

Project Administration Manual

Project Number: 40648
Loan Number: {LXXXX}
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India: Infrastructure Development Investment
Program for Tourism – Tranche 3

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Project Administration Manual Purpose and Process

The project administration manual (PAM) describes the essential administrative and management requirements to implement the project on time, within budget, and in accordance with Government and Asian Development Bank (ADB) policies and procedures. The PAM should include references to all available templates and instructions either through appropriate linkages or directly incorporated in the PAM.

The Department of Tourism and Civil Aviation (DOTCA) of the Government of Himachal Pradesh, Department of Tourism (DOT) of the Government of Punjab, and Department of Tourism (DOT) of the Government of Uttarakhand are wholly responsible for the implementation of ADB financed projects, as agreed jointly between the borrower and ADB, and in accordance with Government and ADB's policies and procedures. ADB staff is responsible to support implementation including compliance by the relevant executing agencies of their obligations and responsibilities for project implementation in accordance with ADB's policies and procedures.

At Loan Negotiations the Borrower and ADB agreed to the PAM and ensured consistency with the Loan Agreement. Such agreement is reflected in the minutes of the Loan Negotiations. In the event of any discrepancy or contradiction between the PAM and the Loan Agreement, the provisions of the Loan Agreement shall prevail.

After ADB Management approval of the project's report, changes in implementation arrangements are subject to agreement and approval pursuant to relevant Government and ADB administrative procedures (including the Project Administration Instructions) and upon such approval they will be subsequently incorporated in the PAM.

Abbreviations

ADB	=	Asian Development Bank
ADF	=	Asian Development Fund
AFS	=	audited financial statements
CAAA	=	Controller of Aid Accounts and Audit
CQS	=	consultant qualification selection
DMF	=	design and monitoring framework
DSC	=	design and supervision consultants
EARF	=	environmental assessment and review framework
EIA	=	environmental impact assessment
EMP	=	environmental management plan
ESMS	=	environmental and social management system
GAAP	=	governance and anticorruption action plan
GDP	=	gross domestic product
ICB	=	international competitive bidding
IEE	=	initial environmental examination
IFB	=	invitation for bids
IPP	=	indigenous peoples plan
IPPF	=	indigenous peoples planning framework
LAR	=	land acquisition and resettlement
LIBOR	=	London interbank offered rate
NCB	=	national competitive bidding
NGOs	=	nongovernment organizations
PAI	=	project administration instructions
PAM	=	project administration manual
PIU	=	project implementation unit
QBS	=	quality-based selection
QCBS	=	quality- and cost-based selection
RRP	=	report and recommendation of the President to the Board
SBD	=	standard bidding documents
SOE	=	statement of expenditure
SPS	=	Safeguard Policy Statement
SPRSS	=	summary poverty reduction and social strategy
TOR	=	terms of reference

I. PROJECT DESCRIPTION

A. Summarize the project's rationale, location and beneficiaries.

1. The proposed project targets enhanced economic growth and provision of livelihood opportunities for local communities through tourism infrastructure development with a focus on preservation and development of natural and cultural heritage and incidental services. The proposed project is provided to support the states of Himachal Pradesh, Punjab, and Uttarakhand to develop the tourism sector as a key driver for economic growth.

B. Impact and Outcome

2. The impact of Tranche 3 will be an increased volume of domestic and international tourists to Himachal Pradesh, Uttarakhand, and Punjab, which will be measured by the state's tourism statistics unit in the Department of Tourism. The outcome will be enhanced tourism environments in these three states. The outcome will be measured by the number of skilled workers employed for tourism related activities, and the increased volume of tourists visiting the tourist destinations to be improved under this project. A Design and Monitoring Framework for Tranche 3 is in Appendix 2.

C. Outputs

Himachal Pradesh

- **Output 1: Enhanced quality of natural and cultural attractions.** Tranche 3 will support the following in eight tourist clusters inclusive of management-plan based investments: (i) conservation of 11 heritage structures (temples, sacred ponds, churches, ghats)¹ in ten towns (Bilaspur, Chamba, Jawalaji, Mcleodganj, Masroor, Kangra, Mandi, Haroli, Shimla, Rampur)² to professionally accepted standards; (ii) development of four centers for traditional arts and crafts in four towns (Mcleodganj, Manali, Haroli, Nagrota Bagwan), and a tourism cultural center in Shimla; (iii) upgrading one eco-park in Shimla; and (iv) development of one eco-tourism boating facility (Pong Dam).
- **Output 2: Greater participation by local communities in tourism-related economic and livelihood activities.** Community-based outputs are as follows: (i) at least six community-based societies in five districts (Shimla, Solan, Kulu, Kangra, Chamba) will be made operational in the management of natural and cultural heritage sites with equal representation of women; (ii) at least 500 persons employed in tourism support activities at attractions supported under the project (M-350/F-150). Output 2 will be supported by the recruitment of three community-based tourism nongovernmental organizations (NGOs), and capacity building activities to develop micro-enterprises and product marketing under Output 5.
- **Output 3: Improved basic urban infrastructure and incidental services at tourist destinations and gateways.** Tranche 3 will support improvement of basic tourist facilities and amenities in four tourist attractions (Mandi, Dharamshala, Jawalaji,

¹ The heritage structures for restoration are either legally protected under an Act or recognized as a significant heritage structure under the State's tourism master plan.

² Sites in Chambar and Mandi will be conserved for the purpose of adaptive reuse as multi-purpose hall and arts and crafts center, respectively.

Chamba) by constructing male and female (M/F) toilets, drinking water facilities, solid waste management, drainage, parking, street lighting, street furniture, and signage³.

- **Output 4: Improved connectivity to tourist attractions.** Tranche 3 will support improvements to approximately 12 kilometers (km) of existing approach roads for last-mile connectivity at tourist destinations and attractions in Shimla and Mcleodganj.
- **Output 5: Strengthened capacity of sector agencies and local communities for planning, development, management and marketing of tourist destinations and attractions and promoting private sector participation and small businesses.** Tranche 3 will support (i) operational cost of the PMU and the PIUs; (ii) one PMC and two DSCs; (iii) 1,000 community members trained in tourism-related skills (e.g., guides, crafts, recreational activities, etc.) (M-500/F-500); (iv) gender-sensitive marketing materials (print and electronic), guidebooks and brochures on tourist destinations developed and disseminated; (v) two tourism management plans (Shimla and Jawalaji); (vi) two mobility plans (Dharamshala/Mcleodganj, and Mandi); (vii) one state-wide heritage management plan; and (viii) outsourcing of operation and management of six facilities (craft centers, cultural centers, eco-tourism boating, and parking) in Manali, Nagrota, Haroli, Mcleodganj, and Shimla to the private sector.

Uttarakhand

- **Output 1: Enhanced quality of natural and cultural attractions.** Tranche 3 will support the conservation of 14 heritage structures (forts, temples churches, sacred ponds)⁴ and their surrounding areas in six towns (Nainital, Almora, Pithoragarh, Champawat, Jageshwar, Tungnath)⁵ to professionally accepted standards in seven tourist clusters inclusive of management-plan based investments.
- **Output 2: Greater participation by local communities in tourism-related economic and livelihood activities.** Community-based outputs are as follows: (i) at least 20 community-based societies in nine districts (Dehradun, Uttarkashi, Chamoli, Rudraprayag, Pauri, Tehri, Pithoragarh, Almora, Nainital) will be made operational in the management of natural and cultural heritage sites with equal representation of women; (ii) at least 500 persons employed in tourism support activities at attractions supported under the project (M-350/F-150). Output 2 will be supported by the recruitment of two community-based tourism NGOs, and capacity building activities to develop micro-enterprises and product marketing under Output 5.
- **Output 3: Improved basic urban infrastructure and incidental services at tourist destinations and gateways.** Tranche 3 will support improvement of (i) basic tourist facilities and amenities in two tourist sites (Sem Mukhem, Kartikeya Swami) and 20 rural villages supporting homestays⁶ by constructing male and female (M/F) toilets, drinking water facilities, solid waste management, drainage, parking, street lighting, street furniture, interpretation facilities, signage; and (ii) provide solar power facilities at 64 tourist rest houses.
- **Output 4: Improved connectivity to tourist attractions.** Tranche 3 will support improvements made to approximately (i) 11.3 km of existing approach road and pedestrian walkway at Haridwar pilgrim route; (ii) 42.5 km of existing trekking trails in five

³ Infrastructure in Output 3 to incorporate disability-friendly designs (ramps, tactile surfaces, etc.) where relevant.

⁴ The heritage structures for conservation are either legally protected under an Act or recognized by the State as a significant heritage structure with tourism value.

⁵ The four buildings are planned for adaptive reuse (Almora Fort, Champawat Fort, Pithoragarh Fort, Nainital) as museums, interpretation centers, information kiosks, cafes, and gift shops.

⁶ This includes 11 villages in Tehri & Pauri Districts: Rajakhet, Bhengi Kutha Tipri, Nagni, Utthar, Saneh, Kanvashram, Bakhordi-Kirtikhal, Khirsu; and 9 villages Rudraprayag, Chamoli, & Uttarkashi Districts: Tungnath, Kabiltha, Phalasi, Durgadhar, Dunda, Harshil, Kanakchori, Niti, Lata.

natural areas (Nainital, Tungnath, Jageshwar, Sem Mukhem, Kartikeya Swami); and (iii) development of 1.5 km pedestrian walkway around Nainital Lake.⁷

- **Output 5: Strengthened capacity of sector agencies and local communities for planning, development, management and marketing of tourist destinations and attractions and promoting private sector participation and small businesses.** Tranche 3 will support (i) operational cost of the PMU and the PIUs; (ii) one PMC and three DSCs; (iii) 400 community members trained in tourism-related skills (e.g., guides, crafts, recreational activities, etc.) (M-200/F-200); (iv) gender-sensitive marketing materials (print and electronic), guidebooks/brochures/posters, etc. on tourist destinations developed and disseminated; (v) one events management plan at Haridwar pilgrim route; (vi) 2 mobility plans at Nainital and Mussoorie; (vii) 1 updated state Tourism Policy; (viii) development of state-wide tourist inflow management system; (ix) outsourcing of operation and management of at least 7 facilities (including parking, biking, guest houses, tourist inflow management system, adaptive reuse of forts) to the private sector.

