World Bank Borrowers (January 2011, revised July 2014)" [Consultant Guidelines]; and the provisions stipulated in the Legal Agreements. The project is also subject to the Bank's Anti-Corruption Guidelines, dated October 15, 2006, and revised January 2011 and July 2016.

69. Procurement to be conducted by the SPCU and the implementing entities broadly includes procurement of (i) goods/equipment; (ii) civil works; (iii) non-consulting services; and (iv) consulting services. The procurement of goods, works and non-consulting services above the shopping threshold will be carried out centrally by the SPCU/Department of Tourism. Similarly, all consulting services required for the SPCU and TSUs will be procured centrally by the Department of Tourism. Procurement of specific packages within the shopping threshold and identified in the Procurement Plan approved by the World Bank will be done by the implementing entities.

70. To streamline the use of World Bank procurement procedures by the SPCU and all the implementing entities, the Department of Tourism has hired a Procurement Specialist. World Bank staff on the Task Team will also continue to provide necessary guidance and training in procurement to the concerned officials entrusted with procurement at the SPCU and implementing entities.

71. **Procurement Plan:** The project is using a Procurement Plan as well as monitoring and evaluation software to strengthen the management of the Plan. The Procurement Plan will be updated by the SPCU using the web-based Systematic Tracking of Exchanges in Procurement (STEP) throughout the duration of the project at least annually by including contracts previously awarded and the contracts proposed to be procured in the next 12 months. All Procurement Plans and their updates or modifications will be subject to the World Bank's prior review and approval. The SPCU and the implementing entities shall commence procurement of a contract only if it is included in the approved Procurement Plan.

72. **Procurement Risk Assessment and Mitigation.** As part of the project preparation process, an assessment of procurement capacity of all the implementing entities was conducted using the Procurement Risk Assessment Management System (PRAMS). The assessment found procurement risk to be moderate. Accordingly, risk mitigation measures have been proposed that will limit the residual procurement risk.

73. **E-procurement System.** The project will use a GoUP e-procurement system for all goods, works and non-consultant procurements under the project. Assessment of the e-procurement system was carried out following the Multilateral Development Banks (MDB) requirements, and the system has been found acceptable for use in procurements under World Bank-funded projects. The Department of



Tourism and the implementing entities will use this system to procure all contracts above the shopping threshold.

E. Social (including Safeguards)

74. Following its pro-poor approach, the project focuses on improving the living conditions and economic opportunities of poor communities living near some of the main attractions of the destinations to be supported. It will do so through the establishment of economic linkages with tourism and the provision of basic services and tourism-related infrastructure, ultimately dispersing the benefits of tourism to wider social groups, including, for instance, entrepreneurs, women and youth.

75. An Environmental and Social Management Framework (ESMF) at project level was prepared early in the project and disclosed as per the Bank's policy. As per the ESMF, all social aspects of subprojects are subject to Environmental and Social Impact Assessment and may be guided by subsequent Environmental and Social Management Plan for individual subprojects. The ESMF includes a Resettlement Policy Framework, which specifies the procedures, eligibility, grievance redress and other measures, such as preparation of a Resettlement Action Plan, to be followed in the event that resettlement or land acquisition is required.

76. **Resettlement and Land Acquisition.** There is no private land acquisition foreseen under the project. Government-owned land will be used leading to temporary relocation of 922 vendors. Per the social impact assessments carried out during the preparation of the four Year 1 subprojects, the scale of involuntary resettlement at the individual subproject sites is small, given the pro-poor nature of investments and the Department of Tourism's ownership of non-encroached land and functioning properties in all target areas. All these vendors will be provided support such as vendor kiosks as well as subsistence allowances, as agreed with them. To address these impacts, full and abbreviated RAPs have been prepared and disclosed both in country as well as on Bank's website. The RAPs will be implemented over 18 months with a total budget of approximately US\$5 million.

77. **Gender.** Most of the women's status indicators (including those pertaining to health, literacy, work force participation, spousal abuse) show that gender equity and empowerment remain serious issues in India, and in Uttar Pradesh, in particular. When disaggregated by gender, literacy among men is much higher at 79.2 percent compared to 59.2 for women²⁹. Similarly, labor force participation rates among women are significantly lower than among men: 16.3 percent for women compared to 50.4 percent for men in 2011-12³⁰. Gender analysis was carried out as part of the Social Impact Assessments at subprojects level and a Gender Action Plan has been prepared at the project level. Finally, two of the project's four core performance indicators are disaggregated by gender.

78. **Community Participation and Stakeholder Engagement.** Sustainability of the project investments and activities depends substantially on the meaningful participation and support of key stakeholders, especially residents and businesses. The consultations carried out during project

²⁹ UNDP, *Uttar Pradesh Human and Economic Development Indicators*, 2011.

³⁰ *Employment and Unemployment Situation Among Social Groups in India 2011-12*, Ministry of Statistics and Programme Implementation, Government of India



preparation show that there is a high level of demand at the grassroots level for greater transparency and active involvement in tourism development in the state. To this end, communities will continue to be engaged in detailing and implementation of subprojects. Dissemination of subproject information in an accessible manner and citizen oversight will also be carried out. Credible NGO partners will continue to be deployed to support the implementation of investment-level social intermediation and outreach programs, as needed. In addition, the project is developing a communication strategy for sharing and dissemination of subproject information through suitable local media and any other method suited to the local context, logistics, and human and financial resources available.

79. **Social Accountability.** A social accountability mechanism has also been developed for all subprojects through participatory methodologies to acquire feedback on performance of the subprojects and record citizens' recommendations for improvement. Given that some subprojects will be implemented in densely populated areas, they may cause public inconvenience during the construction phase. To ensure that the potential for disruption to normal life is minimized, and that the potentially affected populations continue to be adequately informed and involved in the implementation stage, Year 1 subproject preparation included additional mitigation measures such as adoption of mandatory construction practices to reduce the potential disruptions. This practice continues to be adopted in all subsequent subprojects preparation.

80. **Grievance Redress Mechanism.** An Integrated Grievance Redress Mechanism (IGRM) is also being established for the project. Grievances or feedback of any kind may be submitted through various mediums (e.g., online via a dedicated portal maintained by the SPCU) and will be addressed in a time bound manner. The project is also in compliance with the RTI Act of 2005 and, as mandated under Section 4 of the Act, to ensure proactive disclosure and sharing of information with key stakeholders. As part of the IGRM, a Grievance Redress Cell (GRC) has been set up. The GRC's mandate is to redress grievances of project-affected persons, if any, especially with regards to rehabilitation and resettlement assistance. Gender is one of the indicators used to disaggregate the data captured by the IGRM.

F. Environment (including Safeguards)

81. Subprojects planned under the project are expected to restore and/or protect many at-risk environmental and ecological features of the project target areas. The project triggers OP/BP 4.01 Environmental Assessment, because it will upgrade or provide basic services and infrastructure in communities, and these civil works may have temporary (construction phase) impacts, broadly defined, on the air, water, soil and ecosystems. The project also triggers OP/BP 4.04 Natural Habitats to ensure the project activities, such as landscaping of tourist areas and rehabilitation of man-made water bodies and alike, are done following the policy principles and assessment procedures (e.g., use of native species).

82. The ESMF identifies typical adverse environmental impacts that similar projects have experienced and provides guidance on how best to integrate measures for eliminating or mitigating them before and during implementation. Generally, the type of civil works anticipated under the project that may have a temporary impact on the environment of subproject areas will include: demolition and new construction; provision of basic services and rehabilitation of existing infrastructure, historic properties/sites and public areas; construction of new or extended facilities on existing land or historic



properties/sites; equipment replacement/installation; landscaping and tree plantation. Under these general categories, specific impacts may arise during either the construction/rehabilitation phase and/or the operation and maintenance phase.

83. According to the project's ESMF, any subprojects found to have potentially negative environmental impacts during initial screening require an Environmental Impact Assessment. In addition, any subprojects found through the environmental and social impact assessments to involve adverse environmental impacts require the preparation of an Environmental and Social Management Plan.

G. Other Safeguard Policies

84. As in the case of environment, the project places a particular focus on improving the protection and management of cultural and natural sites of historical, religious, spiritual and unique natural value in its target areas. Nevertheless, the project activities trigger the safeguard OP/BP 4.11 Physical Cultural Resources, because negative impacts on selected cultural properties may still occur during their rehabilitation and/or the rehabilitation of their cultural landscapes, as well as the provision of basic services and tourism promotion in communities living near the sites. In addition, the possibility of random archeological findings during the execution of civil works will require measures to manage chance finds. The triggering of the safeguard policy is key for the project also as a means to highlight the importance of tried and tested approaches and procedures for improved safeguarding of cultural and natural assets against, for instance, misuse, encroachment, and/or neglect.

85. The potential for negative project-related impacts is considered under the project's ESMF, which specifies the types of cultural properties typically impacted by development projects. Following the Archeological Survey of India and other country procedures as well as national and international good practices, the ESMF provides specific guidance on how to identify and address those potential impacts early on during the detailing of subprojects. In short, specifies that any subprojects found to have potential negative impacts on physical cultural resources will require the inclusion of an impact assessment within the Environmental and Social Impact Assessment. In addition, initial screening will indicate whether a Physical Cultural Resources Management Plan will be required or not.

