

**Chilika Development Authority
&
State Project management Unit (SPMU)
Integrated Coastal Zone Management (ICZM) Project**

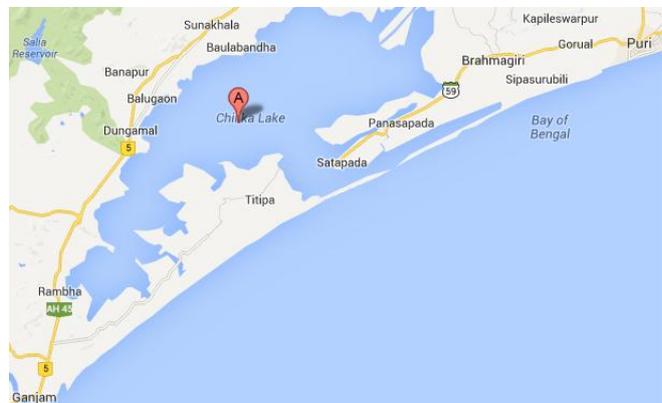
TERMS OF REFERENCES (TOR)

for

**Preparation of Tourism Master Plan for the Catchment of the
Chilika Lagoon in Odisha**

Background

1. The Government of India has initiated a number of initiatives to reconcile the aims of protection of life and livelihood of coastal communities; conservation of ecological resources in the coastal and marine areas; and, promotion of economic activities that have necessarily to be located in the coastal regions. As one of the different initiatives, the Government of India along with the respective State Governments are implementing a World Bank financed project called the “**Integrated Coastal Zone Management Project**” (ICZM Project, 2010-2015). The Project has specific objectives to support the long-term vision of the Government by (a) building national capacity for implementation of comprehensive coastal management approach in the country, and (b) piloting the integrated coastal zone management approach in the states of Gujarat, Odisha and West Bengal. The National Component of the Project focuses on expanding the institutional capacity and knowledge base needed for integrated management of coastal zones. The State Components include capacity building at the state level, preparation of integrated coastal zone management plans, and a range of complementary local pilot investments.
2. The ICZM Project in Odisha is implemented by the State Project Management Unit (SPMU) under the Department of Environment, Government of Odisha in close collaboration with a number of line departments (called PEAs for the ICZM Project) in the Government of Odisha. For this assignment, other than the SPMU, the important stakeholders are the Chilika Development Department (CDA), the Odisha Tourism Development Corporation (OTDC) and the Tourism Department, the Culture Department, Forest & Environment Department, OSDMA, MSME Department ,Water Resources Department, Housing & Urban Development Department , the village Panchayats, the Chilika fisherpersons confederation, the self-help groups and community based organizations already involved in the implementation of the ICZM Project in and around Chilika, academia and the State Coastal Zone Management Authority (SCZMA).
3. The **Chilika Lake** (or lagoon) is one of the largest brackish water lakes of the World (largest in Asia) and is a Ramsar site. Chilika lagoon is a unique assemblage of marine, brackish and fresh water ecosystem with estuarine characters. It is one of the hotspots of biodiversity and shelters a number of endangered species listed in the IUCN red list of threatened species. It is an avian grandeur and the wintering ground for more than one million migratory birds. The highly productive lagoon ecosystem with its rich fishery resources sustains the livelihood of more than 150,000 fisherpersons who live in and around the Lagoon. The water-spread area of the Lagoon varies from 1165 to 906 square km



during the monsoon and summer respectively. A 32 km long, narrow, outer channel connects the lagoon to the Bay of Bengal, near village Motto. The Nalaban Island within the Lagoon is notified as a Bird Sanctuary under Wildlife (Protection) Act. The lagoon is also identified as a priority site for conservation and management by the National Wetland Coral Reefs Committee of Ministry of Environment & Forests, Government of India.