Punjab

- **Output 1: Enhanced quality of natural and cultural attractions.** Tranche 3 will support the following in five tourist clusters inclusive of management-plan/master-plan based investments: (i) conservation of 33 heritage structures (mosques, temples, forts, palaces, gates, gardens, cemeteries, pillars)⁸ in six districts (Patiala, Sri Fatehgarh, Sahib, Amritsar, Kapurthala, Tarn Taran, Gurdaspur)⁹ to professionally accepted standards; (ii) development of one new heritage walk in Patiala; (iii) three cultural craft resource centers (Patiala, Chandigarh, Sangrur); and (iv) development of 10 bird watch towers in two natural areas (Ropar, Harike wetlands).
- **Output 2: Greater participation by local communities in tourism-related economic and livelihood activities.** Community-based outputs are as follows: (i) at least four community-based societies in four districts (Patiala, Ropar, Gurdaspur, Amritsar) will be made operational in the management of natural and cultural heritage sites with equal representation of women; (ii) at least 800 persons employed in tourism support activities at attractions supported under the project (M-550/F-250). Output 2 will be supported by the recruitment of one community-based tourism NGO, and capacity building activities to develop micro-enterprises and product marketing under Output 5.
- **Output 3: Improved basic urban infrastructure and incidental services at tourist destinations and gateways.** Tranche 3 will support improvement of basic tourist facilities and amenities in four tourist attractions (Amritsar, Kapurthala, Chhatbir Zoo, Sikh heritage route) and four rural villages (Bahadurpur, Tibba Taparian, Ranjitpura, Katli) supporting homestays by constructing male and female (M/F) toilets, drinking water facilities, solid waste management, drainage, parking, street lighting, street furniture, interpretation facilities, and signage.
- **Output 4: Improved connectivity to tourist attractions.** Tranche 3 will support improvements made to approximately (i) 20.0 km of existing approach road, and (ii) 9.0 km of existing trekking trails in two natural areas (Harike and Ropar wetlands).
- **Output 5: Strengthened capacity of sector agencies and local communities for planning, development, management and marketing of tourist destinations and attractions and promoting private sector participation and small businesses.** Tranche 3 will support (i) operational cost of the PMU and the PIUs; (ii) one PMC and

⁷ Connectivity improvements in Output 4 will incorporate road safety measures at tourists locations where relevant.

⁸ The heritage structures for conservation are either legally protected under an Act or under process of protection.

⁹ There are 6 sites proposed for adaptive reuse (e.g., hotel, museum, food court, library, souvenir shops).

one DSC; (iii) 3,000 community members trained in tourism-related skills (e.g., guides, crafts, recreational activities, etc.) (M-2,100/F-900); (iv) gender-sensitive marketing materials (print and electronic), guidebooks/brochures/posters, etc. on tourist destinations developed and disseminated; (v) three tourist destination management plans (Patiala, Kapurthala, natural heritage), and one site management plan for Gobindgarh Fort inclusive of operation and maintenance (O&M) and business strategy; (vi) two guidelines for conservation of heritage buildings and promoting public-private partnership in tourism; and (vii) outsourcing of operation and management of at least three facilities (Town Hall in Amritsar, Gol Kothi in Kapurthala, Nabha Fort in District Patiala) to the private sector.

II. IMPLEMENTATION PLANS

A. Project Readiness Activities of Three States

Indicative Activities	Months' 2014-2015						Responsible party
	Sep	Oct	Nov	Dec	Jan	Feb	
Due Diligence of DPRs	=====						ADB
Preparation of DPRs	=====						IAS, EAs
ADB approval of advanced contracting & retroactive financing			=====				ADB
Advance contracting actions			=====	=====	=====		IAS, EAs
Consultant firm selection process (extension)		=====	=====				EAs
Retroactive financing actions			=====	=====	=====		EAs
Establish project implementation arrangements (completed)		=====	=====				EAs
Loan Negotiations			=====				ADB, GOI
ADB Management approval				=====	=====		ADB
Loan signing						=====	GOI, ADB
Government legal opinion provided						=====	GOI, States
Government budget inclusion		=====	=====				GOI, States
Loan effectiveness						=====	GOI, ADB

DEA Readiness Checklist (as of Fact Finding Mission)

Sl. No	Milestones	Action Points	Responsible Agency	Action taken
1	Before loan fact finding mission of ADB	1.1 PPTA, if any, is substantially completed	ADB/EA	Completed.
		1.2 Feasibility study report and preliminary design completed	EA	Completed.
2	Before loan appraisal mission of ADB (completed)	2.1 Concurrence of the Line Ministry/Competent Authority	Line Ministry/DEA	Completed.
		2.2 Approval under FRBM Act from Dept of Expenditure	DEA	Completed.

Sl. No	Milestones	Action Points	Responsible Agency	Action taken
		2.3 Approval for Govt of India guarantee by budget division, if required	DEA	
		2.4 Commitment to provide counterpart funds	EA	Counterpart funds committed.
		2.5 Budgeting for at least 30% of land acquisition and resettlement requirements completed, if any.	EA	Sufficient budget is provisioned for land acquisition and resettlement.
		2.6 Designation of PMU/PIUs staff completed and core staff for the project assigned	EA	PMU / PIU established under the Tranches 1 and 2.
		2.7 Procurement plan for the project detailing contract packages, modes of procurement, pre-requisites for awarding the contracts, approval flow chart, decision making structure and schedule for each contract be in place	ADB/EA	Procurement plan for the Tranche 3 prepared and procedures follow the previous tranche
		2.8 ToR for all consultancy contracts including Project Management Consultants, shortlist of consultants/consulting firms and documents for prequalification of contracts are prepared approved / reviewed by ADB	ADB/EA	Consultants fielded under previous tranches will remain for next tranche. Standard bid documents for works reviewed by ADB.
		2.9 EMP for the first two years of project implementation be finalized. Complete IEE/EIA and secure ADB approval.	ADB/EA	All IEEs including EMP submitted to ADB.
		2.10 Relief & Resettlement Plan for the first two years of the project implementation should be finalized and confirmation regarding R&R activities are aligned with the Procurement Plan be conveyed.	ADB/EA	RP submitted to ADB (Himachal Pradesh and Uttarakhand)
3	Before Loan Negotiations	3.1 Bidding documents for all contracts, including criteria for consultant requirement and procurement, to be awarded during first 12 months of project implementation should be prepared, approved and issued. Issue of RFP for consultants and calling of bids for civil works	ADB/EA	Consultants recruited under previous tranches continue. Bid documents for 30% works and goods packages being finalized and will be issued in early November 2014.
		3.2 Project Implementation Plan / Administration Manual / Memorandum covering scope, organization and its ToR, procurement, budgeting, disbursement, reporting and auditing arrangement be finalized.	ADB/EA	Implementation plan and procedures follows those established under the previous tranche.

Sl. No	Milestones	Action Points	Responsible Agency	Action taken
		3.3 At least 50% of land acquisition (if required) to be completed.	EA	No land acquisition
		3.4 Establish (a) financial management system, (b) auditing arrangement, (c) fund flow arrangement, and (d) system of oversight	ADB/EA	Procedures established under the previous tranche to be followed.
		3.5 All Statutory clearances like environmental / forest clearances to be in place	EA	To be obtained, if any.
		3.6 Administrative clearances for temporary use of land i.e., right of way taken	EA	To be obtained, if any.
		3.7 Administrative approval for shifting of utilities taken	EA	To be obtained, if any.
		3.8 At least 30% of the tendering work should be completed for awarding	EA	Contract packages (30%) issued in early November 2014, and awarded in March 2015.
		3.9 Provision of budget for project implementation in first financial year	EA	To be secured.
4	Before loan signing	4.1 Award of contracts for consultancy services to be completed and at least 30% contracts for civil works to be awarded within a month after loan signing	EA	Same consultants recruited under the Tranches 1 and 2 to continue. Packages (30%) will be awarded in early 2015.
5	Before loan effectiveness	5.1 Dedicated PIUs to be established, if need be.	EA	PIUs established under the previous tranche.
		5.2 Legal opinions taken	DEA/EA	To be obtained.

ADB = Asian Development Bank; DEA = Department of Economic Affairs; EA = executing agency; EIA = environmental impact assessment; EMP = environmental management plan; FRBM = fiscal responsibility and budget management; IEE = initial environmental assessment; PIU = project implementation unit; PMU = project management unit; PPTA = project preparatory technical assistance; RFP = request for proposal; RP = resettlement plan; TOR = terms of reference.

[illegible]

[illegible]

[illegible]

III. PROJECT MANAGEMENT ARRANGEMENTS

A. Project Implementation Organizations – Roles and Responsibilities

Implementation Organization	Management Roles and Responsibilities
<ul style="list-style-type: none"> • Executing agency 1 • Executing agency 2 • Executing agency 3 	<p>Government of Himachal Pradesh through Department of Tourism and Civil Aviation (DOTCA)</p> <p>Government of Punjab through Department of Tourism (DOT)</p> <p>Government of Uttarakhand through Department of Tourism (DOT)</p> <ul style="list-style-type: none"> ➤ assume overall responsibility for the execution of the MFF and reporting; ➤ engage adequate permanent or fixed-term staff to implement the MFF; ➤ setup a state-level project management unit and project implementation units; ➤ provide overall strategic guidance on technical supervision and project execution; and ➤ ensure overall compliance with the loan covenants.
<ul style="list-style-type: none"> • Implementing agency 1 • Implementing agency 2 • Implementing agency 3 	<p>Himachal Pradesh Tourism Development Board (HPTDB)</p> <p>Punjab Heritage and Tourism Promotion Board (PHTPB)</p> <p>Uttarakhand Tourism Development Board (UTDB)</p> <ul style="list-style-type: none"> ➤ project planning and budgeting; ➤ day-to-day assistance, supervision and guidance for the project implementation units and their consultants; ➤ review subprojects for due diligence requirements and approve subproject proposals; ➤ bidding, evaluation and contract award; ➤ managing and disbursing funds; ➤ review compliance with loan covenants, contract specifications, work plans and quality control; ➤ consolidate and submit progress reports, finance and accounting / audit reports, and matters requiring higher-level decision to state-level empowered committee (SLEC) and ADB.
<ul style="list-style-type: none"> • ADB 	<ul style="list-style-type: none"> ➤ loan processing activities and signing of loan agreement; ➤ recruitment of implementation capacity development consultant; ➤ procurement supervision; ➤ disbursement; ➤ project administration reviews and missions; ➤ reviewing compliance with loan covenants; ➤ change in project scope or implementation arrangements; and ➤ reallocation of loan proceeds.
<ul style="list-style-type: none"> • SLEC 	<p>SLEC of the 3 States shall:</p> <ul style="list-style-type: none"> ➤ act as a policy making body; ➤ provide overall advice and guidance to the state's EA and PMU; and ➤ accord all approvals under the MFF.

B. Key Persons Involved in Implementation

Executing Agency

Department of Tourism & Civil Aviation, Government of Himachal Pradesh

Officer's Name: Mr. V.C. Pharka
 Position: Additional Chief Secretary to Government
 Telephone: +91-94180-89118
 Email address: tourismmain-hp@nic.in

Department of Tourism, Government of Uttarakhand	Office Address:	Ellerslie Himachal Pradesh Secretariat Shimla 2 — 171002 (HP)
	Officer's Name:	Dr. Umakant Panwar
	Position:	Secretary to Government
	Telephone:	+91-135-2711227
	Email address:	
Department of Tourism, Cultural Affairs, Archives, Archaeology and Museum, Government of Punjab	Office Address:	Department of Tourism, Secretariat Government of Uttarakhand 4, Subhash Road Dehradun — 248001
	Officer's Name:	Mrs. Anjali Bhawra
	Position:	Principal Secretary to Government
	Telephone:	0172-2742-680
	Email address:	pstca@gmail.com
ADB Urban Development and Water Division, South Asia Department	Office Address:	Room No 314, Mini Secretariat Sector 9 Government of Punjab Chandigarh — 160009
	Staff Name:	Ms. Tatiana Gallego-Lizon
	Position:	Officer-in-Charge, SAUW
	Telephone No.:	+632-632-6858
	Email address:	tgalegolizon@adb.org
Mission Leader	Staff Name:	Ron H. Slangen
	Position:	Urban Development Specialist
	Telephone No.:	+91 11-2410 7200
	Email address:	rslangen@adb.org

C. Project Organization Structure

3. The Project management flow chart showing the reporting lines and key organizations involved in implementation are shown in three Figures 1–3.