86. The project focuses mostly on the rehabilitation of state-owned cultural properties (e.g., those managed by the State Archaeology Department or the Department of Culture, GoUP) and lesser-known assets in communities in the selected destinations. Such assets often hold significance for local communities and informed visitors/pilgrims, but lack designated, coordinated efforts for their conservation and/or rehabilitation. By doing so the project will leverage efforts at central level to rehabilitate or conserve nationally designated cultural sites, as requested by the concerned state and national authorities and are in line with the project development objectives.

87. Based on the expected scope of work of the project activities, the project has been classified as a Category B as per the World Bank OP 4.01. Any subprojects assessed as being Category A will not be financed unless the individual subproject activity is replaced with an element that presents a less significant environmental, social and cultural risk (Category B or C) and as per Annex 3 of the project's ESMF.



88. All safeguards instruments prepared under the project have been reviewed, cleared and disclosed by the World Bank as well as meeting all local and state-level clearance requirements.

H. World Bank Grievance Redress

Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.



VII. RESULTS FRAMEWORK AND MONITORING

Results Framework

COUNTRY : India

Uttar Pradesh Pro-Poor Tourism Development Project

Project Development Objectives

The Project Development Objective is to increase tourism-related benefits for local communities in targeted destinations

Project Development Objective Indicators

Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Increase in average daily tourist expenditure in project destinations (day tourist)		Amount(US D)	6.80	10.20	Monthly	Project MIS, DoT	SPCU
Increase in average daily tourist expenditure in project destinations (overnight tourists)		Amount(US D)	13.80	20.70	Monthly	Project MIS, DoT	SPCU
Description: Tourist expenditure include accommodation, ticket costs, local transportation, food and beverages, souvenirs and local shopping, etc							
Name: Increase in average		Days	0.25	0.50	Monthly	Project MIS, DoT	SPCU



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
duration of stay of tourists in project areas							
Description: The average stay of tourists / pilgrims in the project destinations, disaggregated by day visitors and overnight visitors and domestic and international visitors							
Name: Number of households in subproject areas with improved conditions (e.g., access to basic services), disaggregated by gender		Number	0.00	500.00	Annual	Project MIS, DoT	SPCU
Description: Access to basic services includes, but is not included to, to households with improved access to toilets, street lighting, solid waste collection, drainage, sewerage, roads and walkways, etc.							
Name: Number of entrepreneurs in project destinations with increased income, disaggregated by gender		Number	0.00	300.00	Monthly	Project MIS, DoT	SPCU
Description: Number of self employed individuals, professionals and small businesses in the project destinations, with increased annual income, who have been provided support for business development, better product offerings, improved linkages with the tourism value chain, etc.							



Intermediate Results Indicators

Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Name: Increase in numbers of visitors in project destinations (domestic)		Number	43600000.00	47300000.00	Monthly	Project MIS, DoT	SPCU
Increase in numbers of visitors in project destinations (international)		Number	1400000.00	1500000.00			
Description: Disaggregated data for increase in domestic and international visitors in project destinations, including source markets							
Name: State tourism information and visitor management system re-designed and providing disaggregated visitors data from project destinations and other key destinations		Yes/No	N	Y	Bi-annual	Project MIS, DoT	SPCU
Description: An effective and accurate computerized system covering all visitors statistics, such as domestic and international visitors to the state, to individual destinations and attractions, length of stay, average expenditure, source markets (from where visitors are originating), etc.							
Name: Number of local entrepreneurs or small businesses in project destinations supported with improved business		Number	0.00	300.00	Bi-annual	Project MIS, DoT	SPCU



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
development capacities, infrastructure and/or tools, disaggregated by gender and age							
Description: Number of self employed individuals, professionals and small businesses (for instance, craftspeople, guides, hospitality business owners, etc.) who are provided with business development capacities, infrastructure and/or tools by the project, disaggregated by gender.							
Name: Number of community consultations held in project destinations		Number	0.00	200.00	Monthly	Project MIS, DoT	SPCU
Description: Number of community consultations held in project destinations to a) gather feedback and ideas on destination management and local economic development, b) building ownership and support for implementation of project interventions and uptake of beneficiary focused activities, c) sensitizing communities for making behavioral changes to promote tourism and ensuring better experience for all visitors.							
Name: Number of jobs created within the tourism value chain, especially for women, in project destinations.		Number	0.00	200.00	Monthly	Project MIS, DoT	SPCU
Description:							
Name: Number of subproject areas declared Open Defecation Free (ODF)		Number	0.00	14.00	Monthly	Project MIS, DoT	SPCU



Indicator Name	Core	Unit of Measure	Baseline	End Target	Frequency	Data Source/Methodology	Responsibility for Data Collection
Description: Number of sub project areas – (Kachhpura, Shahjahan Park, Taj West Gate area, Banke Bihari area, 10 Kunds areas) achieve all the requirements / guidelines for being declared ODF area.							



Target Values

Project Development Objective Indicators

Indicator Name	Baseline	End Target
Increase in average daily tourist expenditure in project destinations (day tourist)	6.80	10.20
Increase in average daily tourist expenditure in project destinations (overnight tourists)	13.80	20.70
Increase in average duration of stay of tourists in project areas	0.25	0.50
Number of households in subproject areas with improved conditions (e.g., access to basic services), disaggregated by gender	0.00	500.00
Number of entrepreneurs in project destinations with increased income, disaggregated by gender	0.00	300.00

Intermediate Results Indicators

Indicator Name	Baseline	End Target
Increase in numbers of visitors in project destinations (domestic)	43600000.00	47300000.00
Increase in numbers of visitors in project destinations (international)	1400000.00	1500000.00
State tourism information and visitor management system re-designed and providing disaggregated visitors data from project destinations and other key destinations	N	Y
Number of local entrepreneurs or small businesses in project destinations supported with improved business development capacities, infrastructure and/or tools, disaggregated by	0.00	300.00



Indicator Name	Baseline	End Target
gender and age		
Number of community consultations held in project destinations	0.00	200.00
Number of jobs created within the tourism value chain, especially for women, in project destinations.	0.00	200.00
Number of subproject areas declared Open Defecation Free (ODF)	0.00	14.00



ANNEX 1: DETAILED PROJECT DESCRIPTION

COUNTRY : India

Uttar Pradesh Pro-Poor Tourism Development Project

1. Following the initial request for World Bank support, the UP Department of Tourism and the task team worked to prioritize the overall areas to be targeted under the project. Through a rapid desk review and consultations with local, state and central counterparts as well as concerned stakeholders and experts, and based on specific criteria, three project target areas were defined: Agra as a standalone destination, the Braj region and the Buddhist Circuit. Within the Braj region, four key destinations were identified: Mathura, Vrindavan, Barsana and Govardhan. Within the Buddhist Circuit, the project is financing the formulation of a strategic tourism development plan for Sarnath, as a reference to the development of the other key Buddhist destinations in the state³¹.
2. Subsequently, terms of reference were prepared in consultation with concerned state and local stakeholders and national and international expert firms were hired on a competitive basis to conduct comprehensive background studies for each project area and destination. These studies included (i) the preparation of comprehensive profiles of the selected destinations; (ii) a GIS-based inventory of the natural, built and cultural assets in the project target areas; (iii) an in-depth analysis of local enterprises, value chains and the tourism economy in the selected destinations; (iv) mapping and assessment of the artisanal sector in the selected destinations; and (v) a sample survey of street vending activities in Agra. The main findings of the background studies are broadly overviewed in section I.C., Sectoral and Institutional Context.
3. During the pre-appraisal support mission, the findings of the preparatory work were shared with local, state and central stakeholders in a series of participatory consultations in each of the project target areas. Stakeholders jointly identified preliminary lists of potential investments and envisioned long term goals for their target areas, which have been instrumental in guiding the further detailing of the project. Based on the main conclusions of the background studies and after further consultations with the state authorities and other stakeholders, the refined list of proposed subprojects was structured into four components, as outlined below.
4. **Component 1: Destination Planning and Governance** aims to test new approaches and establish the institutional structures, policies and coordination mechanisms necessary for bringing together the public and private sectors and local communities for effective destination-level tourism planning and governance by providing a combination of advisory, technical and financing support in the following areas:

(a) **The formulation of destination-level tourism development plans for selected destinations.**

A key focus of Component 1 is to contribute to the necessary paradigm shift from ad-hoc, monument- and theme-park-centric and isolated tourism investments, towards destination-

³¹ Given current fiscal constraints faced by the state Government, the project has been limited to support the formulation of the plan and coordination among the central, state and local authorities and stakeholders. Yet, the Ministry of Tourism, GoI, has committed to finance phase 1 interventions.



level, multi-sectoral tourism planning and management. Under Component 1, the project will support the preparation of destination-level tourism development plans for certain destinations that are multi-sectoral from design to implementation, and which consider heritage assets and their local communities in a wider, context-based and inclusive manner. The plans will cover, inter alia: (i) a long-term vision for tourism development in the destination; (ii) strategic areas of investments such as accessibility, basic services for communities, creative industries, heritage stewardship and interpretation; (iii) identification of new tourist products; (iv) tourism governance and financing; and (v) visitors flows, information and monitoring.