4. The **Chilika Development Authority**, Odisha was created under Forest & Environment Department, Govt. of Odisha in 1992 for restoration and conservation of the Chilika Lake; to bring an all-round development in and around the lake by means of multi-dimensional and multi-disciplinary activities. To achieve this objective, the CDA has been tasked within the ICZM Project - with respect to the Chilka Lake and its catchment - to augment scientific studies, augment lake monitoring, strengthening of the Wetland Research and Training Centre (WRTC) of the CDA, and undertaking other management activities and plans for achieving the two objectives of (i) conservation of ecological resources in the Chilika Lagoon and the catchment; and, (ii) promotion of wise use of the lake & basin resources and appropriate economic activities to benefit the local communities.

5. The **ICZM Project**, through the Odisha Tourism Development Corporation (OTDC, another PEA) is already undertaken activities which include development of ecotourism along the coast of the Chilika with adequate focus on livelihood security of the local communities. The ICZM project includes limited development of public facilities at locations such as Rambha, Satpada, Barkul and at other locations as shown in (FIG-1) along the Chilika. The basic tourism facilitating amenities and public facilities being developed by public investment include improved lake fronts, information centers, sitting areas, walkways, parking, shopping arcades, signage, waste collection bins, jetties and skill development of the local population (detailed information on these mini development plans for the locations shown would be made available for this assignment).

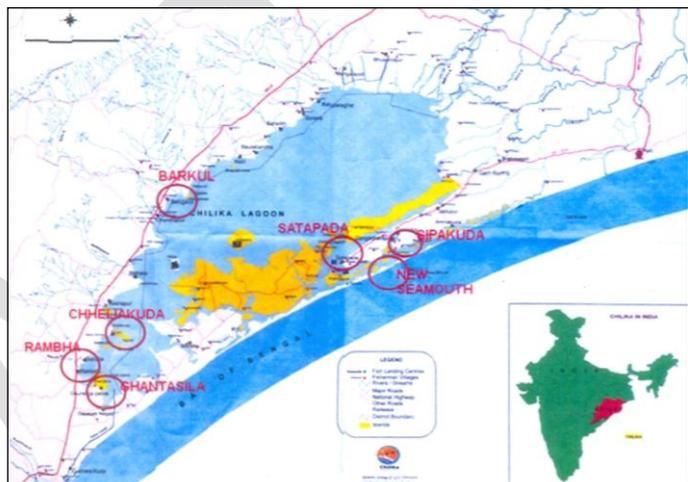


Fig - 1

6. Further the **ICZM Project**, through the Culture Department (another PEA) has undertaken activities related to the built heritage and associated local employment generation at sites such as (1) the Potagada Fort, located on the northern bank of River Risikulya near Ganjam; (2) the Bhaba Kundalesvara temple, a two chambered richly carved and sculptured 13th Century AD temple located on a sand dune near village Manikapatana; (3) the Baliharachandi Temple located on the seashore in Brahmagiri; (4) the seaside Batesvara Mahadev Temple near Palur, Kantiagarh, Ganjam; (5) the twin Hariharadev Temple situated at village Nairi on the shore of Chilka lake; (6) the British Cemetery at Ganjam. Overall, the proposed conservation interventions included: (a) restoration, cleaning, landscaping of the sites; (b) provision of adequate and appropriate illumination, water supply, solid waste management and sanitation facilities; (c) repair and architectural restoration of the temple wells, inner defense wall, boundary walls and coping, moat walls, annexed buildings, roofs, terraces, parapets, entrances, porticos and steps, plinth protections; (d) architectural restoration including chemical cleaning of walls, floors, ceilings and other prominent characteristic features; (e) stone paving of courtyards and pathways; (f) provision of appropriate signage; (g) provision of facilities for livelihood generation for local communities, especially artists and crafts-persons as per planned. For each site, site plans had been prepared (detailed information on these “small” site development plans would be made available during this assignment).