4. **State Level Project Empowered Committees.** State-Level Empowered Committee (SLEC) have been established in Himachal Pradesh, Punjab, and Uttarakhand, chaired by each state's Chief Secretary, with Principal Secretary/Secretary of the Department of Tourism as member secretary and comprised of secretaries from relevant line departments as indicated in the Facility Administration Manual (FAM). The SLEC have been empowered to take all decisions on behalf of the State and will (i) act as a policy making body, (ii) provide overall advice and guidance to the State's executing agency and project management unit (PMU), and (iii) accord all approvals under the Project. The members of SLEC for the three states are as follows:¹⁰

- (i) For the state of Himachal Pradesh, the members will be: Chief Secretary (Chair); Principal Secretary/Secretary, Department of Tourism; Secretary, Department of Finance; Secretary, Planning Department; Secretary, Public Works Department; Secretary, Forests Department; Secretary, Environment Department; Secretary, Urban Development Department; Secretary, Town and Country Planning; Secretary, Department of Power; Secretary, Youth Services and Sports Department; Secretary, Revenue Department; Secretary, Department of Health;

¹⁰ In addition to the listed members, each State may in addition include members in the SLEC from other departments as necessary to ensure smooth implementation of the Project.

Secretary, Horticulture Department; Secretary, Excise Department; Secretary, Department of Industries; Secretary, Department of Law, Secretary, Department of Language, Arts and Culture; Secretary, Department of Transport; and Commissioner, Department of Tourism.

- (ii) For the state of Uttarakhand, the members will be: Chief Secretary (Chair); Principal Secretary/Secretary, Department of Tourism; Principal Secretary/Secretary, Department of Finance; Principal Secretary/Secretary, Planning Department; Principal Secretary/Secretary, Public Works Department; Principal Secretary/Secretary, Forests and Environment Department; Principal Secretary/Secretary, Urban Development Department; Principal Secretary/Secretary, Religious Affairs; Principal Secretary/Secretary, Department of Power; Principal Secretary/Secretary, Sports Department; Principal Secretary/Secretary, Civil Aviation; Principal Secretary/Secretary, Revenue Department; Principal Secretary/Secretary, Department of Health; Principal Secretary/Secretary, Horticulture Department; Principal Secretary/Secretary, Department of Industries; Principal Secretary/Secretary, Department of Law; Principal Secretary/Secretary, Culture; Principal Secretary/Secretary, Department of Transport; and Chief Executive Officer, UTDB.
- (iii) For the state of Punjab, the members will be: Chief Secretary (Chair); the Principal Secretary/Secretary of the Department of Tourism; the Principal Secretary/Secretary of Finance; Finance Commissioner, Department of Forests and Wildlife Preservation; Principal Secretary/Secretary, Public Works Department; Principal Secretary/Secretary, Department of Local Government; Secretary, Department of Rural Development and Panchayat; Principal Secretary/Secretary, Irrigation; Director, Department of Cultural Affairs, Archives, Archaeology and Museum; Representative, Archeological Survey of India; Principal Secretary/Secretary, Department of Fisheries; Director, Department of Tourism; and Principal Secretary/Secretary, Department of Housing and Urban Development.

5. **Executing Agencies.** The Department of Tourism and Civil Aviation (DOTCA), Government of Himachal Pradesh, the Department of Tourism (DOT), Government of Punjab, the Department of Tourism (DOT), Government of Uttarakhand will be the executing agencies of the respective states. All necessary powers to: (i) assume overall responsibility for the execution of the tranche; (ii) engage adequate permanent or fixed-term staff to implement the tranche; (iii) setup a state-level PMU and project implementation units (PIUs); (iv) provide overall strategic guidance on technical supervision and project execution; and (v) ensure overall compliance with the loan covenants, will be delegated to the respective executing agencies.

6. **Implementing Agencies.** The Himachal Pradesh Tourism Development Board (HPTDB), the Punjab Heritage and Tourism Promotion Board (PHTPB), and the Uttarakhand Tourism Development Board (UTDB) will be the implementing agencies in Himachal Pradesh, Punjab, and Uttarakhand, respectively.

7. **Project Management Units.** HPTDB, PHTPB and UTDB will each have a PMU, headed by a full-time program director (PD), and consisting of personnel drawn from relevant line departments and market. The PMU would also be supported by a team of consultants. The PMU would be the nodal agency for overall management of all program activities and will be responsible for: (i) project planning and budgeting; (ii) providing day-to-day assistance,

supervision and guidance for the project implementation units (PIUs) and their consultants; (iii) reviewing subprojects to satisfy ADB's due diligence requirements and approving subproject proposals submitted by PIUs and line departments; (iv) bidding, evaluation and contract award; (v) managing and disbursing funds; (vi) reviewing compliance with loan covenants, contract specifications, work plans and quality control; (vii) consolidating and submitting progress reports, finance and accounting/audit reports, and matters requiring higher-level decision, to the SLEC and ADB.

8. The States shall ensure that (i) specific divisions in the Project management units is staffed for financial management; (ii) transparent procedures are established for financial transactions; (iii) the PMUs follow government rules and procedures for all expense and revenue items including cash and for proper and accurate maintenance of financial records; and (iv) a Project website remains established to provide information on Project implementation including procurement.

9. **Project Implementation Units.** The implementing agencies will have PIUs for the implementation and monitoring of subprojects, comprising of personnel drawn from relevant line departments and outsourced, and each headed by a project manager. The PIUs will be responsible for: (i) prioritizing and preparing subproject proposals; (ii) providing day-to-day assistance, supervision and guidance to the design and supervision consultants; (iii) conducting detailed assessments and surveys including public consultation and input from stakeholders; (iv) preparing detailed designs, specifications, schedule of quantity, bidding documents, and related documentation; (v) implementing civil works and related activities; (vi) reporting to PMU; (vii) preparing regular progress reports for the SLEC, the executing agency and ADB through PMU; and (viii) supervising construction, conducting quality control, approving progress payments to contractors; and (ix) maintaining records and accounts on an up-to-date basis and making these available to ADB, its missions, or auditors for inspection.

Figure 1: Government of Himachal Pradesh

Organizational Chart – Infrastructure Development Sector Investment Program for Tourism

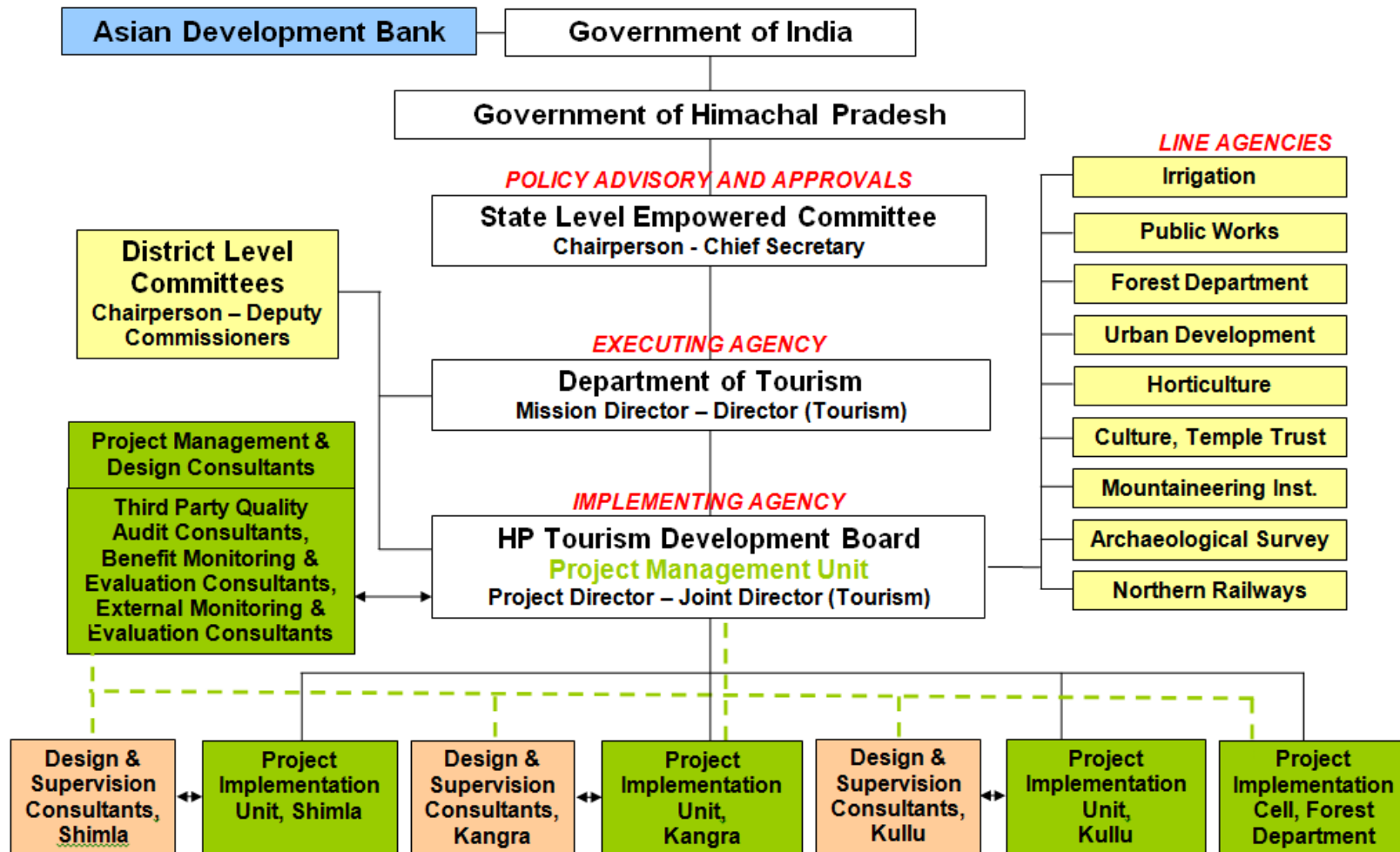


Figure 2: Organizational Chart – Infrastructure Development Sector Investment Program for Tourism