- (b) **Support to the refinement of branding and promotion strategies for the target destinations.** As seen through the preparatory work, tourism promotional efforts in Uttar Pradesh tend to focus on individual assets rather than promoting destinations at large, isolating assets from their broader contexts and histories and representing a lost opportunity for longer tourist stays and greater expenditure. Under Component 1, the project will continue to advise DoT on its branding and promotion strategies with a focus on retelling the stories and histories of the project destinations in a more comprehensive, accurate and contextual manner.
- (c) **The strengthening of public, private and community institutions involved in the tourism sector** for coordinated destination management. Currently, a lack of well-defined role assignment and coordination has led to inadequate management and promotion of heritage assets as tourist products, as well as unsustainable destination growth. Component 1 will equip local and state authorities with the tools and contemporary approaches to coordinate with the private sector and communities for improved destination management.
- (d) **The improvement of the state visitor information systems.** The preparatory work showed the absence of systems for accurate data collection and market analysis relating to tourist visitation. Rather, multiple systems and diverse, uncoordinated data sources provide differing measurements of single indicators, preventing the state authorities and the private sector from developing tourism strategies and products that are rooted in the ground reality and market intelligence. The project will provide the Department of Tourism with the tools necessary to develop and put in place a simple but functional system for optimal understanding, measurement and planning of tourist investments and growth with pro-poor linkages.
- (e) **Support to public-private dialogue.** To facilitate productive private sector participation across the project, the existing public, private and community dialogue established during project preparation will be strengthened through the integrated tourism development planning process as well as subprojects management. This process will seek out and pool knowledge from various public, private and community stakeholders while ensuring that private sector participation is leveraged through, for instance, investments in shared



management and/or promotion of tourist products, new business development around tourist areas, and the provision of tourism and hospitality-related training to government officials and communities.

- (f) **Training of individuals and groups employed in the tourism sector.** To ensure that the project investments in hardware are sustainable, associated training programs will be provided for hotel, restaurant, street vendors and other tourism-related staff and entrepreneurs in the project target areas, to create pools of employable tourism and hospitality personnel as well as to establish better standards of customer service to improve the overall tourist experience. Activities will place emphasis on building knowledge and skills and therefore maximizing income generation opportunities, particularly among women and youth.

5. Proposed activities identified under Component 1, include:

Location	Activity	Proposed implementation period
All locations	Support to public-private dialogue	Y1 and throughout
	Institutional strengthening	Y1 and throughout
	Improvement of visitor information system	Y1 and throughout
	Training in hospitality	Y2 and throughout
Agra	Branding and promotion	Y1 and throughout
Braj region	Branding and promotion	Y2 and throughout

6. **Component 2: Tourist Products Development and Management** aims to enhance the tourist experience while contributing to improving local living conditions and livelihood opportunities by transforming existing tourist “attractions” into tourist “products” that incorporate local communities both physically and economically. Activities under this component include advisory, technical and financing support in the following areas:

- (a) **The enhancement of existing attractions and their surroundings.** Many monuments and sites, even if well preserved, lack basic elements of a tourism product and thus potential to increase their visitation. The project will invest particularly in enhancing the surroundings of main monuments and sites, through for instance, crowd management, general landscaping, basic illumination of visitor areas to improve security and safety, paving and drainage, and provision of public amenities at selected monuments and sites and in their immediate surroundings.
- (b) **The provision of interpretation and information.** A lack of accurate information and interpretation at even the most visited sites (e.g., Taj Mahal) leaves visitors largely with limited exposure and contextual knowledge. The project will invest in the creation of networks of visitor/cultural venues for the provision of information to contextualize and orient tourists in each destination; improved and standardized signage; and the development of high-quality, multilingual interpretation materials.



- (c) **The development/rehabilitation and diversification of destination-level products and activities.** The preparatory studies and multiple site visits confirmed that—despite the presence of unique and a large amount of assets—destination-level activities are extremely limited, giving tourists no incentives to stay longer and spend more in each place. The project will invest in developing activities that are deeply rooted in their assets and communities and, as such, that contribute to the broader branding and storytelling of the destination as a whole. Investments under this component include, *inter alia*, the creation of Centers for Living Traditions, and the revitalization/development of themed walking routes through local communities.
- (d) **The provision of facilities and services for tourists and local communities alike.** Findings from background studies demonstrated how existing services in and around many tourist attractions are insufficient to support the communities residing there, let alone the visiting pilgrims and tourists, with major implications for the locals and assets. One example is the Agra riverfront, which in many sections is used as a public toilet area, given the lack of sanitation facilities in most nearby neighborhoods. As such, the project will provide basic facilities, such as toilets³², solid waste bins and other public amenities in and around selected tourist areas for the benefit of the local populations and the visiting tourists alike.
- (e) **The improvement of access to main sites and tourist products and their adjacent communities.** While the project will not invest in large-scale infrastructure and roads, investments under this component include improvements to existing “last mile” access routes in selected locations to improve safety; the addition or repositioning of pedestrian walkways; the development of traffic management plans to reduce time spent moving around destinations; pedestrianization of road areas near sacred sites to reduce noise and pollution and facilitate pedestrian access; and improvement of parking facilities.

7. Proposed activities identified under Component 2, include:

Location	Activity	Proposed implementation period
Agra	Revitalization of Kachhpura and Mehtab Bagh area	Ongoing-Y3
	Revitalization of Shahjahan Park and walkway between Taj Mahal and Agra Fort	Ongoing-Y3
	Riverfront development and basic service provision from Ram Bagh to Mehtab Bagh (DPR preparation)	Y1
	Visitor Centre and parking rehabilitation at West Gate of Taj	Ongoing-Y3
	Construction of sewerage treatment plant in Kachhpura	Y1-Y3
	Signage improvements	Y1-Y5

³² Rather than embarking on large-scale sanitation investments, the project will complement existing schemes and projects already working to improve sanitation in certain areas, such as Swachh Bharat Abhiyan (the Clean India campaign), by targeting households that have not been served under such schemes.



Braj region	Area-based improvement of Banke Bihari temple area	Ongoing-Y3
	Revitalization of kunds along the parikrama	Y2-Y5
	Development of a Centre for Living Traditions	Y1-Y4
State	Rehabilitation of Food Craft Institute	Y2-Y4

Box 2. Defining tourism products

Despite being the central feature of tourism, there is much confusion over the concept of “tourist products”. Products, like attractions, are often confused with the services available in a location and/or the activity in which a visitor engages while there. Tourism products can be thought of as seven components aligned in logical sequence:

- **Attraction.** All tourism products begin with an attraction or asset
- **Access.** An attraction must have access or else there will be no visitation. Most often, access refers to visitor capacity to arrive, although sometimes an asset is attractive because it is difficult to get to, such as wilderness areas and for adventure activities.
- **Activity.** Every visitor experiences an attraction, but how they experience depends on the activity they select to engage in while visiting, such as watching birds, tracking a mountain, meditating during a pilgrimage, visiting a museum, etc.
- **Services.** To realize an activity requires services. Services are the functions that a visitor might or might not be able to do for him or herself but in all cases chooses someone else to do it for them. Services include actually allowing the activity to take place (such as access granted by a national park), security, food, accommodation, transportation, the provision of souvenirs, etc.
- **Qualified personnel.** Service provision, in turn, requires that someone qualified provide that service, whether a guide, chef, driver, transportation company, police, or street vendor, among others.
- **Promotion.** Despite the best of tourism product designs, if no one knows the product exists, there will be no visitation. A tourism product must also include promotion, even if that is “only” word-of-mouth.
- **Governance.** Groups of policies, rules and regulations which facilitate coordination and leveraging amongst the public, private and community sectors, ultimately governing tourism planning and investments as well as destination management.

Together, these components form the visitor’s experience of the attraction.

Source: Stefania Abakerli drawing from Jennifer Stange, David Brown & Solimar International, “Sustainable Tourism: International Cooperation for Development Online Toolkit and Resource Series”.

8. **Component 3: Support to Local Economic Development** aims to improve the linkages of those involved in the productive and creative economies with the tourism value chain. “Creative economy” refers to the production of any locally made, traditional or contemporary goods, including crafts, foods, art, toys, clothing, furniture, etc. Those working in the creative economy, or crafts in particular, largely



belong to the poorest groups of society. “Productive economy” under the project refers to the provision of other goods and services by local providers, e.g., food and beverage, accommodation. Component 3 supports local economic development by providing advisory and technical assistance and financing in the following areas:

- (a) **Mapping of local productive and creative industries and support to business development and tourism service providers.** The background mapping and assessment on the artisanal sector will be expanded to cover other creative and productive sectors in the project target areas, e.g., music, fashion, accommodation. This subcomponent will provide upfront support to identification of business development and support services required as a basis for local investment and financing at project target destinations. It may also finance sub-sector value chain studies and destination economic development as part of the tourism development planning process.
- (b) **The provision of training, information, tools and infrastructure for business development, production and marketing within the tourism value chain.** As shown in the assessment of the artisanal sector, there is a shortage of basic information on training and market opportunities for artisans and creative entrepreneurs to link to the tourism value chain in the target areas. In addition, working conditions are often unsafe, unhealthy, unsanitary and uncomfortable. This subcomponent will support the improvement of working conditions at individual workshops or the establishment of shared work spaces and/or incubators with the necessary basic infrastructure and tools for safe and efficient production and learning. Moreover, such improved work spaces coupled with training will potentially serve as direct points of sale to tourists, increasing direct earnings and reducing reliance on middle men.
- (c) **Enhancement and/or diversification of skills.** The project will support artisans, artists, craftspeople and laborers and tourism-related service providers in areas such as quality and efficiency of production to facilitate linkages with the tourism value chain.
- (d) **Branding and promotion** of locally produced goods linked to tourism products. This subcomponent will develop branding and promotion strategies at the destination level by, for instance, developing labeling systems, marks of authenticity, etc.