7. The International Finance Corporation (IFC), **Inclusive Growth Project in Odisha**: The IFC Advisory Services has entered into a partnership with the Government of Odisha for implementing a private sector development which includes developing and promoting opportunities for private sector investments in tourism facilities and services in Odisha. Priority locations identified in discussion with the Government of Odisha are the areas/locations/sites around the Chilika. With focus on sustainability, the concept centers around (i) enhancing the tourism potential of the area, (ii) utilization of the local materials, (iii) engagement of local population in hospitality and tourism products/solutions, and (iv) rediscovering the local art and culture and thereby create a range of commercial business opportunities for the private sector. The initiatives in the **Inclusive Growth Project in Odisha** regard are synergistic with the ongoing **ICZM Project**. In this context, the SPMU and CDA envisage to facilitate sustainable tourism initiatives as well lake conservation through effective environmental master plan (equivalent to a regional plan with clear environmental conservation objective) including land use and infrastructure planning.
8. **Tourism potential at Chilika**: An estimated 1.7 million tourist visit Chilika every year. Most of the tourists are budget tourists, some 10% of them are said to be pilgrims, and more than 10% are students. However, both spending and duration of stay are seen to be increasing rapidly in the recent years. It is also expected that Chilika with all its ecotourism assets can attract a much larger number of tourists in various facets (boat rides, dolphins, scenic beauty, birdlife, local fishing practices, nature trails, etc.) as well as special interest activities like bird watching given the rich birdlife of the lake, nature photography; rural and village culture and lifestyle experiences, tribal tourism, etc., to develop a holistic tourism product.
9. The need is carrying capacity based development around Chilika with a combination of public and private investment, enable commercial businesses around tourism, attract anchor investments in hospitality, and generate employment opportunities striking a balance with the ecology and biodiversity of the lake and region.
10. The prospective tourism development (including private investments, and supporting public infrastructure) should be planned and implemented in strict compliance of the coastal zone regulation and other environmental laws and regulations. Therefore, it is imperative for formulation of an integrated Regional Plan ensuring conservation of environmental/ecological resources but with an aim to promote tourism development including ecotourism and community-based tourism.
11. The Regional Plan should be accompanied by outline physical plans for a few selected sites including the environmental management plans; and prepared in consultation with local governments and local communities. The outputs from this work would be used to promote private sector investments in tourism based projects and services, and lead to a shelf of projects which could then be taken forward as private or public private partnership (PPP) based investments and also provide information resources to promote the region as tourist destination.

Objectives of the Assignment

12. Objectives of this assignment is to undertake the following in a sequential manner:
 - i. [Phase 1] Preparation of an Outline Regional Tourism Plan for the Chilika Lagoon and the catchment (with an aim to promote tourism including ecotourism and community-based tourism; but focusing equally on conservation and wise use of natural resources, and in compliance with environmental/ecological laws and regulations).
 - ii. [Phase 1] Preparation of Project Profiles for Tourism Investment Opportunities for a maximum of 10 selected priority sites from the proposed tourism zones (as per the Outline Tourism Regional Plan), which could be promoted by the state government including as PPP projects.

13. NOTE (A): This assignment does not include detailed site level plans usually needed for construction. This assignment also does not include preparing detailed project reports for the shelf of projects identified.
14. NOTE (B): This exercise is expected to incorporate the work already done by the ICZM project and support a long-term holistic tourism plan for Chilika.