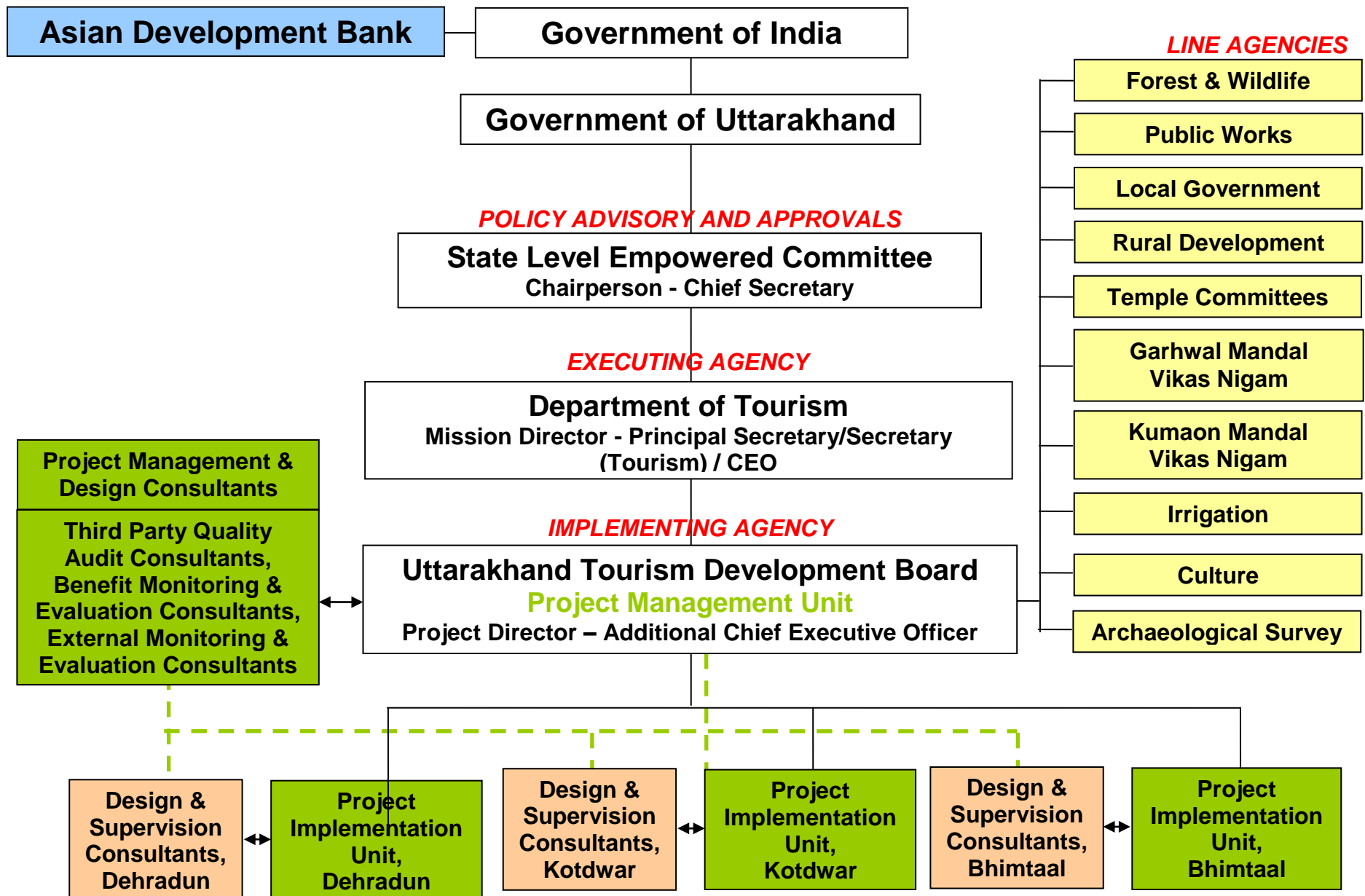
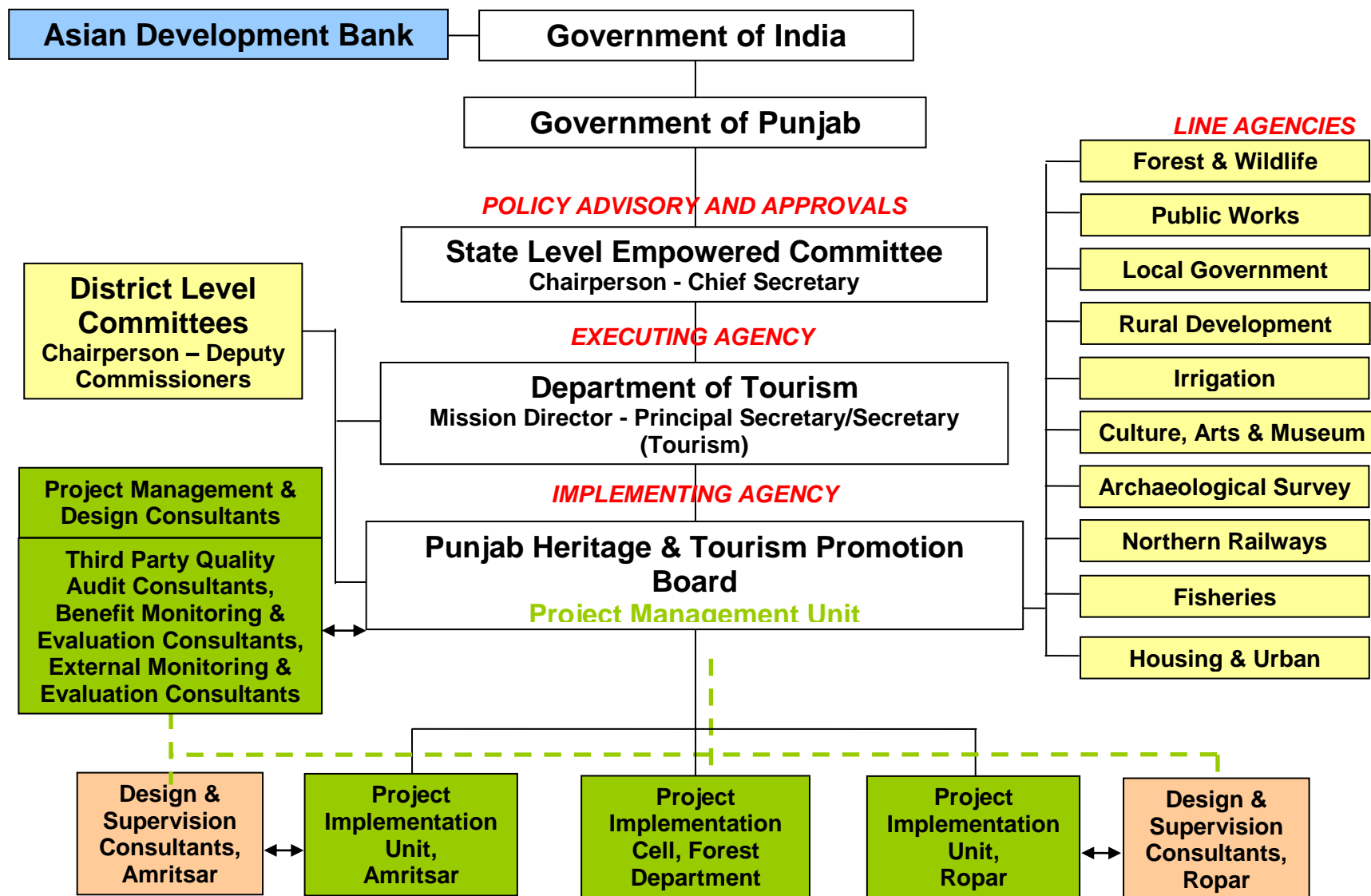


Figure 3: Organizational Chart – Infrastructure Development Sector Investment Program for Tourism



IV. COSTS AND FINANCING

10. The total project cost of Tranche 3 is estimated at \$176.45 million; the respective project cost to each of the participating states is \$62.16 million to the State of Himachal Pradesh, \$59.51 million to the State of Punjab and \$54.78 million to the State of Uttarakhand (Table 1).¹¹ The total cost includes taxes, duties, interest and commitment charges on the loan during construction.

Table 1: Project Cost Estimates – Tranche 3
(\$ million)

Item	HP	PB	UT	Total ^a
A. Base Cost^b				
1. Enhancement of natural and cultural attractions	27.64	27.07	11.83	66.54
2. Community-based activities	1.26	1.14	1.03	3.43
3. Urban infrastructure and service improvement	5.11	8.58	12.41	26.10
4. Connectivity improvement	3.50	1.84	6.30	11.64
5. Capacity development and project management	11.61	8.30	11.53	31.44
Subtotal (A)	49.13	46.92	43.09	139.14
B. Contingencies^c	9.77	9.24	8.71	27.72
C. Financing Charges During Implementation^d	3.26	3.35	2.98	9.59
Total (A+B+C)	62.16	59.51	54.78	176.45

HP= Himachal Pradesh, PB = Punjab, UT = Uttarakhand.

^a Includes taxes and duties of \$3.33 million for Himachal Pradesh, \$5.40 million for Uttarakhand and \$3.16 million for Punjab to be financed by the government in cash.

^b In mid-2014 prices. Exchange rate of \$1=Rs60.61 is applied.

^c Physical contingencies computed at 10% for civil works and equipment. Price contingencies computed at an average of 1.4% on foreign exchange costs and at an average of 6% on local currency costs; includes provision for potential exchange rate fluctuation under the assumption of a purchasing power parity exchange rate.

^d Includes interest and commitment charges.. Interest during construction for ADB loan has been computed at the 5-year forward London interbank offered rate plus 0.5% ADB's contractual spread . Commitment charges for an ADB loan are 0.15% per year to be charged on the undisbursed loan amount.

Sources: Asian Development Bank estimates.

A. Detailed Cost Estimates by Expenditure Category

11. The detailed cost estimates of Tranche 3 by expenditure category for Himachal Pradesh, Uttarakhand, and Punjab are provided below:

**Table 2: Detailed Cost Estimates by Expenditure Category
for Himachal Pradesh for Tranche 3**
(\$ millions)

Items	Gross	Net	Tax ^a
A. Investment Cost			
1 Civil works	34.44	32.43	2.01
2 Resettlement	0.01	0.01	-
3 Equipment	1.80	1.69	0.11
4 Survey, training and workshops	1.18	1.03	0.15
5 Consultants	8.70	7.63	1.07
a. Project management	2.84	2.49	0.35
b. Design and supervision	4.60	4.03	0.57

¹¹ For Himachal Pradesh and Uttarakhand, the loan will be paid on a 90:10 basis (central and state). In Punjab, the loan will be paid entirely by the State.

Items	Gross	Net	Tax ^a
c. Community based tourism	1.26	1.11	0.15
Subtotal (A)	46.13	42.79	3.33
B. Recurrent Cost			
1 PMU and PIU	1.98	1.98	-
2 Office Maintenance	1.02	1.02	-
Subtotal (B)	3.00	3.00	-
Total Base Cost	49.13	45.79	3.33
C. Contingencies			
1 Physical	3.40	3.40	-
2 Price	6.36	6.36	-
Subtotal (C)	9.77	9.77	-
D. Financing Charges during Implementation			
1 Interest during implementation	3.03	3.03	-
2 Commitment charges	0.23	0.23	-
Subtotal (D)	3.26	3.26	-
Total Project Cost (A+B+C+D)	62.16	58.83	3.33

ADB = Asian Development Bank, PIU = project implementation unit, PMU = project management unit.

^a Taxes and duties of \$3.33 million are to be financed by the government in cash.

Source: Asian Development Bank estimates.

**Table 3: Detailed Cost Estimates by Expenditure Category
for Uttarakhand for Tranche 3**
(\$ millions)

Items	Gross	Net	Tax ^a
A. Investment Cost			
1 Civil works	25.24	21.99	3.25
2 Resettlement	0.02	0.02	-
3 Equipment	8.21	7.15	1.06
4 Survey, training and workshops	0.69	0.60	0.09
5 Consultants	7.43	6.44	0.99
a. Project management	2.37	2.08	0.29
b. Design and supervision	4.04	3.47	0.57
c. Community based tourism	1.03	0.89	0.14
Subtotal (A)	41.59	36.20	5.40
B. Recurrent Cost			
1 PMU and PIU	1.30	1.30	-
2 Office Maintenance	0.20	0.20	-
Subtotal (B)	1.50	1.50	-
Total Base Cost	43.09	37.70	5.40
C. Contingencies			
1 Physical	3.61	3.61	-
2 Price	5.10	5.10	-
Subtotal (C)	8.71	8.71	-
D. Financing Charges during Implementation			
1 Interest during implementation	2.77	2.77	-
2 Commitment charges	0.20	0.20	-
Subtotal (D)	2.98	2.98	-
Total Project Cost (A+B+C+D)	54.78	49.38	5.40

ADB = Asian Development Bank, PIU = project implementation unit, PMU = project management unit.