9. Proposed activities identified under Component 3, include:

Location	Activity	Proposed implementation period
All locations	In-depth mapping of local creative and productive industries	Y1
	Support and promotion of local creative and productive industry	Y1 and throughout



10. **Component 4: Project Management** aims to provide the necessary technical, advisory and financial support for the adequate implementation, management and coordination of the project through:

- (a) **The establishment and operation of a State Project Coordination Unit (SPCU) in Lucknow and TSUs at destinations level.** The SPCU works under the overall guidance of the Principal Secretary/Secretary, Department of Tourism, is chaired by a full-time Project Director from the Department of Tourism GoUP, and comprises Department of Tourism officials and specialists from the fields of, *inter alia*, procurement, financial management, civil engineering, environment, social development, monitoring and evaluation and landscape/heritage conservation. Based on the specific requirements of each implementing entity at destination level, competitively selected technical specialists in fields such as safeguards and civil engineering will provide direct support and training as TSUs.
- (b) **Project monitoring and information system.** Under this subcomponent, project progress and impacts will be assessed through a simple but functional system capable of capturing, in a timely and reliable manner, measurements against baseline data relating to, for instance, the number of visitors to a selected destination, the proportion of those visitors staying overnight in a destination, the average daily expenditure of tourists in a destination and the average length of stay or tourists overnighing in a destination.
- (c) **Project communication.** As part of the tourism development plans to be developed under Component 1, a comprehensive communication strategy for each project target area will be developed. The communication strategy is centered on efficient and effective usage and adoption of methods (media, paper, etc.) suited to the local context, logistics, and human resources available.

11. Proposed activities identified under Component 4, include:

Location	Activity	Proposed implementation period
Lucknow and all target destinations	Establishment and operation of SPCU	Ongoing and throughout
	Hiring of relevant technical specialists for TSUs	Ongoing and throughout
	Development of Project Monitoring and Information System and M&E system	Y1 (system in place) and throughout (data monitoring)



ANNEX 2: IMPLEMENTATION ARRANGEMENTS

COUNTRY : India

Uttar Pradesh Pro-Poor Tourism Development Project

Project Institutional and Implementation Arrangements

State Level Strategic Guidance and Implementation Structure

1. Based on standard practice in Uttar Pradesh for externally aided projects, in addition to the specific units described below, an Empowered Committee has been established to provide high-level policy advice and intergovernmental coordination at state level. The Empowered Committee is also responsible for the review of the project's annual budget, ensuring it is allocated to the SPCU in a timely manner. The Empowered Committee is chaired by the Chief Secretary, GoUP, and comprises key state government officials from departments directly related to the project, in this case, the Principal Secretaries of Finance, Planning, Public Works, Law, Culture, Vocational Training, Forests, Externally Aided Projects and Infrastructure and Industrial Development. The Divisional Commissioner of Agra, who is responsible for Agra and the Braj region, has been nominated as a special invitee of the Committee. The Empowered Committee is convened by the Principal Secretary/Secretary, Tourism/Director General, Department of Tourism.
2. Similarly, based on standard practice in Uttar Pradesh, a Steering Committee, chaired by the Principal Secretary/Secretary of Tourism, coordinated by the Project Director (DoT) and comprising officials from key departments for the project, including, *inter alia*, Finance, Externally Aided Projects, Culture, Cultural Affairs and State Archeology, has also been established. The Committee provides administrative guidance to the SPCU and ensures that critical aspects related to, for instance, inter-governmental approvals, are addressed in a timely manner during project implementation, among other responsibilities.
3. The Department of Tourism (DoT) is the agency responsible for overall project preparation, management, coordination and accountability of implementation. The DoT is supported by a State Project Coordination Unit (SPCU) in Lucknow, and Technical Support Units (TSUs) hired to assist Development Authorities in selected project target areas.
4. The State Project Coordination Unit (SPCU) established and functional in Lucknow is responsible for the following actions, among others, as specified in the Project Operational Manual: (a) to ensure all resource use, monitoring, and reporting functions are in compliance with defined state and central governments as well as World Bank fiduciary, safeguard and accountability processes and standards, (b) to monitor and ensure the evaluation of the project outputs, outcomes, and impacts, (c) to support, through resource transfer and technical advice, the implementing entities, and review their performance, (d) to prepare the project's annual work plan and related documents, (e) to procure contracts and monitor their execution for timely completion and achievement of outcomes, and (f) to prepare documentation for implementation support missions, and all other aspects of project implementation. The SPCU works under the Principal Secretary, Department of Tourism, and comprises DoT officials and experienced specialists in, *inter alia*: (i) financial management, (ii) procurement, (iii)



monitoring and evaluation, (iv) urban development planning and/or landscape/heritage conservation, (v) social development, (vi) environment, (vii) civil engineering, and other areas as required during the project implementation. The DoT has appointed the Project Director and competitively hired a number of core specialists for the SPCU already. Remaining SPCU positions are in the process of being filled.

Destination Level Operational Structure

5. The project implementing entities include the existing Development Authorities: the Agra Development Authority (ADA) and the Mathura-Vrindavan Development Authority (MVDA). In addition, key bodies, such as the Archeological Survey of India (ASI), may also function as implementing entities in special cases in which project activities fall into regulated areas surrounding monuments³³. The implementing entities' primary responsibilities are: (a) to procure contracts assigned to them, as per agreed procedures and subject to the delegation of procurement powers from the SPCU, (b) to support the SPCU in procurement of other contracts, and implement contracts based on the Procurement Plan, (c) to coordinate closely with the respective local authorities and relevant sector agencies in planning and monitoring the execution of subprojects, and with other non-project initiatives to ensure synergies and to avoid overlaps, (d) to mobilize and provide reliable, timely and relevant information to concerned agencies and citizens at destination level, (e) to supervise the execution of works and implementation of activities in destination(s), and (f) to ensure adequate operation and maintenance of the services financed by the project. A MoU between the DoT and each implementing entity detailing specific roles and responsibilities has been signed.

6. Depending on need and the type of activities proposed for each implementing entity, the implementing entities will be supported by competitively selected, on-the-ground Technical Support Units (TSUs). The TSU specialists will be hired under the guidance and administrative control of the SPCU, and will report directly to the Divisional Commissioner or Vice Chairman of each Development Authority. The primary task of these specialists is to directly support the implementing entities in their respective project target areas through on-the-job technical support and training, in areas as diverse as procurement/contract management, civil works execution and supervision, and safeguards. As the project advances and evolves, additional technical specialists will be hired as part of the TSUs as necessary.

Financial Management

7. Project implementing entities will use existing financial management (FM) systems of the GoUP with additional requirements for reporting and internal audit. Thus, the FM arrangements are largely reliant on "country systems". Funds will be provided by the DoT to the implementing entities, which in turn will spend funds on goods, works and consultancy services. A dedicated Procurement Specialist and Financial Management Specialist at the SPCU and, where necessary, an on-the-ground procurement

³³ At the inception of the project, the task team approached the Ministry of Culture to request the recommendation of experts who could advise the team in the preparation of the project on matters of physical heritage assets. The Ministry of Culture identified a nodal ASI official, with whom all of the project's findings, progress and documents have been shared. The project's current scope of work reflects many discussions with and proposals from this nodal official, the previous and current Director General, as well as the ASI officials in the project target destinations.



specialist at the destination level, will be trained in the applicable procedures, to ensure timely procurement and execution of contracts. Overall these arrangements are considered adequate to meet the World Bank's fiduciary requirements.

State context

8. Uttar Pradesh has a long-standing engagement with the World Bank, having implemented Bank-financed projects in areas such as irrigation and health, and forming part of a number of multi-state projects in the country financed by the World Bank and other agencies. Lessons learned from projects under implementation in the state indicate that (a) it is advisable to use existing state arrangements for flow of funds and accounting since staff are familiar with these, and since generally the use of “ring fenced arrangements”, i.e., the use of commercial banking arrangements, requires substantial and intensive inputs in capacity support, which is difficult to sustain; and (b) it is advisable to provide dedicated specialists trained in the World Bank procurement procedures to the implementing entities to ensure smooth contracting, execution and monitoring which are crucial to achieving project outcomes.