Scope of Work

15. Standards and principles: Consultants shall ensure that the following principles must be observed during the course of the activities: (A) that nothing should be proposed in the Outline Regional Tourism Plan or in the Project Profiles for Tourism Investment Opportunities that goes against the principles and specifics of the national and state environmental policies, laws and regulations; (B) where information does not exist or is not sufficient, development proposals are to be respectful of 'precautionary principles'; (C) all proposed intervention must be governed by the respect for aesthetic, historical and physical integrity of the environmental and built heritage of the area; and (D) promoting greater livelihood opportunities for the local communities is the essence of the assignment, and nothing should be proposed in the Outline Regional Tourism Plan or in the Project Profiles for Tourism Investment Opportunities that displaces local communities from their sources of livelihood unless the proposals themselves are accepted as improved livelihood that these local communities accept to embrace.
16. **Part A - Preparation of the Outline Regional Tourism Plan**: It is important that the plan preparation process is participatory, and decisions at different stages of plan preparation are made using the platforms of the village panchayats and local communities (logistics for the meetings will be supported by the CDA) and the State Level Steering Committee (meetings will be organized by the SPMU). The following sequential activities are expected as part of the process of preparation of the Outline Regional Tourism Plan:
 17. Appraisal of relevant documents and plans already available: Consultants shall collect and appraise all relevant data that is available, such as from the CDA, OTDC and the SPMU and the other government departments and agencies. Consultants are also expected to concurrently review the relevant literature.
 18. The literature review and appraisal shall include the following: (i) the ecological conservation and the environmental planning context covering Chilika and its periphery; (ii) the intrinsic potential for tourism based development of Chilika region; (iii) the drivers for setting up tourism related activities such as tourism facilities and strengths, (iv) connectivity and linkages regional, national and global tourism hubs; (v) review of global tourism zones in similar lake-front contexts; (vi) review of principles to be established for sustainable tourism which is responsive to local development needs as well as conservation requirements; (vii) case examples for involving local communities and maximizing the local community livelihood in tourism development projects and initiatives; and (viii) all applicable national and state policies, laws and regulations, especially related to environmental protection and conservation. These effort shall culminate in establishing the principles to be used in preparation of the Outline Regional Tourism Plan or in the Project Profiles for Tourism Investment Opportunities.
 19. Appraisal of the Government Programs already underway: Consultants will collect information on (a) Central and State Government Programs where activities are already being implemented in the catchment of the Chilika lagoon – such as activities under any public infrastructure program that are directly relevant to the tourism development objective; (b) ongoing activities by the Tourism Department and OTDC; and (c) ongoing and planned government programs which have potential to complement tourism development in the area. Consultants will meet and discuss with government officials responsible for implementing and guiding these above programs, and will seek and document their views on augmentation, expansion and/or improvement of the said programs as far as the relevant for this assignment.

20. Baseline Analysis: The consultant will conduct detailed site visits to establish tourism potential with due considerations for environmental protection and ecological conservation, and physical planning. The baseline diagnosis shall necessarily be based on spatial analysis of the region including the following:

- i. Based on satellite imageries, available studies and reports, and any other available information (conduct site visits as required) assess and determine pristine areas with high level of ecological attributes which need to be protected and conserved;
- ii. Identify areas of tourism potential including assessment of physical characteristics, opportunities, challenges and constraints in developing such areas – the analysis shall lead to identification of specific locations and sites that are suitable and could be allocated for tourism development purposes;
- iii. Identify potential areas and opportunities for environmental enhancement through sustainable tourism promotion, but requiring specific measures to protect the resources;
- iv. Current status and comprehensive analysis of physical infrastructure requirements, locations and challenges;
- v. The analysis of regulatory environment and identification of regulatory challenges which need to be addressed as part of preparation of master plan;
- vi. Structured socio-economic and livelihood assessment surveys to ascertain (a) social and cultural opportunities for promotion of tourism based activities, (b) current livelihood pattern and possible opportunities as well as challenges in engaging local community for creating sustainable livelihoods through tourism;
- vii. Analyses of tourism and development conditions, including analysis of (a) prevailing and potential climate for tourism development, international and Indian tourism market, tourism policies; (b) related institution, and laws and regulations; (c) tourist behavior and expectations; (d) similar cases including benchmarking of similar success cases and identifying factors contributing to success those could be applicable for overall tourism development and promotion in and around Chilika (e) Unique Selling Points for the site.
- viii. A statement of overall opportunities through SWOT analysis;
- ix. Based on all of the above defining (i) objectives and (ii) scope of the Outline Regional Tourism Plan or in the Project Profiles for Tourism Investment Opportunities.