^a Taxes and duties of \$5.40 million are to be financed by the government in cash.

Source: Asian Development Bank estimates.

**Table 4: Detailed Cost Estimates by Expenditure Category
for Punjab for Tranche 3**
(\$ millions)

Items	Gross	Net	Tax ^a
A. Investment Cost			
1 Civil works	37.48	35.12	2.37
2 Equipment	-	-	-
3 Survey, training and workshops	1.03	0.90	0.13
4 Consultants	5.26	4.60	0.66
a. Project management	2.29	2.00	0.29
b. Design and supervision	1.83	1.60	0.23
c. Community based tourism	1.14	1.00	0.14
Subtotal (A)	43.77	40.62	3.16
B. Recurrent Cost			
1 PMU and PIU	2.65	2.65	-
2 Office Maintenance	0.50	0.50	-
Subtotal (B)	3.15	3.15	-
Total Base Cost	46.92	43.76	3.16
C. Contingencies			
1 Physical	3.51	3.51	-
2 Price	5.73	5.73	-
Subtotal (C)	9.24	9.24	-
D. Financing Charges during Implementation			
1 Interest during implementation	3.14	3.14	-
2 Commitment charges	0.22	0.22	-
Subtotal (D)	3.35	3.35	-
Total Project Cost (A+B+C+D)	59.51	56.36	3.16

ADB = Asian Development Bank, PIU = project implementation unit, PMU = project management unit.

^a Taxes and duties of \$3.16 million are to be financed by the government in cash.

Source: Asian Development Bank estimates.

B. Allocation and Withdrawal of Loan Proceeds

**Table 5: Allocation and Withdrawal of Loan Proceeds
for Himachal Pradesh for Tranche 3**

Disbursement Category	Loan Amount Allocated (\$)	Disbursement Percentage
Civil work	23,446,000.0	68% of total expenditure claimed
Equipment	1,222,000.0	68% of total expenditure claimed
Consultants	7,630,000.0	88% of total expenditure claimed
Marketing, training, workshops and surveys and services	745,000.0	63% of total expenditure claimed
Incremental administration cost	3,000,000.0	100% of total expenditure, excluding taxes and duties
Unallocated	7,467,000.0	
Total	43,510,000.0	

Source: Asian Development Bank estimates.

**Table 6: Allocation and Withdrawal of Loan Proceeds
for Uttarakhand for Tranche 3**

Disbursement Category	Loan Amount Allocated (\$)	Disbursement Percentage
Civil work	16,471,000	65% of total expenditure claimed
Equipment	7,152,000	87% of total expenditure claimed
Consultants	5,668,000	76% of total expenditure claimed
Marketing, training, workshops and surveys and services	528,000	76% of total expenditure claimed
Incremental administration cost	1,320,000	88% of total expenditure, excluding taxes and duties
Unallocated	7,201,000	
Total	38,340,000	

Source: Asian Development Bank estimates.

**Table 7: Allocation and Withdrawal of Loan Proceeds
for Punjab for Tranche 3**

Disbursement Category	Loan Amount Allocated (\$)	Disbursement Percentage
Civil work	25,866,000	69% of total expenditure claimed
Consultants	4,600,000	87% of total expenditure claimed
Marketing, training, workshops and surveys and services	900,000	87% of total expenditure claimed
Incremental administration cost	3,146,000	100% of total expenditures, excluding taxes and duties
Unallocated	7,148,000	
Total	41,660,000	

Source: Asian Development Bank estimates.

C. Detailed Cost Estimates by Financier

12. The detailed cost estimates by financier for Himachal Pradesh, Punjab, and Uttarakhand of Tranche 3 are provided below:

Table 8: Detailed Cost Estimates by Financier for Himachal Pradesh for Tranche 3

Table 3.1: Total Cost Estimates by Component for Financial and Economic Rates								
		ADB (\$ million)		Government				Total Costs
Item		\$	%	Tax	\$	Total	%	
A. Investment Costs								
1	Civil Works	23.45	68.1%	2.01	8.98	10.99	31.9%	34.44
2	Resettlement	0.00	0.0%	0.00	0.01	0.01	100.0%	0.01
3	Equipment	1.22	68.0%	0.11	0.47	0.58	32.0%	1.80
4	Marketing, training and surveys	0.74	63.3%	0.15	0.29	0.43	36.7%	1.18
5	Consultants	7.63	87.7%	1.07	0.00	1.07	12.3%	8.70
	a. Project Management	2.49		0.35	0.00	0.35		2.84
	b. Design and Supervision	4.03		0.57	0.00	0.57		4.60
	c. CBT	1.11		0.15	0.00	0.15		1.26
	Subtotal (A)	33.04	71.6%	3.33	9.75	13.09	28.4%	46.13
B. Recurrent Costs								
1	PMU and PIU	1.98	100.0%	0.00	0.00	0.00	0.0%	1.98
2	Office Maintenance	1.02	100.0%	0.00	0.00	0.00	0.0%	1.02
	Subtotal (B)	3.00	100.0%	0.00	0.00	0.00	0.0%	3.00
	Total Base Cost	36.04	73.4%	3.33	9.75	13.09	26.6%	49.13
C. Contingencies								
1	Physical Contingencies	2.47	72.4%	0.00	0.94	0.94	27.6%	3.40
2	Price Contingencies	5.00	78.6%	0.00	1.36	1.36	21.4%	6.36
	Subtotal (C)	7.47	76.5%	0.00	2.30	2.30	23.5%	9.77
D. Financing Charges During Implementation								
1	Interests During Construction	0.00	0.0%	0.00	3.03	3.03	100.0%	3.03
2	Commitment Charges	0.00	0.0%	0.00	0.23	0.23	100.0%	0.23
	Subtotal (D)	0.00	0.0%	0.00	3.26	3.26	100.0%	3.26
	Total Project Cost (A+B+C+D)	43.51	70.0%	3.33	15.32	18.65	30.0%	62.16

Note: Himachal Pradesh and Uttarakhand will receive the ADB assistance from the Government of India at the loan-grant ratio of 10:90. Punjab will receive the ADB loan from the Government of India on a back-to-back basis. The loan for Himachal Pradesh and Uttarakhand will be repaid on a 90:10 basis (central and state). The loan for Punjab will be repaid entirely by the state.

ADB = Asian Development Bank, CBT = community-based tourism; PIU = project implementation unit, PMU = project management unit.

Source: Asian Development Bank estimates.

Table 9: Detailed Cost Estimates by Financier for Uttarakhand for Tranche 3

		(\$ million)						
		ADB		Government				Total
Item		\$	%	Tax	\$	Total	%	Costs
A. Investment Costs								
1	Civil Works	16.47	65.3%	3.25	5.52	8.77	34.7%	25.24
2	Resettlement	0.00	0.0%	0.00	0.02	0.02	100.0%	0.02
3	Equipment	7.15	87.1%	1.06	0.00	1.06	12.9%	8.21
4	Marketing, training and surveys	0.53	76.2%	0.09	0.07	0.16	23.8%	0.69
5	Consultants	5.67	76.2%	0.99	0.77	1.77	23.8%	7.43
	a. Project Management	1.86		0.29	0.22	0.51		2.37
	b. Design and Supervision	3.02		0.57	0.44	1.01		4.04
	c. CBT	0.78		0.14	0.11	0.24		1.03
	Subtotal (A)	29.82	71.7%	5.40	6.38	11.78	28.3%	41.59
B. Recurrent Costs								
1	PMU and PIU	1.14	88.0%	0.00	0.16	0.16	12.0%	1.30
2	Office Maintenance	0.18	88.0%	0.00	0.02	0.02	12.0%	0.20
	Subtotal (B)	1.32	88.0%	0.00	0.18	0.18	12.0%	1.50
	Total Base Cost	31.14	72.3%	5.40	6.55	11.95	27.7%	43.09
C. Contingencies								
1	Physical Contingencies	2.98	82.6%	0.00	0.63	0.63	17.4%	3.61
2	Price Contingencies	4.22	82.8%	0.00	0.88	0.88	17.2%	5.10
	Subtotal (C)	7.20	82.7%	0.00	1.51	1.51	17.3%	8.71
D. Financing Charges During Implementation								
1	Interests During Construction	0.00	0.0%	0.00	2.77	2.77	100.0%	2.77
2	Commitment Charges	0.00	0.0%	0.00	0.20	0.20	100.0%	0.20
	Subtotal (D)	0.00	0.0%	0.00	2.98	2.98	100.0%	2.98
	Total Project Cost (A+B+C+D)	38.34	70.0%	5.40	11.04	16.44	30.0%	54.78

Note: Himachal Pradesh and Uttarakhand will receive the ADB assistance from the Government of India at the loan-grant ratio of 10:90. Punjab will receive the ADB loan from the Government of India on a back-to-back basis. The loan for Himachal Pradesh and Uttarakhand will be repaid on a 90:10 basis (central and state). The loan for Punjab will be repaid entirely by the state.

ADB = Asian Development Bank, CBT = community-based tourism; PIU = project implementation unit, PMU = project management unit.

Source: Asian Development Bank estimates.

Table 10: Detailed Cost Estimates by Financier for Punjab for Tranche 3

Item	ADB (\$ million)		Tax	Government			Total Costs
	\$	%		\$	Total	%	
A. Investment Costs							
1 Civil Works	25.87	69.0%	2.37	9.25	11.62	31.0%	37.48
2 Equipment	0.00	0.0%	0.00	0.00	0.00	0.0%	0.00
3 Marketing, training and surveys	0.90	87.4%	0.13	0.00	0.13	12.6%	1.03
4 Consultants	4.60	87.5%	0.66	0.00	0.66	12.5%	5.26
a. Project Management	2.00		0.29	0.00	0.29		2.29
b. Design and Supervision	1.60		0.23	0.00	0.23		1.83
c. CBT	1.00		0.14	0.00	0.14		1.14
Subtotal (A)	31.37	71.7%	3.16	9.25	12.41	28.3%	43.77
B. Recurrent Costs							
1 PMU and PIU	2.65	100.0%	0.00	0.00	0.00	0.0%	2.65
2 Office Maintenance	0.50	100.0%	0.00	0.00	0.00	0.0%	0.50
Subtotal (B)	3.15	100.0%	0.00	0.00	0.00	0.0%	3.15
Total Base Cost	34.51	73.6%	3.16	9.25	12.41	26.4%	46.92
C. Contingencies							
1 Physical Contingencies	2.59	73.7%	0.00	0.93	0.93	26.3%	3.51
2 Price Contingencies	4.56	79.6%	0.00	1.17	1.17	20.4%	5.73
Subtotal (C)	7.15	77.4%	0.00	2.09	2.09	22.6%	9.24
D. Financing Charges During Implementation							
1 Interests During Construction	0.00	0.0%	0.00	3.14	3.14	100.0%	3.14
2 Commitment Charges	0.00	0.0%	0.00	0.22	0.22	100.0%	0.22
Subtotal (D)	0.00	0.0%	0.00	3.35	3.35	100.0%	3.35
Total Project Cost (A+B+C+D)	41.66	70.0%	3.16	14.70	17.85	30.0%	59.51

Note: Himachal Pradesh and Uttarakhand will receive the ADB assistance from the Government of India at the loan-grant ratio of 10:90. Punjab will receive the ADB loan from the Government of India on a back-to-back basis. The loan for Himachal Pradesh and Uttarakhand will be repaid on a 90:10 basis (central and state). The loan for Punjab will be repaid entirely by the state.