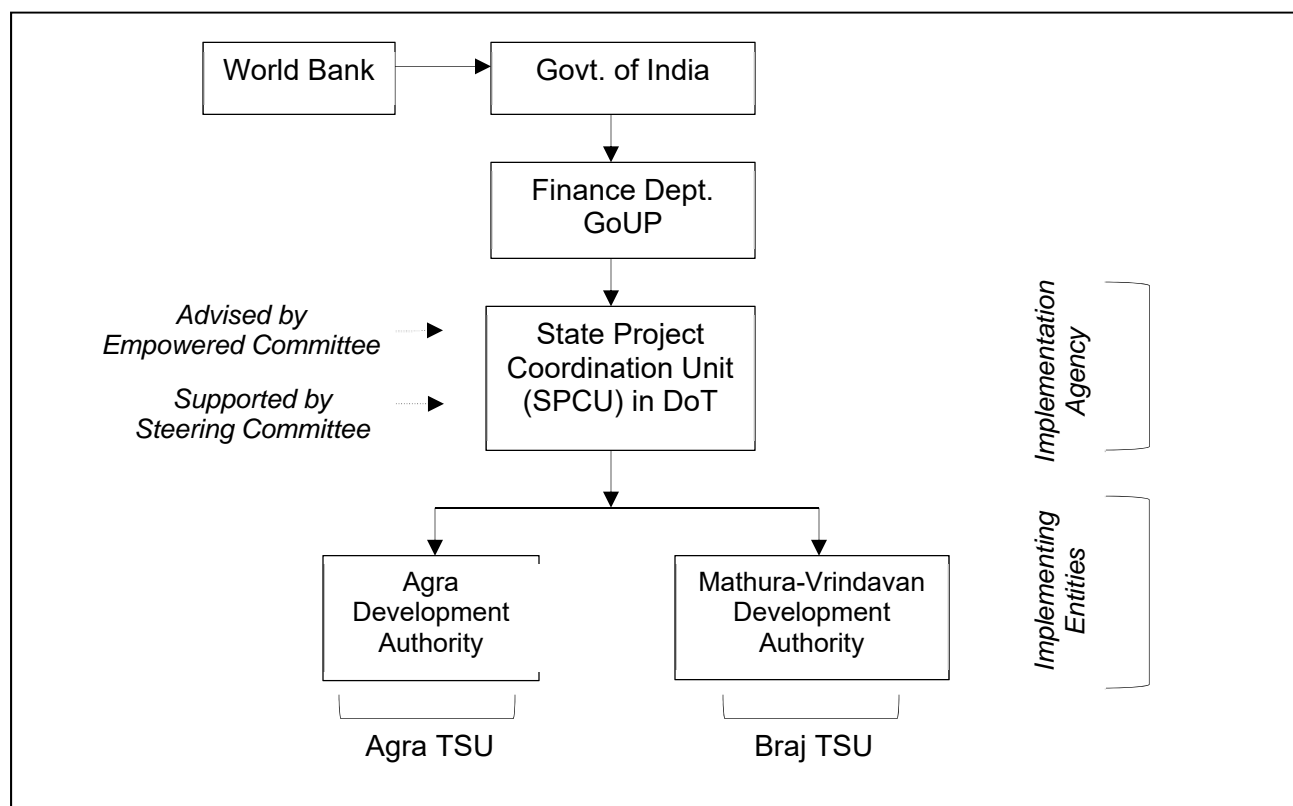
9. As part of the project preparation, a fiduciary risk assessment was carried out in Lucknow and at implementing entities, which included collection and analysis of data as well as review and discussions on implementation arrangements, contracting, risk management, etc. The institutional arrangements have been finalized based on several factors such as sustainability and accountability, and the FM arrangements have been designed to mirror the same. These are elaborated below.

Budgeting and flow of funds

10. The state government will make an annual allocation for the project as part of the Department of Tourism budget under a separate head titled “Externally Aided Projects”. The Department of Tourism/SPCU will receive the annual work plans, budgets and Procurement Plan from the implementing entities and this will include their own activities and also those that are the responsibility of other implementing entities; this will then be reviewed and consolidated, and sent to the Finance Department for approval. The project budget will thus be approved by the State Legislature as part of the overall budget of the state, and funds should flow periodically to the Department of Tourism for its own expenditure as the implementation agency and for transfers to the implementing entities as per the annual work plan and Procurement Plan.



Figure 1. Project Fund Flows Chart



Accounting and Staffing

11. Accounting will be done on a cash basis using government systems. Expenditure will be recorded and reported at time of final payment for works, goods, services, and others. Rules for accounting will be guided by the State Financial Handbook (in VIII volumes) and Budget Manual as applicable to all transactions in Uttar Pradesh. Rules for Development Authorities are housed in separate statutes/manuals. These documents lay down policies and procedures for the entire FM cycle from budgeting to accounting/ internal controls and prescribe formats for reporting and record keeping. Adequate records will be maintained at accounting locations and will include vouchers, invoices, cash books, ledgers and asset registers. The project's FM arrangements have been documented in the form of a Financial Management Manual (FMM), which refers to the relevant state rules and provides guidance on all aspects of the FM cycle.

12. Subprojects will be executed through the Development Authorities, which have reasonable governance structures and regularly manage projects involving civil works. They house trained engineering and financial management staff and will further be supported by necessary TSU specialists on the work related to the project.



13. The former Finance Controller of the Department of Tourism (who was on deputation from the State Finance Department) was fully involved in the project preparation and its fiduciary arrangements. For the project implementation, the Department of Tourism is deputing another experienced official as the project's Finance Controller to provide the SPCU and implementing entities with continued advisory support and monitoring of the project's financial management, including procurement.

Internal Control including Internal Audit

14. Internal control measures for the project have been designed based on the fact that multiple implementing entities are involved. Thus, strong capacity strengthening support is provided through the SPCU and TSUs and constant training initiatives. The SPCU includes fiduciary staff (procurement and financial management separately) and other specialists to support the Development Authorities and the Finance Controller at the Department of Tourism. Additional procurement/contract management specialists will be hired as necessary to directly support and strengthen the Development Authorities.

15. Further, project arrangements include regular Internal Audit (IA), which will review transactions and processes on a sample basis. Qualification of the auditors and the Terms of Reference for Audit will be subject to review of the World Bank. The World Bank will also review action taken by the Department of Tourism and implementing entities on audit findings during project implementation support missions.

Auditing

16. The Comptroller and Auditor General (CAG) of India through its office in UP is the statutory auditor for DoT. The CAG will conduct an annual audit of DoT as per a Terms of Reference that has been agreed with the CAG for all World Bank projects in India. The audit report will be submitted to the World Bank within nine months of the close of each financial year. The report will also be displayed on the GoUP/project website. Similarly, a firm of Chartered Accountants will be hired by the DoT to audit the project activities at the Development Authorities, as per a specific ToR and following pre-defined selection criteria. The Department of Tourism and implementing entities will review the audit findings to ensure that necessary corrective action, including the timely settlement of observations/disallowances, has been taken. The following audit reports will be monitored in the World Bank systems:

Table 2: Audit reports to be monitored under World Bank systems

Audit Report	Implementing agency	Due Date
Project Audit Report issued by the CAG	DoT	December 31
Project Audit Report issued by CA firm	Development Authorities (implementing entities)	December 31
Special Account	DEA/GOI	December 31

Disbursements

17. The project will submit quarterly Interim Financial Reports (IFRs), which will provide information on expenditures made in the previous quarter. Quarterly disbursements will be made based on these IFRs, reimbursing expenditures for the reporting period. IFRs will be submitted to the World Bank within 45 days of closing of the quarter.



18. Table 1 specifies the categories of eligible expenditures that may be financed out of proceedings of the loan.

Table 1: Eligible expenditures for financing from proceedings of the Loan

Category	Loan amount	Percentage of expenditures to be financed (inclusive of taxes)
Goods, works, consultants' services and non-consultants' services, training and operating costs under the project	US\$40 million	70%

19. The project has a provision for retroactive financing of up to 20 percent of the World Bank loan amount for eligible expenditures incurred up to 12 months prior to the expected project signing date.

Procurement

20. Procurement for the project will be carried out in accordance with the World Bank's procurement guidelines, "Guidelines: Procurement of Goods, Works and Non-Consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers" (January 2011, revised July 2014); consultancy guidelines, "Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits and Grants by World Bank Borrowers" (January 2011, revised July 2014); the provisions stipulated in the project's Legal Agreement and the agreed Project Procurement Plan. The project is also subject to the World Bank's Anti-Corruption Guidelines, dated October 15, 2006, revised January 2011 and July 1, 2016.

21. Most procurement will be handled by the SPCU at DoT, while procurement of specific packages within shopping limit and identified in the Procurement Plan will be done by the implementing entities. For civil works contracts procured by the SPCU, and executed by the implementing entities, contracts will be signed and managed by the latter. The SPCU Procurement Specialist is responsible for monitoring all procurement related activities and keeping the DoT/SPCU officials and management periodically informed of progress.

22. During project preparation, the e-procurement system of the GoUP³⁴ was assessed by the World Bank with respect to the Multilateral Development Bank (MDB) electronic government procurement guidelines and was found to be acceptable for use in World Bank-funded transactions. All procurement of goods, works and non-consulting services under this project will therefore be conducted through the GoUP e-procurement system, using agreed standard bidding documents. Procurement of consulting services will also be switched over to the e-procurement platform using the available trial version of the RFP for e-procurement. A General Procurement Notice (GPN) was published on August 12th, 2015 in UNDB and Specific Procurement Notices (SPNs) are required to be published for the specific contract packages when they are ready for the bidding process.