21. Preparation of the Outline Regional Tourism Plan: The overall plan should be based on the Baseline Diagnostic Analysis conducted above. The plan should be developed as a flexible framework plan (outline plan) in which many projects can be accommodated based on agreed principles. The Outline Regional Tourism Plan should contain, but is not necessarily limited to, the following:

- i. Overall accurate maps on a GIS platform (with details comparable to Survey of India topographic maps at scale 1:250,000, but capable to including future details at a scale of 1:50,000 or any other higher resolution) augmented with information from satellite imageries and other available resources/tools.
- ii. Environmental zoning, including demarcation (as appropriate at a scale of 1:50,000; accuracy as available from ground surveys are not expected) of (i) all protected areas, with respect to Wildlife protection Act, or the Forest Act, and any other pristine or high environmental value land to be demarcated as “no development areas’ or as “limited development areas”; (ii) areas subject to CRZ regulations;
- iii. Current land utilization (and land use) and future zoning proposals including (i) assessment of the use of the Lake and its periphery; (ii) assessment of potential land availability, either land

already vested in the Government, land where acquisition is expected to be easy; and potential land expected to be available in the market for purchase.

- iv. Zoning and tourism development idea details (as appropriate at a scale of 1:50,000) of for all identified “potential tourism promotion areas”. Zoning details of the “potential tourism promotion areas” will include sub-zoning for (i) large scale tourism including high-end, high-revenue tourism; (ii) ecotourism; (iii) community-based tourism, such as home-stay; (iv) heritage tourism based on built heritage and archaeological remains; (v) cultural tourism based on pilgrimage, local music, dance, craft or any other art form, and (v) combinations of two or more of the above.
- v. Public infrastructure plan proposals in support of the Zoning proposals including the following:
 - a. Transportation facilities and infrastructure including improvements that will be needed for (i) regional arterial roads and feeder roads; (ii) railway stations and connecting spaces; (iii) jetties; (iv) urban transport infrastructure;
 - b. Associated support infrastructure including water supply; sanitation, solid waste management;
 - c. Tourism facilities – information centers; health facilities; emergency and evacuation facilities; public safety program and facilities;
 - d. Any other bulk services;
- vi. Development control suggestions (appropriate at a scale of 1:50,000) in support of regional zoning, if any. This may include proposals for built form (such as façade control for specific areas), restrictions for skyline and views; proposals for creation/conservation of landmarks, etc.
- vii. Estimate of investment need limited to block cost estimates but separate for (i) private investment for all identified “potential tourism promotion areas” and (ii) public investment. Estimate of public investment must again be disaggregated for the following:
 - a. Common investments for (AA1) regional arterial roads and feeder roads; (AA2) railway stations and connecting spaces; (AA3) jetties; (AA4) urban transport infrastructure; (AA5) any other transport infrastructure; (AB1) water supply; (AB2) sanitation and sewerage, (AB3) solid waste management; (AB4) any other pollution control and management activity; (AC1) information centers and facilities; (AC2) health facilities; (AC4) emergency, rescue and evacuation facilities; (AC5) public safety program and facilities (AD1) any other bulk services;
 - b. Additional specific investments for attracting private investments in “potential tourism promotion areas” identified for implementation with private investment for large scale tourism including elite and high-revenue tourism towards (B1) infrastructure; (B2) other special activities;
 - c. Additional specific investments for attracting private investments in “potential tourism promotion areas” identified to be entirely managed by local communities towards (C1) infrastructure; (C2) other special activities;
 - d. Institutional development including that of the coordinating agencies, collaboration among government departments, or the regulators towards (D1) institutional facilities and logistics, and (D2) human resources.
- viii. Evaluation of financing options (including identification of potential for development of certain components and/or areas with private sector participation), and finalization of tourism development strategy and financing mix;