ADB = Asian Development Bank, CBT = community-based tourism; PIU = project implementation unit, PMU = project management unit.

Source: Asian Development Bank estimates.

D. Detailed Cost Estimates by Outputs/Components

13. The detailed cost estimates by components are provided below:

Table 11: Detailed Cost Estimate by Components for Himachal Pradesh for Tranche 3
(\$ million)

Items	Output 1		Output 2		Output 3		Output 4		Output 5		Total Costs
	\$	%	\$	%	\$	%	\$	%	\$	%	
A. Investment Costs											
1 Civil Works	26.36	76.5%	0.00	0.0%	4.58	13.3%	3.50	10.2%	0.00	0.0%	34.44
2 Resettlement	0.01	100.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.01
3 Equipment	1.27	70.4%	0.00	0.0%	0.53	29.6%	0.00	0.0%	0.00	0.0%	1.80
4 Marketing, training and surveys	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	1.18	100.0%	1.18
5 Consultants	0.00	0.0%	1.26	14.5%	0.00	0.0%	0.00	0.0%	7.44	85.5%	8.70
a. Project Management	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	2.84	100.0%	2.84
b. Design and Supervision	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	4.60	100.0%	4.60
c. CBT	0.00	0.0%	1.26	100.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	1.26
Subtotal (A)	27.64	59.9%	1.26	2.7%	5.11	11.1%	3.50	7.6%	8.61	18.7%	46.13
B. Recurrent Costs											
1 PMU and PIU	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	1.98	100.0%	1.98
2 Office Maintenance	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	1.02	100.0%	1.02
Subtotal (B)	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	3.00	100.0%	3.00
Total Base Cost	27.64	56.3%	1.26	2.6%	5.11	10.4%	3.50	7.1%	11.61	23.6%	49.13
C. Contingencies											
1 Physical Contingencies	2.59	76.2%	0.00	0.0%	0.48	14.1%	0.33	9.7%	0.00	0.0%	3.40
2 Price Contingencies	3.69	57.9%	0.13	2.0%	0.69	10.8%	0.97	15.2%	0.90	14.1%	6.36
Subtotal (C)	6.28	64.3%	0.13	1.3%	1.17	11.9%	1.30	13.3%	0.90	9.2%	9.77
D. Financing Charges During Implementation											
1 Interests During Construction	1.75	57.6%	0.07	2.4%	0.32	10.7%	0.25	8.2%	0.64	21.2%	3.03
2 Commitment Charges	0.14	57.6%	0.01	2.4%	0.03	10.7%	0.02	8.2%	0.05	21.2%	0.23
Subtotal (D)	1.88	57.6%	0.08	2.4%	0.35	10.7%	0.27	8.2%	0.69	21.2%	3.26
Total Project Cost (A+B+C+D)	35.80	57.6%	1.47	2.4%	6.62	10.7%	5.07	8.2%	13.21	21.2%	62.16
% Total Project Cost	57.6%		2.4%		10.7%		8.2%		21.2%		100.0%

ADB = Asian Development Bank, CBT = community-based tourism; PIU = project implementation unit, PMU = project management unit.

Source: Asian Development Bank estimates.

Table 12: Detailed Cost Estimate by Components for Uttarakhand for Tranche 3
(\$ million)

Items	Output 1		Output 2		Output 3		Output 4		Output 5		Total Costs
	\$	%	\$	%	\$	%	\$	%	\$	%	
A. Investment Costs											
1 Civil Works	11.83	46.9%	0.00	0.0%	7.13	28.2%	6.28	24.9%	0.00	0.0%	25.24
2 Resettlement	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.02	100.0%	0.00	0.0%	0.02
3 Equipment	0.00	0.0%	0.00	0.0%	5.28	64.3%	0.00	0.0%	2.93	35.7%	8.21
4 Marketing and Workshops	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.69	100.0%	0.69
5 Consultants	0.00	0.0%	1.03	13.8%	0.00	0.0%	0.00	0.0%	6.41	86.2%	7.43
a. Project Management	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	2.15	100.0%	2.15
b. Design and Supervision	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	4.26	100.0%	4.26
c. CBT	0.00	0.0%	1.03	100.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	1.03
Subtotal (A)	11.83	28.4%	1.03	2.5%	12.41	29.8%	6.30	15.1%	10.03	24.1%	41.59
B. Recurrent Costs											
1 PMU and PIU	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	1.30	100.0%	1.30
2 Office Maintenance	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.20	100.0%	0.20
Subtotal (B)	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	1.50	100.0%	1.50
Total Base Cost	11.83	27.5%	1.03	2.4%	12.41	28.8%	6.30	14.6%	11.53	26.8%	43.09
C. Contingencies											
1 Physical Contingencies	1.03	28.6%	0.09	2.5%	1.08	29.9%	0.91	25.2%	0.50	13.9%	3.61
2 Price Contingencies	1.35	26.4%	0.13	2.6%	1.43	28.0%	1.26	24.7%	0.93	18.3%	5.10
Subtotal (C)	2.38	27.3%	0.22	2.5%	2.51	28.8%	2.17	24.9%	1.43	16.4%	8.71
D. Financing Charges During Implementation											
1 Interests During Construction	0.76	27.4%	0.07	2.4%	0.80	28.8%	0.45	16.3%	0.69	25.0%	2.77
2 Commitment Charges	0.06	27.4%	0.00	2.4%	0.06	28.8%	0.03	16.3%	0.05	25.0%	0.20
Subtotal (D)	0.82	27.4%	0.07	2.4%	0.86	28.8%	0.49	16.3%	0.75	25.0%	2.98
Total Project Cost (A+B+C+D)	15.03	27.4%	1.32	2.4%	15.77	28.8%	8.95	16.3%	13.71	25.0%	54.78
% Total Project Cost	27.4%		2.4%		28.8%		16.3%		25.0%		100.0%

ADB = Asian Development Bank, CBT = community-based tourism; PIU = project implementation unit, PMU = project management unit.

Source: Asian Development Bank estimates.

Table 13: Detailed Cost Estimate by Components for Punjab for Tranche 3
(\$ million)

Items	Output 1		Output 2		Output 3		Output 4		Output 5		Total Costs
	\$	%	\$	%	\$	%	\$	%	\$	%	
A. Investment Costs											
1 Civil Works	27.07	72.2%	0.00	0.0%	8.58	22.9%	1.84	4.9%	0.00	0.0%	37.48
2 Equipment	0.00		0.00		0.00		0.00		0.00		0.00
3 Marketing, training and surveys	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	1.03	100.0%	1.03
4 Consultants	0.00	0.0%	1.14	21.6%	0.00	0.0%	0.00	0.0%	4.12	78.4%	5.26
a. Project Management	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	2.29	100.0%	2.29
b. Design and Supervision	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	1.83	100.0%	1.83
c. CBT	0.00	0.0%	1.14	100.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	1.14
Subtotal (A)	27.07	61.8%	1.14	2.6%	8.58	19.6%	1.84	4.2%	5.15	11.8%	43.77
B. Recurrent Costs											
1 PMU and PIU	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	2.65	100.0%	2.65
2 Office Maintenance	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.50	100.0%	0.50
Subtotal (B)	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	3.15	100.0%	3.15
Total Base Cost	27.07	57.7%	1.14	2.4%	8.58	18.3%	1.84	3.9%	8.30	17.7%	46.92
C. Contingencies											
1 Physical Contingencies	2.54	72.2%	0.00	0.0%	0.80	22.9%	0.17	4.9%	0.00	0.0%	3.51
2 Price Contingencies	3.17	55.4%	0.11	2.0%	0.98	17.1%	0.55	9.6%	0.91	15.9%	5.73
Subtotal (C)	5.71	61.8%	0.11	1.2%	1.78	19.3%	0.72	7.8%	0.91	9.9%	9.24
D. Financing Charges During Implementation											
1 Interests During Construction	1.83	58.4%	0.07	2.2%	0.58	18.4%	0.14	4.6%	0.51	16.4%	3.14
2 Commitment Charges	0.13	58.4%	0.00	2.2%	0.04	18.4%	0.01	4.6%	0.04	16.4%	0.22
Subtotal (D)	1.96	58.4%	0.07	2.2%	0.62	18.4%	0.15	4.6%	0.55	16.4%	3.35
Total Project Cost (A+B+C+D)	34.73	58.4%	1.33	2.2%	10.98	18.4%	2.72	4.6%	9.76	16.4%	59.51
% Total Project Cost	58.4%		2.2%		18.4%		4.6%		16.4%		100.0%

ADB = Asian Development Bank, CBT = community-based tourism; PIU = project implementation unit, PMU = project management unit.

Source: Asian Development Bank estimates.

E. Detailed Cost Estimates by Year

Table 14: Detailed Cost Estimates by Year for Himachal Pradesh for Tranche 3
(\$ million)

Item	Total	2014	2015	2016	2017	2018	2019
A. Investment Costs							
1 Civil Works	34.44	0.00	0.94	7.15	13.42	10.60	2.33
2 Resettlement	0.01	0.00	0.00	0.01	0.00	0.00	0.00
3 Equipment	1.80	0.00	0.00	0.00	0.60	0.60	0.60
4 Marketing, training and surveys	1.18	0.00	0.00	0.00	0.59	0.59	0.00
5 Consultants	8.70	0.00	0.41	2.07	3.11	2.49	0.62
a. Project Management	2.84	0.00	0.16	0.55	0.95	0.95	0.24
b. Design and Supervision	4.60	0.00	0.25	0.89	1.53	1.54	0.39
c. CBT	1.26	0.00	0.00	0.63	0.63	0.00	0.00
Subtotal (A)	46.13	0.00	1.35	9.23	17.72	14.28	3.55
B. Recurrent Costs							
1 PMU and PIU	1.98	0.00	0.40	0.40	0.40	0.40	0.40
2 Office Maintenance	1.02	0.00	0.20	0.20	0.20	0.20	0.20
Subtotal (B)	3.00	0.00	0.60	0.60	0.60	0.60	0.60
Total Base Cost	49.13	0.00	1.95	9.83	18.32	14.88	4.15
C. Contingencies							
1 Physical Contingencies	3.40	0.00	0.09	0.67	1.32	1.05	0.27
2 Price Contingencies	6.36	0.00	0.11	0.87	2.24	2.33	0.81
Subtotal (C)	9.77	0.00	0.20	1.53	3.56	3.39	1.09
D. Financing Charges							
1 Interest During Implementation	3.03	0.00	0.04	0.26	0.66	0.99	1.08
2 Commitment Charges	0.23	0.00	0.06	0.06	0.05	0.04	0.03
Subtotal (D)	3.26	0.00	0.11	0.32	0.71	1.02	1.11
Total Project Cost (A+B+C+D)	62.16	0.00	2.26	11.69	22.58	19.29	6.35
% Total Project Cost	100.0%	0.0%	3.6%	18.8%	36.3%	31.0%	10.2%

ADB = Asian Development Bank, CBT = community-based tourism; PIU = project implementation unit, PMU = project management unit.