³⁴ <http://etender.up.nic.in>



23. The Department of Tourism and the implementing entities have developed a Procurement Plan for procurement of civil works, goods and consulting services planned for the first 18 months of the project, which has been approved by the World Bank and submitted into the Systematic Tracking of Exchanges in Procurement (STEP). The Department of Tourism has also prepared an indicative Procurement Plan at project level, sequencing all subprojects and activities to be financed under the project until closing. The plans will be updated at least annually or as required to reflect the actual project implementation needs and changes (expected improvements) in institutional capacity. In order for each contract under the project to be financed by the World Bank, procurement methods or consultant selection methods, estimated costs, prior review requirements, and timeframe must all be agreed between the Borrower and the World Bank in the Procurement Plans. Once finalized, the Procurement Plans will be made available in the project's database and on the World Bank's external website. The Procurement Plans will subsequently be migrated to STEP and will be updated annually reflecting changes in the packages to be procured and prior review thresholds, if any.

Procurement methods

24. **Selection of Consultants—Quality and Cost Based Selection:** Consulting Services may be procured under contracts awarded on the basis of Quality- and Cost-based Selection in accordance with the provisions of Section II of Consultant Guidelines using the World Bank's Standard RFP. In addition, the following selection methods may be adopted depending upon size and complexity of tasks and as agreed in the Procurement Plan:

- Quality Based Selection (QBS)
- Selection under Fixed Budget (FBS)
- Least Cost Selection (LCS)
- Selection Based on Consultants' Qualification (CQS)
- Single Source Selection (SSS)
- Individual Consultant (IC)

25. Single-Source Selection of consulting firms or individual experts may be used only if it presents a clear advantage over competition for the required consulting services in accordance with paragraphs 3.8 and 5.6 of the World Bank's Consultant Guidelines, respectively. Selection of consulting firms based on Consultants' Qualifications (CQS) may be appropriate for assignments estimated to cost up to US\$300,000 or equivalent in accordance with paragraph 3.7 of the Consultant Guidelines. Advertisement for expression of interest may be limited to the regional level for assignments estimated to cost less than US\$100,000. For assignments that are estimated to cost less than US\$50,000, advertisement is not mandatory as long as a shortlist of at least three proven qualified firms is established. Shortlists of consultants for services estimated to cost less than US\$800,000 or the equivalent per contract may be composed entirely of national consultants (paragraph 2.6 of Consultant Guidelines). Services for assignments that meet the requirements set forth in paragraph 5.1 of the Consultant Guidelines may be procured under contracts awarded to individual consultants in accordance with the provisions of paragraphs 5.2 to 5.5 of the Consultant Guidelines. Under the circumstances described in paragraph 5.6 of the Consultant Guidelines, such contracts may be awarded to individual consultants on a sole source basis.



26. **Procurement of Works and Goods.** International Competitive Bidding (ICB) is the preferred method for procurement of goods, works and non-consulting services using the World Bank's standard bidding document. In addition, the following methods may be adopted depending upon size and complexity of subprojects in accordance with Procurement Guidelines, and as agreed in the Procurement Plan: (a) Limited International Bidding (LIB), (b) National Competitive Bidding (NCB), (c) Shopping, (d) Framework Agreements, (e) Direct Contracting, (f) Force Account, and (g) Procurement of UN agencies. Limited International Bidding is essentially ICB by direct invitation, is used only under exceptional circumstances, and will be adopted only for packages that are specifically agreed by the World Bank to be procured following LIB.

27. National Competitive Bidding (NCB) for procurement of goods and works will be conducted in accordance with paragraphs 3.3 and 3.4 of the Procurement Guidelines and the following provisions:

- Only the model bidding documents for NCB as agreed with the GoI Task Force (and as amended from time to time), will be used for bidding.
- Invitation to bid will be advertised in at least one widely circulated national daily newspaper (or on a widely-used website or electronic portal with free national and international access along with an abridged version of the said advertisement published in a widely circulated national daily giving the website/electronic portal details from which the details of the invitation to bid can be downloaded), at least 30 days prior to the deadline for the submission of bids.
- No special preference will be accorded to any bidder either for price or for other terms and conditions when competing with foreign bidders, government-owned enterprises, small-scale enterprises or enterprise from any given regional government;
- Except with the prior concurrence of the World Bank, there will be no negotiation of price with the bidders, even with the lowest evaluated bidder;
- For prior review contracts, extension of bid validity will not be allowed without the prior concurrence of the World Bank (i) for the first request for extension if it is longer than four weeks; and (ii) for all subsequent requests for extension irrespective of the period (such concurrence will be considered by the World Bank only in cases of Force Majeure and circumstance beyond the control of the Purchaser/Employer);
- For prior review contracts, re-bidding will not be carried out without the prior concurrence of the World Bank;
- The system of rejecting bids outside a pre-determined margin or "bracket" of prices will not be used in the project;
- Rates contracts entered into by the Directorate General of Supplies and Disposal (DGS & D) will not be acceptable as a substitute for NCB procedures unless agreed with the World Bank on a case-by-case basis. Such contracts will be acceptable however, for any procurement under the shopping procedure;
- The two or three envelope system will not be used (except when using the e-procurement system assessed and agreed by the World Bank).

28. **Shopping.** Procurement of goods, works and non-consulting services may be carried out using the shopping method (paragraph 3.5 of the Procurement Guidelines) for readily available, off-the-shelf products, or simple civil works valued at less than US\$100,000 and which do not require tailor made designs as agreed with the World Bank or concerned expert agencies. Such method, if any, will be



agreed in the Procurement Plan. The DoT and implementing entities will solicit at least three price quotations for the purchase of goods, materials, small works, or services (non-consulting), to formulate a cost comparison report. If agreed by the World Bank, under exceptional circumstances, (such as design sensitivity due to location near a monument or appropriate technology), International Shopping may be used wherein quotations will be solicited from at least three suppliers in two different countries.

29. Goods that otherwise qualify for shopping could be procured directly from UN agencies. In specific cases agreed with the World Bank, procurement may be made from UN agencies as per paragraph 3.10 of the Procurement Guidelines.

30. **Direct Contracting.** Direct contracting for the procurement of civil works and goods (paragraph 3.7 of the Procurement Guidelines) may be used to extend an existing contract or award a new contract. For such contracting to be justified, the World Bank must agree that the price is reasonable and that no advantage could be obtained by further competition. Direct contracting can be used to procure from the private sector, UN agencies/programs (for goods), or contractors or NGOs that are already mobilized and working in the target areas.

31. **Force Account.** When contractors/suppliers are unlikely to bid at reasonable prices because of the location and risk associated with the subproject or a certain government agency has exclusive rights to a certain type of works/supply, the Borrower may use its own department's personnel and equipment or government owned construction units, provided that the Borrower has sufficient managerial capacity and possesses the required technical and financial controls to report to the World Bank on expenditure, as per paragraph 3.9 of the Procurement Guidelines.

32. **Framework Agreements.** Directorate General of Supplies and Disposal rate contracts will be acceptable as framework agreements for the procurement of goods. Regional government level rate contracts will be examined by the World Bank and if agreed upon, may also be used as framework agreements. Implementing entities also have the option to set up new framework agreements as per paragraph 3.6 of the Procurement Guidelines.

33. **Use of Government Institutions and Enterprise.** Government owned enterprise or institutions in India may be hired based on their unique and exceptional nature if their participation is considered critical to the project implementation. In such cases, the conditions given in clauses 1.13 of the Consultant Guidelines will be satisfied and each case will be subject to prior review by the World Bank.

34. **Operational Cost.** Any operational expenses (incremental costs) to be financed by the project may be procured using the Department of Tourism and the implementing entities' administrative procedures.

35. **Other Conditions.** The World Bank may consider further simplification of procedures if so requested by the Department of Tourism and the requests are within the overall framework of the World Bank Guidelines.

Table 3: Procurement Methods



Category	Method of Procurement	Threshold (US\$ Equivalent)
Goods and non-consulting services (including IT contracts)	ICB	≥3,000,000
	LIB	Wherever agreed by the World Bank
	NCB	Up to 3,000,000 (with NCB conditions)
	Shopping	Up to 100,000
	From UN Agencies	As per para 3.10 of Guidelines
	DC	As per para 3.7 of Guidelines
	Force Account	As per para 3.9 of Guidelines
	Framework Agreements	As per para 3.6 of Guidelines
Works	ICB	≥40,000,000
	NCB	Up to 40,000,000 (with NCB conditions)
	Shopping	Up to 100,000
	DC	As per para 3.7 of Guidelines
	Force Account	As per para 3.9 of Guidelines
Consultants' services	QCBS	As per Section II of Guidelines
	CQS	Up to 300,000
	SSS	As per para 3.8-3.11 of Guidelines
	Individuals	As per Section V of Guidelines
	LCS	As per para 3.6 of Guidelines
	QBS	As per para 3.2 of Guidelines
	FBS	As per para 3.5 of Guidelines
	(i) International shortlist (ii) Shortlist may comprise national consultants only	>800,000 Up to 800,000

Procurement risk and risk mitigation

36. Subprojects will be implemented by multiple entities. For all of these entities, the project represents the first experience of implementing an externally financed project, and the first experience of using World Bank procurement systems, which carries some risk. The procurement risk for implementing entities is rated as moderate. Constant support in terms of training and handholding has been provided throughout project preparation and will continue to be provided throughout implementation, as necessary. It is also recommended that all relevant project staff (e.g., SPCU members and DAs officials) become familiar with the World Bank procurement procedures by attending trainings at the Administrative Staff College of India (ASCI) or National Institute of Financial Management (NIFM) or other suitable training institutes.