- ix. Phasing and implementation accountability for various components including monitoring compliance to applicable regulations;
 - x. Monitoring, evaluation and schedule for updating the plan itself.
22. Consultants will submit a Draft Report on the Outline Regional Tourism Plan covering all the above. However, note that the draft plan will be finalized only after completion of Part B of the services (described below) such that lessons learnt during completion of Part B could be incorporated while finalizing the Outline Regional Tourism Plan.
23. **Part B - Preparation of the Project Profiles for Tourism Investment Opportunities**
24. Selection of candidate priority areas: Consultants will prepare a brief on all the “potential tourism promotion areas” for large scale tourism identified as part of the Outline Regional Tourism Plan, indicating the relative strengths and uncertainties of these sites, and conceptual ideas about the scope of development in these areas. Based on an agreement among the Consultants, the CDA, the OTDC, the Tourism Department and the SPMU, a maximum number of 10 sites/areas will be prioritized. All further work described below will be for these selected (up to 10) priority areas. It is expected that each site/area will be small and finite (say about 10-50 square km).
25. Delineation of study area at and around the priority sites.
26. Additional surveys required for each of the priority sites:
27. Project Profiles for Tourism Investment Opportunities: These should be prepared, **separate for each of the (maximum 10) priority sites**, in ways that can be readily presented to interested private sector investors, and should address the usual questions and concerns the potential investors may have. Specifically, each such Project profile should include:
- i. Overall Brief on the attractiveness of the Area with regard to (i) linkage to the Outline Regional Tourism Plan and accessible tourism attractions; (ii) potential opportunities to develop high-end tourism including ecotourism, adventure tourism, sports tourism, educational tourism, pilgrimage, cultural and heritage tourism products; (iii) current and estimates for future tourist profiles and numbers; (iv) overall legal and regulatory requirements including applicable environmental regulations; (v) land availability; and (vi) SWOT analysis; (v) overall vision; (vi) special concession from the Government, if any (such as exclusive rights of access to parts of the tourist attractions).
 - ii. Conceptual Area Development Plan: For each site, with details appropriate for an usual site plan of 1:5000 scale, the Conceptual Area Development Plan should include the following:
 - a) Area layout indicating zoning for environmental conservation, protected area management, and areas of no-development and no-use;
 - b) Area layout indicating zoning for tourism and recreational areas, and access to identified tourist attractions;
 - c) Area layout indicating zoning for tourism and recreational areas, and access to identified tourist attractions;
 - d) Site layouts (for parts of the area proposed to be developed through PPP investment) indicating recommended proposals for hotels and hospitality facilities, waterfront facilities, associated facilities and amenities (such as information centers and facilities; health facilities; emergency, rescue and evacuation facilities; public safety facilities; and any other bulk services)
 - e) Area layout indicating allied infrastructure components (current and proposed) including residential and commercial development; roads, jetties, circulation; accessibility and connectivity, landscaped and open areas, water supply, wastewater management, solid waste management, and power supply. The area layout also

should clearly distinguish whether the proposed improvement or augmentation of infrastructure will be undertaken by public financing or through PPP investment.