Source: Asian Development Bank estimates.

Table 15: Detailed Cost Estimates by Year for Uttarakhand for Tranche 3
(\$ million)

Item	Total	2014	2015	2016	2017	2018	2019
A. Investment Costs							
1 Civil Works	25.24	0.00	0.96	7.10	8.46	8.36	0.37
2 Resettlement	0.02	0.00	0.00	0.02	0.00	0.00	0.00
3 Equipment	8.21	0.00	0.58	1.82	2.74	2.75	0.33
4 Marketing and Workshops	0.69	0.00	0.02	0.11	0.23	0.23	0.10
5 Consultants	7.43	0.00	0.20	1.23	2.47	2.48	1.04
a. Project Management	2.15	0.00	0.06	0.36	0.71	0.72	0.30
b. Design and Supervision	4.26	0.00	0.12	0.71	1.42	1.42	0.60
c. CBT	1.03	0.00	0.03	0.17	0.34	0.34	0.14
Subtotal (A)	41.59	0.00	1.76	10.28	13.90	13.82	1.83
B. Recurrent Costs							
1 PMU and PIU	1.30	0.00	0.26	0.26	0.26	0.26	0.26
2 Office Maintenance	0.20	0.00	0.04	0.04	0.04	0.04	0.04
Subtotal (B)	1.50	0.00	0.30	0.30	0.30	0.30	0.30
Total Base Cost	43.09	0.00	2.06	10.58	14.20	14.12	2.13
C. Contingencies							
1 Physical Contingencies	3.61	0.00	0.15	0.89	1.21	1.20	0.16
2 Price Contingencies	5.10	0.00	0.11	0.89	1.63	2.08	0.39
Subtotal (C)	8.71	0.00	0.27	1.77	2.84	3.28	0.55
D. Financing Charges							
1 Interest During Implementation	2.77	0.00	0.05	0.28	0.59	0.90	0.95
2 Commitment Charges	0.20	0.00	0.06	0.05	0.04	0.03	0.03
Subtotal (D)	2.98	0.00	0.10	0.33	0.63	0.93	0.98
Total Project Cost (A+B+C+D)	54.78	0.00	2.44	12.69	17.67	18.33	3.66
% Total Project Cost	100.0%	0.0%	4.4%	23.2%	32.3%	33.5%	6.7%

ADB = Asian Development Bank, CBT = community-based tourism; PIU = project implementation unit, PMU = project management unit.

Source: Asian Development Bank estimates.

Table 16: Detailed Cost Estimates by Year for Punjab for Tranche 3
(\$ million)

Item	Total	2014	2015	2016	2017	2018	2019
A. Investment Costs							
1 Civil Works	37.48	0.00	1.50	12.37	15.00	7.76	0.85
2 Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3 Marketing, training and surveys	1.03	0.00	0.00	0.00	0.26	0.52	0.26
4 Consultants	5.26	0.00	0.00	0.57	1.94	1.37	1.38
a. Project Management	2.29	0.00	0.00	0.00	0.76	0.76	0.77
b. Design and Supervision	1.83	0.00	0.00	0.00	0.61	0.61	0.61
c. CBT	1.14	0.00	0.00	0.57	0.57	0.00	0.00
Subtotal (A)	43.77	0.00	1.50	12.94	17.19	9.65	2.49
B. Recurrent Costs							
1 PMU and PIU	2.65	0.00	0.53	0.53	0.53	0.53	0.53
2 Office Maintenance	0.50	0.00	0.10	0.10	0.10	0.10	0.10
Subtotal (B)	3.15	0.00	0.63	0.63	0.63	0.63	0.63
Total Base Cost	46.92	0.00	2.13	13.57	17.82	10.28	3.12
C. Contingencies							
1 Physical Contingencies	3.51	0.00	0.14	1.16	1.40	0.73	0.08
2 Price Contingencies	5.73	0.00	0.13	1.22	2.18	1.61	0.60
Subtotal (C)	9.24	0.00	0.27	2.38	3.58	2.34	0.68
D. Financing Charges							
1 Interest During Implementation	3.14	0.00	0.05	0.35	0.74	0.97	1.03
2 Commitment Charges	0.22	0.00	0.06	0.05	0.04	0.03	0.03
Subtotal (D)	3.35	0.00	0.11	0.40	0.78	1.00	1.06
Total Project Cost (A+B+C+D)	59.51	0.00	2.51	16.34	22.18	13.62	4.86
% Total Project Cost	100.0%	0.0%	4.2%	27.5%	37.3%	22.9%	8.2%

ADB = Asian Development Bank, CBT = community-based tourism; PIU = project implementation unit, PMU = project management unit.
Source: Asian Development Bank estimates.

F. Contract and Disbursement S-curve

14. The graphs below show contract awards and disbursement over the life of Tranche 3 for Himachal Pradesh, Punjab, and Uttarakhand, based on the likely cumulative contract awards and disbursements.

Figure 4: S-Curve for Himachal Pradesh for Tranche 3

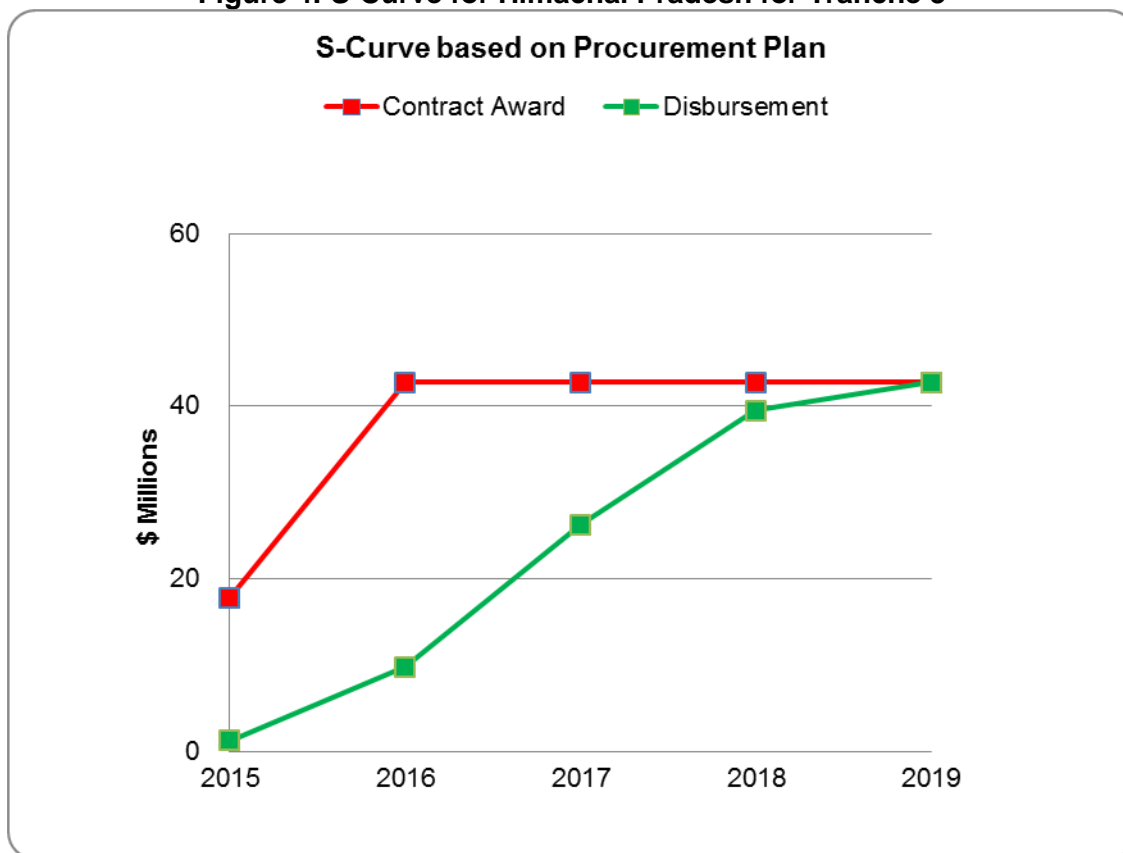
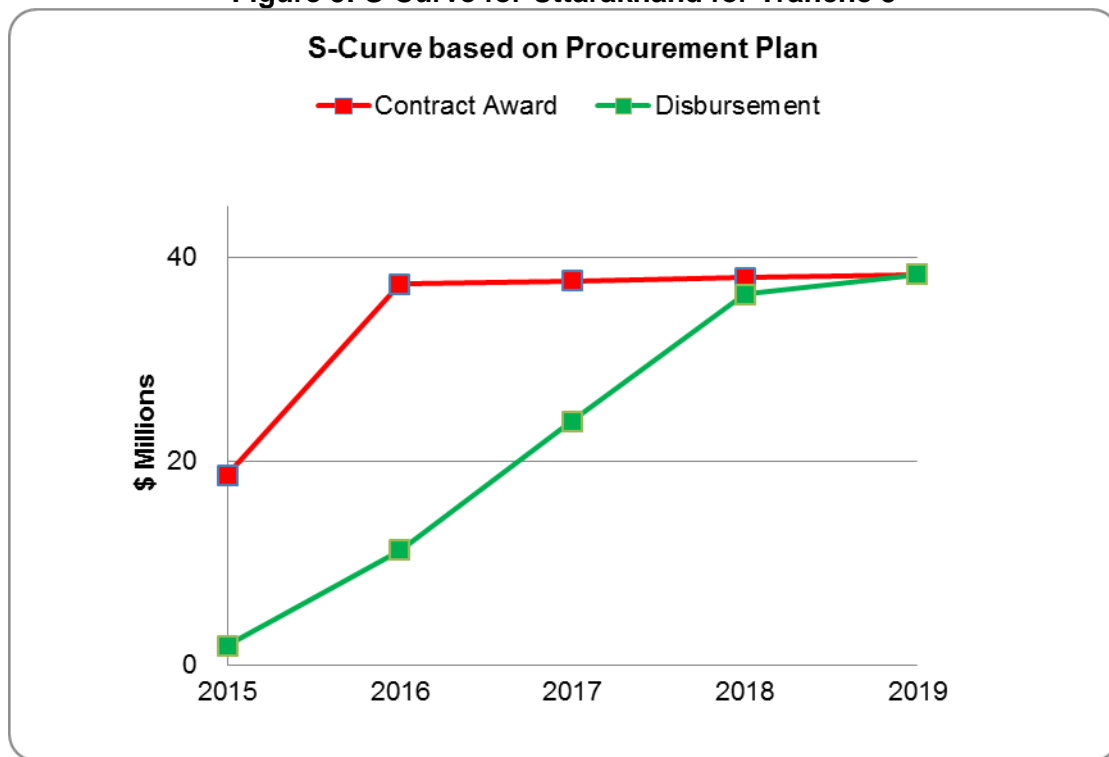
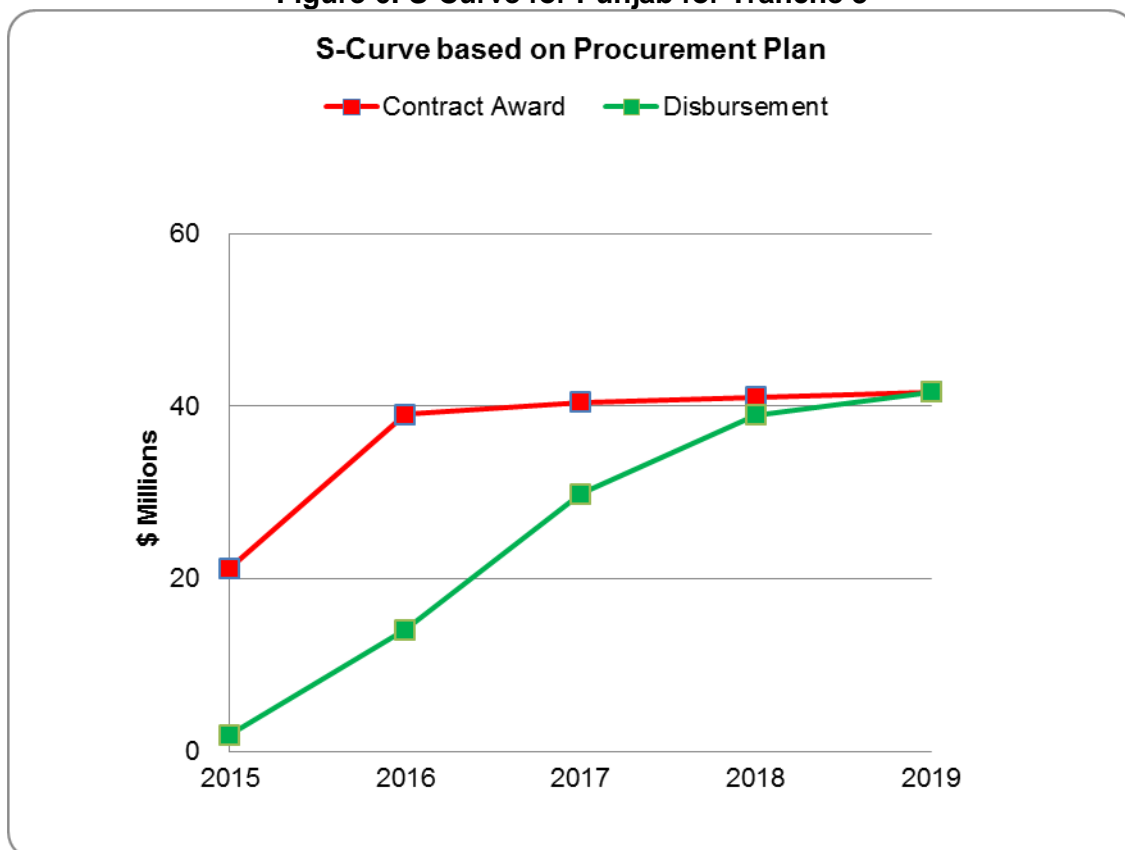