Staffing

37. A dedicated Procurement Specialist has already been hired at the SPCU, who will be supported by procurement/contract management specialists at destination level TSUs where required, for supporting procurement activities and providing required technical input to the development of specifications, technical evaluations and supervision of works.

Procurement supervision and review by the World Bank



38. **Frequency of supervision.** The World Bank Task Team will conduct implementation support missions at least two times a year. The frequency of missions may be increased or decreased based on the performance of the project. An independent procurement consultant may also be hired by the World Bank for implementation support missions and to analyze selected previous contracts to identify weaknesses/irregularities and determine adherence to agreed procurement procedures.

39. **Review by the World Bank.** Prior review by the World Bank will be done for all contracts in respect of the following thresholds:

- Works: All contracts more than US\$10.0 million equivalent;
- Goods, including Information Technology: All contracts more than US\$2.0 million equivalent;
- Non-Consulting Services: All contracts more than US\$2.0 million equivalent;
- Individual Consulting Services: All contracts more than US\$300,000 equivalent; and
- Consulting Services (other than individuals): All contracts more than US\$1.0 million

40. The SPCU will prior review the first contract issued by each implementing entity, if the estimates of those contracts are below the prior review threshold value. The World Bank will conduct prior review for only those contracts whose costs are estimated to be higher than the prior review threshold specified above. In addition, justifications for all contracts to be issued on LIB, direct contracting or single sourcing (>US\$50,000) basis will be subject to prior review by the World Bank. These thresholds are set for the initial 18 months of project implementation and are subject to regular reviews based on the procurement performance of the project. In addition, the World Bank will carry out an annual post procurement review of the contracts procured by the project that were specified in the Procurement Plan as “post review” contracts.

41. All contracts below the specified prior review threshold value will be subject to Post Procurement Review (PPR). The Department of Tourism will prepare a list of contracts and submit it to the World Bank for this purpose. The PPR will be conducted on an annual basis.

Environmental and Social (including safeguards)

Environmental and Social Management Framework

42. Based on the preliminary project scope, the following safeguards have been triggered: OP/BP 4.01 Environmental Assessment, OP/BP 4.11 Physical Cultural Resources, OP/BP 4.12 Involuntary Resettlement, and OP/BP 4.04 Natural Habitats.

43. To ensure compliance with these policies and their guiding principles, the Department of Tourism prepared an Environmental and Social Management Framework (ESMF) document, which establishes the overarching standards to be met throughout project implementation. The ESMF also incorporates relevant legal regulations and frameworks of the Government of India and the State Government of Uttar Pradesh. The project’s ESMF was prepared in consultation with local stakeholders during project preparation and factors in the insights and concerns raised by such stakeholders.

44. Since the exact location and/or specific scope of work of many project activities could not be immediately defined in the very early stages of project preparation, the project-level ESMF set out a



comprehensive set of principles, rules, incentives and procedures that guide the assessment of potential positive and adverse cultural, environmental and social impacts of the identified subprojects to be supported under the project. For all subprojects further detailed, as outlined in the ESMF, the Department of Tourism has screened and prepared environmental and social impact assessments of all proposed works. These assessments establish the specific procedures, management and mitigation measures, if needed, that the Department of Tourism is to meet for the implementation of each identified subproject and activity to be financed.

45. The ESMF in English, its Executive Summary in Hindi and the Resettlement Framework were initially disclosed publicly both in-country and at the World Bank Infoshop on April 11, 2015 and April 30, 2015, respectively. The ESMF was used as an important guide for the project preparation and was updated and re-disclosed in-country on September 27, 2017. Accordingly, it is being re-disclosed in the World Bank Infoshop. The documents may continue to be updated as required during the implementation of the project to reflect any significant changes to the project or World Bank policies.

Potential impacts

46. Overall, in line with its pro-poor approach, the project is expected to have positive social, environmental and cultural heritage impacts. Nevertheless, the processes and improvements proposed under some of the project-financed civil works may cause some temporary disruption in the local areas as they are carried out. To ensure that negative impacts on the environment, social groups and cultural properties are identified and mitigated or avoided as early as possible, potential adverse impacts at the subproject construction/rehabilitation/restoration phase and during operations and maintenance phase have been and will continue to be considered in the process of the subproject preparation and later implementation.

47. As a prevention, based on the lessons learned from projects implemented in India and worldwide, the Department of Tourism prepared an exhaustive list of potential adverse environmental, social and cultural heritage impacts that subproject implementation under the project may trigger, within the ESMF. This list is shared upfront with those who are hired for the preparation of detailed project reports and the implementation of civil works.

Institutional arrangements for safeguards management

48. Throughout project preparation, key concerned agencies have been identified and consulted, such as the Forest Department (OP/BP 4.01), the Culture and State Archaeology Departments as well as the Archeological Survey of India (OP/BP 4.11) and the urban local bodies and civil society organizations in the project target areas (OP/BP 4.12). Focal persons in each of these agencies have been identified and will continue to be consulted during project implementation. In addition, expert agencies (i.e., INTACH, WMF, etc.) have been engaged and have provided advisory support to project preparation while the Department of Tourism has been staffing the SPCU.

49. A Social Development Specialist and an Environmental Specialist have been hired for the SPCU to coordinate, review, support and monitor all respective safeguards aspects of the project. These specialists will in turn train and strengthen the capacities of TSU specialists hired to support the



implementing entities, and those entities themselves. The project may hire a qualified civil society organization or NGO for the implementation of a Resettlement Action Plan, if required. The SPCU may also be supported by competitively recruited experts in highly specialized areas, such as restoration of heritage properties, as needed.

50. Given that the Department of Tourism is implementing a World Bank-financed project for the first time, the capacity to address social, cultural and environmental issues as per the World Bank safeguards policies is limited. The current project staff at the Department of Tourism has received training in the management of safeguards issues. Staff are also benefiting from lessons from the preparation of the initial subprojects to be financed during first year of implementation of the project. This intensive training program will continue throughout project implementation.

51. As part of this on-the-job training program, the Department of Tourism has shown interest in developing decentralized local capacity on managing environmental, social and cultural properties issues associated with various investments (World Bank and non-World Bank financed). To achieve this objective, a network of technical human resources such as staff from project management consultancies, government universities and research institutions, civil society organizations, etc., is being identified. These persons will continue to be engaged during the course of the project, as needed, so that they can provide additional support to the project entities in conducting the required impact assessments and later in implementing all applicable management plans (including Resettlement Action Plan, Gender Action Plan, as relevant) and also offer support on an ongoing basis.

Monitoring and reporting

52. The SPCU through the respective implementing entities will monitor all the subprojects to ensure conformity to the requirements of the ESMF. The monitoring will cover all stages of planning and implementation. The monitoring will be carried out through the environmental, social and cultural properties safeguard compliance reports that will form a part of Quarterly Progress Reports (QPR) for all subprojects and regular visits by the environmental, social and cultural/heritage specialists of the SPCU and implementing entities. In addition to the above, the SPCU will undertake an annual audit of the applicable management plans on a sample basis and will review their compliance status.

53. The SPCU will review these audit reports and identify technical, managerial, policy or regulatory issues with regards to compliance with the management plans. The identified policy and regulatory and technical issues will be duly incorporated in the subproject and the need for appropriate interventions will be determined. These interventions could include appropriate revision of the ESMF document or suitable analytical studies to influence policy or programs of the state, if found necessary/warranted.

54. Specifically on involuntary resettlement, an external evaluation of the Resettlement Action Plan prepared for subprojects will also be undertaken twice during the implementation of the project—midterm and at the end of implementation. During implementation, meetings will be organized by the SPCU, inviting all implementing entities and partners in the state to provide information on the progress of subprojects and activities.