- f) Three dimensional graphic or conceptual sketches to explain all the above (both at the area level and the site level).
- iii. Standards and Conditions to be Complied and Promoted: A statement on the performance requirements with regard to (i) public safety norms and regulations; (ii) building safety norms and regulations; (iii) environmental standards and regulations; (v) any other applicable norms and standards.
- iv. Community Partnership Requirements, if any: Clear description of (i) the recommended share of ownership among the communities, private investors and the government; (ii) the recommended revenue sharing model if any; (iii) norms, if any, for local employment generation including jobs that should be reserved for local community members and the associated training needs; (iv) any other recommendation with regard to safeguarding interest of the local communities or for promoting enhanced employment opportunities of the local communities that will have an impact on the private sector investor.
- v. Estimation of investment needs including (i) block cost estimates for components expected to be developed by PPP investment; (ii) block estimates for infrastructure components to be financed by the State; (iii) any other investment that may be needed by the PPP investor.
- vi. Phasing proposals in the form of a development strategy that should respond to the site potential, the tourism market as well as the needs of the local community. The possible phasing proposals should include, consistent with the vision statement, description of the consequent changes in the Area Layout and Site Layouts; and estimate of investment needs for each phase.
- vii. Financial Analysis: This should include (a) a projection of income and expenses (with revenue models where applicable) an estimate of development cost, prior to ultimately determining the financial feasibility of the varied recommended component; (b) assessment and evaluation of different financing options (including potential for development of certain components with private sector participation); (c) based on the above, the final development strategy including financing mix and a financial plan. Financial analysis should include the different phasing proposals, and should summarize potential advantages and disadvantages of each phasing proposal.
- viii. An Implementation Roadmap covering the following: (a) institutional arrangements including need for creation of a Special Purpose Vehicle for steering implementation, if any; (b) an action plan identifying activities, their sequencing, timeline and institutional accountability; (c) phasing and implementation accountability for various components.
- ix. A Marketing Strategy covering the following:
 - a) Project strategy and implementation structure (including options for private sector participation), size, and quality
 - b) Product strategy and defining target audience;
 - c) Channel strategy to reach and attract tourists/visitors;
 - d) Recommendation for potential strategic tie-ups with relevant entities to tap operational benefits;
 - e) Any special concession required from State Government for attracting private sector participation.

28. Note that the Outline Regional Tourism Plan will be finalized based on learning from the preparation and acceptance of the Project profiles.

29. Overall for Part A and Part B: For all the above services, Consultants shall provide all required resources and personnel. Confidentiality: All data and information received from CDA, Tourism Department, OTDC, SPMU, and other Government Agencies, World Bank Group for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All conclusions and recommendations are for consideration of the Government of Odisha and the World Bank Group only. All intellectual property rights arising from the execution of these Terms of Reference are assigned to the Government of Odisha. The contents of written materials obtained, used and prepared under this assignment may not be disclosed to any third parties without the expressed advance written authorization of the Government of Odisha and the World Bank Group.

Data, services and facilities to be provided by the client:

30. The SPMU (in collaboration with the CDA, the OTDC and the Tourism Department and other relevant government departments) would provide all available data and information that would be relevant to this current assignment. Note that Consultants will be responsible for any needed translation of documents and processing of data.
31. The CDA, and/or the SPMU will also provide all necessary and reasonable support to Consultant in collecting secondary data, such as issuing authorization letters.
32. The Tourism Department and CDA will designate an officer each to act as the main liaison officers and participate in the assignment. The CDA, the OTDC and the Tourism Department and/or the SPMU will help Consultants to identify contacts and stakeholders in the project area and facilitate consultation with them, if required.
33. The CDA, OTDC and the SPMU will provide meeting spaces if available for meetings with local community stakeholders; or for will provide spaces for workshops and meetings, when and if required, at appropriate places in Odisha including at Bhubaneswar. Consultants are advised not to include costs of local community stakeholder meetings in their financial proposal.
34. The SPMU may depute a team of professionals (client's organization professionals) to work with Consultants' team, within the overall administrative control of the Consultants' Team Leader.
35. No other support or facilities will be provided by the Clients. Consultants will be responsible for all transport, accommodation, office spaces of their team in all appropriate places in Odisha, and for all travel from and to the work sites, and for all travel to Bhubaneswar or any other place in Odisha from the sites every calendar quarter to take part in progress review meetings. Consultants shall include all such costs in their financial proposal.

Composition of Review Committee to Monitor Consultants' Work

36. Consultants will regularly interact with the officials of the CDA, OTDC and the SPMU, and the representatives of the local self government at different stages, as required and appropriate. For all other services under this contract, SPMU will nominate a Review Committee of a composition as decided by the State Government, who shall monitor the Consultants' work; and would be responsible for making available the data and information as applicable, conveying approvals and also deal with the problems if any faced by the Consultant in executing their contractual obligations.

Outputs and Deliverables, Schedule of Delivery and Payment

37. Note that payments for the implementation support services will be based on actual time invested. All payments will be linked to successful delivery of services and outputs. The outputs to be delivered by the Consultants include, inter alia, the following:

Deliverables	Time (from the Date of Start)	Payment Terms
Inception Report including an appraisal of relevant literature, plans, large private sector projects and government projects/programs	4 weeks	20% of the Contracted Amount
Report on Baseline Analysis	9 weeks	10% of the Contracted Amount
Draft Report: Outline Regional Tourism Plan	12 weeks	10% of the Contracted Amount
Brief Report on all "potential tourism promotion areas" identified in the Draft Outline Regional Tourism Plan for large scale tourism	12 weeks	5% of the Contracted Amount
Draft Project profiles for all priority areas (including draft area plans)	16 weeks	10% of the Contracted Amount
Final Area Plan for all priority areas with revised Financial Analysis (to be part of the Final Project Profiles)	18 weeks	10% of the Contracted Amount
Final Project profiles for all priority areas	20 weeks	20% of the Contracted Amount
Final Report: Outline Regional Tourism Plan	20 weeks	15% of the Contracted Amount

38. **Consultants' Inputs and Qualifications of Key Personnel:** Consultant will provide a team of experts with adequate skill sets, qualification, expertise and commitment necessary to accomplish the objectives of this assignment. Following is an indicative list of key positions, required qualifications and experience. Consultants are expected to include in their proposal all additional expertise and support staff that will be needed.

Key Professionals	Experience	Estimated Input (week)
Team Leader: Tourism Strategy & Investment Specialist	Master's degree in a relevant discipline. At least 15 years of relevant working experience in tourism development project. Experience of working in at least 2 assignments where financial closure was achieved for PPP investment. Experience of working on relevant project in India is desirable. Experience of working in developed countries required.	5
Co-Team Leader: Regional Planner	Bachelor's degree in Architecture and master's degree in Regional Planning with at least 8 years of experience of which 5 will be in leading teams on design and implementation on large site development and urban/regional planning projects.	5
Environmental Planner	Postgraduate in Environmental Planning or equivalent. At least 8 years of experience, of which at least 5 years in environmental conservation projects or	3

Key Professionals	Experience	Estimated Input (week)
	protected area management projects.	
Ecotourism Specialist	Post Graduate with at least 5 years of experience in working on ecotourism projects. Working experience in implementation of at least one community-based ecotourism project will be desirable.	2
Tourism Analyst (Branding & Marketing)	Post Graduate with at least 5 years of experience of working in tourism projects in developed countries, of which at least two years (and at least 4 assignments) on branding and marketing tourism products.	2
Tourism Analyst (Product Development)	Post Graduate with at least 5 years of experience of working in tourism projects, of which at least two years (and at least 2 assignments) on PPP projects for tourism.	2
Architects (2)	Bachelor's degree in Architecture and masters in urban design or urban planning with at least 5 years of experience in architectural design and urban/site planning projects.	6 (2x3)
Community Development Specialist	Post Graduate with at least 8 years of experience of working in community development projects. Experience of working in either tourism or heritage conservation projects is desirable.	3
Biodiversity Specialist	Postgraduate in Environmental Science or equivalent. At least 8 years of experience, of which at least 5 years in environmental conservation projects or protected area management.	2
Financial Analyst	Postgraduate in Financial Analysis or equivalent. At least 8 years of experience, of which at least 3 years in PPP projects (at least 2 PPP projects that reached financial closure). Experience in at least 2 tourism projects desirable.	2
Support Personnel	As required and relevant (to be proposed by the Consultant)	As required
Total Key Personnel (Support Personnel to be indicated by Consultant's Proposal)		34