Table 4: Mitigation, monitoring, responsibility & timelines for social impacts

	Impact	Monitoring Measures	Responsible Agency
1	Land acquisition (not expected to be applicable)	Regular internal monitoring by the SPCU and periodic evaluation	SPCU
2	Acquisition of property/structure	Regular internal monitoring by the implementing entities/TSUs and periodic evaluation	Implementing entities and TSUs
3	Loss of livelihood or source of livelihood	Regular internal monitoring by implementing entities/TSUs; midterm and end term evaluation	SPCU to hire RAP auditors or evaluation consultants and management plan
4	Loss of access to private and/or common property	Regular internal monitoring by the implementing entities/TSUs; midterm and end term evaluation	SPCU to hire RAP auditors or evaluation consultants and management plan
5	Displacement of Non-Titleholders	Regular internal monitoring by the implementing entities/TSUs; a midterm and end term evaluation	SPCU to hire RAP auditors or evaluation consultants and management plan
6	Gender Action Plan	Regular internal monitoring by the Social Development Specialist of SPCU along with NGO; midterm and end term evaluation	SPCU to hire evaluation consultants and management plan or RAP auditors

Table 5: Mitigation, monitoring, responsibility & timeline for environmental & cultural heritage impacts

	Project Stage	Monitoring Measures	Responsible agency
1	Subproject screening to approve categorization of proposed subprojects	a. Discussions with implementing entities to assess subproject eligibility based on project's priorities and identify subproject scope b. Implementing entities/TSUs to submit report along with proposed impact categorization	SPCU
2	Subproject appraisal to ensure satisfactory compliance with ESMF	a. Detailed appraisal of the management plans (ESMP, RAP, PCRMP) including site visits/ investigations if necessary, assess suitability of site, adequacy of management plans, risk analysis and regulatory clearances. b. Subproject to submit management plans for approval.	SPCU
3	SPCU approval of management plans	a. SPCU to recommend to Steering Committee for review and approval	SPCU



	Project Stage	Monitoring Measures	Responsible agency
4	Management Plan implementation monitoring and review	a. Prepare quarterly progress reports b. Schedule field visits as required c. Third party audit	SPCU, implementing entities, TSUs, contractors

Budget for the implementation of safeguard mitigation measures

55. The budget for the implementation of various mitigation measures is an important aspect of the safeguard management activities of the project. The budget, however, has not yet been finalized as the subprojects and their safeguard management plans (environmental, social and cultural) are not ready at this stage of the project. In view of the above, the amount of approximately US\$5 million has been allocated for the implementation of safeguard management and mitigation measures for the whole project.

56. The above cost also includes the cost of supervision, monitoring, training and capacity building activities. The exact cost of mitigation measures for individual subprojects will be finalized as part of the specific subproject Environmental and Social Assessment studies to be carried out as per the generic terms of reference specified in the ESMF.

57. While R&R assistances will be paid by the project, cost towards land transfer and/or acquisition, if any, will be paid by the Borrower.

Monitoring and Evaluation

58. The project's institutional strengthening activities include supporting the Department of Tourism in testing new approaches to collecting and disseminating tourism information. One of the main issues faced early on in the project preparation was the lack of reliable and up-to-date data at destination level and the inadequacy of Department of Tourism monitoring practices. For instance in Agra, the Department of Tourism relies on the data on Taj Mahal entry ticket sales and hotel stays as a proxy to determine the number of visitors to the city. However, most visitors make a day trip to Agra, so hotel stays are not indicative of total visitors. The Taj Mahal ticket count also omits children and those below 15 years of age, who are not required to purchase a ticket, as well as domestic (particularly local) visitors who skip the Taj Mahal for lesser-known sites in the city.

59. As an initial effort to address these issues, and to inform the project preparation, an extensive review of secondary data was carried out and complemented with primary data collected (and cross-checked) through three main background studies: (i) destinations profiling, (ii) heritage inventories, and (iii) a tourism value chain and expenditure review. The review and studies have contributed to establishing a preliminary baseline for the project in general, and to the definition of its scope as well as the preparation of the project's economic analysis and results framework. This baseline and related indicators have been determined based on the extent to which they are realistic in terms of the availability of information and the possibility of establishing a simple but meaningful monitoring and information system at the SPCU/Department of Tourism to be tracked as the project unfolds. The current baseline data will be reviewed upon the preparation of individual subprojects. As such, during



the first year of the project implementation, the baseline will be fully updated and the project monitoring and information system fully established.

60. The project monitoring and information system established at the SPCU will also serve as a test model for the Department of Tourism to update its own system. To this end, the Department of Tourism is hiring a Monitoring and Evaluation Specialist, who will be supported by specialists at the TSUs where necessary.

61. Given the innovative nature of the project, the capacity to properly assess its results is a central determinant of the project's scalability. An evaluation will be carried out to provide stakeholders with information regarding the approach and processes adopted and results achieved. Mixed methods will be used including data collection conducted through the baseline study and follow-up surveys and selected secondary data sources.



ANNEX 3: IMPLEMENTATION SUPPORT PLAN

COUNTRY : India

Uttar Pradesh Pro-Poor Tourism Development Project

Strategy and Approach for Implementation Support

1. As during project preparation, the visits of the World Bank Task Team will continue to take place both in the capital Lucknow—for the review of key project documentation at DoT and discussions with policy makers and concerned state departments—as well as in the selected destinations, to ensure close in-site supervision and first-hand beneficiary feedback. The World Bank Task Team will also continue to update central agencies, particularly the Ministry of Tourism and the Archeological Survey of India in Delhi.

Implementation Support Plan and Resource Requirements

2. The key documents that will be used by DoT and the World Bank Task Team for the supervision of the project implementation, include:

- Project Appraisal Document (PAD)
- Operational, Financial Management and Procurement Manuals
- Procurement Plan
- Financing and Project Agreements
- Environmental and Social Management Framework
- Resettlement Policy Framework
- Annual work programs and budgets

3. The World Bank Task Team will also rely on timely information quoted from the project monitoring and information system on (i) institutional development, (ii) physical investments, and (iii) capacity strengthening activities both aggregated by the SPCU and disaggregated per implementing entity, project target area and contract.

4. The SPCU's specialists will prepare monitoring reports for the subprojects prior to each implementation support mission. These reports will contain a brief description of the activities implemented as well as results, achievements, challenges; lessons learned and proposed improvement measures, if any.

5. The information quoted from the project monitoring and information system and provided by DoT/SPCU specialists will be summarized in the respective Aide Memoires and filed in the World Bank system upon the missions' completion.

6. The World Bank implementation support missions will be held minimum two times a year. Each of these missions will be led by the Task Team Leader joined by the technical, safeguards and fiduciary



team. In the interim period between each supervision mission, the World Bank Task Team will also hold periodic virtual supervisions, through video- and audio-conferences with DoT and with the Country Management and staff, to discuss implementation progress and issues on a timely basis

7. The Financial Management and Procurement Specialists may also carry out regular visits in the interim between implementation support missions, to provide timely and hands-on support as well as training to DoT/SPCU and the implementing entities, when requested or needed. An independent procurement consultant may also be hired by the World Bank for implementation support missions and perform an analysis of randomly selected previous contracts to determine any potential irregularities, if the case.

8. The project requires intensive implementation support given its novelty and demonstration nature. To this end, the World Bank Task Team, consisting of a Task Team Leader based at Headquarters, a co-TTL based at Delhi Country Office and technical specialists mostly at Delhi Country Office, who are currently part of the project preparation team, will continue providing close technical advice and operational support to DoT throughout implementation.

9. The main focus in terms of support to implementation will be:

Time	Focus	Skills Needed	Resource Estimate	Partner Role
First 12 months	<ol style="list-style-type: none"> 1. TSU hiring finalization 2. Y1 subprojects Implementation 3. Y2-5 subprojects preparation 4. Project baseline update 5. Execution of Y1 consultancies 6. Finalization of Y2-Y5 consultancies 7. Fiduciary and safeguards 8. Capacity strengthening 9. Policy advisory support 	<ul style="list-style-type: none"> • Tourism information system • Tourism planning/PPD and private sector investment • Historic Urban Landscape • DPR design • Local service delivery • Creative industries • Procurement, Contract Management, Accounting • Safeguards • MIS and communication 	US\$150,000	Expert knowledge and oversight
12-48 months	<ol style="list-style-type: none"> 1. Continued support to SPCU/IEs/TSUs for overall project implementation 3. Capacity strengthening 4. M&E and communication 5. Policy advisory support 	<ul style="list-style-type: none"> • As above 	US\$150,000	Expert knowledge and oversight
48-60 months	<ol style="list-style-type: none"> 2. Continued support to SPCU/IEs/TSUs for overall project implementation 3. Impact evaluation 	<ul style="list-style-type: none"> • As above + impact evaluation 	US\$200,000	Expert knowledge and oversight



10. The skills mix required (per year) is as follows:

Skills Mix Required

Skills Needed	Number of Staff Weeks	Number of Trips	Comments
Project TTL + Tourism + Urban Planning + Service Delivery + Heritage Management	12	4	Based in DC
Project co-TTL and safeguards supervision	8	4	Based in Delhi
FM	4	4	Based in Delhi
Procurement	4	4	Based in Delhi
Social Safeguards	4	3	Based in Delhi
Environmental Safeguards	4	3	Based in Delhi
Gender & creative industries	4	4	Based in DC
M&E and Communication	3	3	Based in Delhi
Private Sector / PPD	4	4	Based in DC
Urban Transport	2	2	Based in Delhi
Street Vending	2	2	Based in Delhi
Operational Support	5	4	Based in DC

11. Main partners involved in supporting preparation and implementation, as of today, include the following. Other potential partners will continue to be identified and engaged throughout implementation.

Partners

Institution	Country	Role
TSCPL	India	Project management advisor
Cities Alliance	International/India	Key partner and advisor on urban development aspects
UNWTO	International/India	Advisory support on tourism planning, PPD and



		information system
MIT	USA	Technical review of detailed project reports (cultural facilities and properties)
Korean Tourism Organization	Korea	Technical review of detailed project reports (tourism)
World Monument Fund	International/India	Research and advisory support to the rehabilitation of Mughal gardens in Agra
Smithsonian Institute	International/USA	Advisory support to cultural master planning, museum management and development of cultural facilities on a network basis
INTACH	India	Mapping of heritage assets
UNESCO	International/India	Advisory support on cultural management and historic urban landscape