Figure 5: S-Curve for Uttarakhand for Tranche 3**Figure 6: S-Curve for Punjab for Tranche 3**

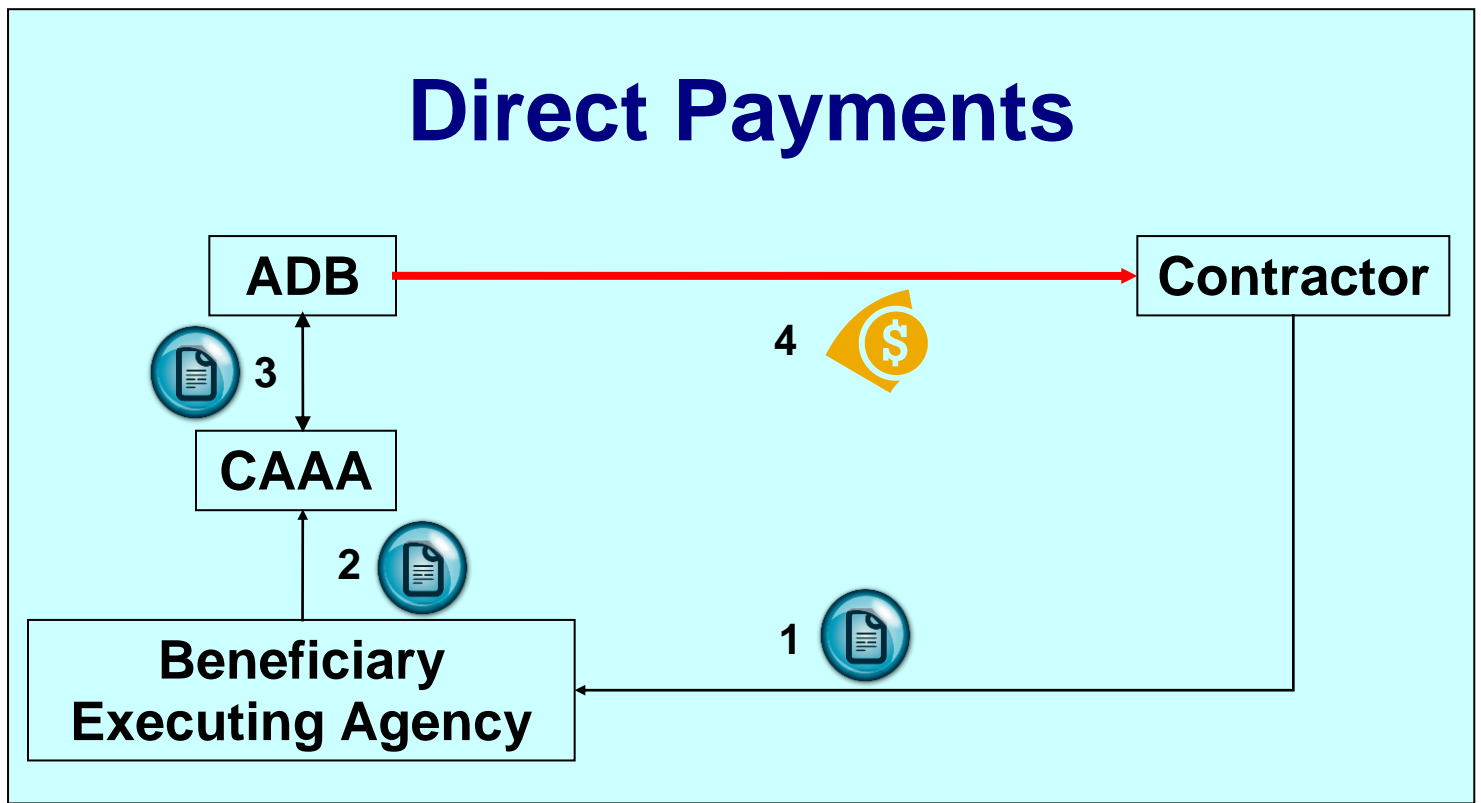
G. Fund Flow Diagram

15. Funds will flow from ADB, Government and the executing agencies in the following four possible ways:

- (i) Direct payment procedure where ADB, at the borrower's request, pays a designated beneficiary directly as shown in Figure 7A.¹²
- (ii) Commitment procedure where ADB, at the borrower's request, provides an irrevocable undertaking to reimburse a commercial bank for payments made or to be made to a supplier against a letter of credit financed from the loan account as shown in Figure 7B.
- (iii) Reimbursement procedure where ADB pays from the loan account to the borrower's account, for eligible expenditures which have been incurred and paid for by the project out of its budget allocation or its own resources as shown in Figure 7C.
- (iv) Imprest fund procedure where ADB makes an advance disbursement from the loan account for deposit to an imprest account to be used exclusively for ADB's share of eligible expenditures as shown in Figure 7D.

16. The funds flow options are shown in Figures 7A, 7B, 7C and 7D. Please also refer to paragraph 48 for detailed descriptions of these.

¹² This provision of direct payment is not available for the project under the Borrower's current policy.

Figure 7A.¹³**Legend:**

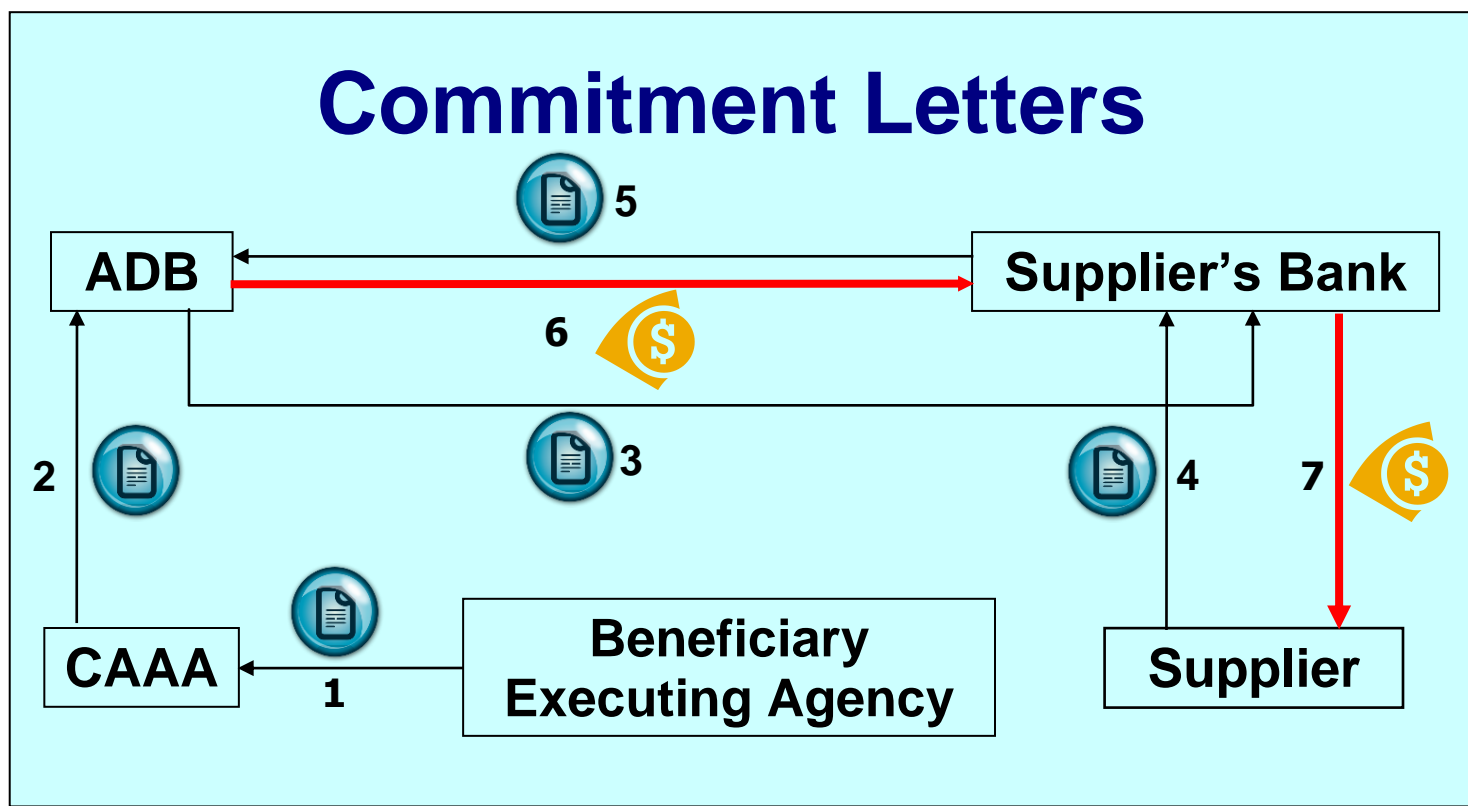
x  Documents Flow

y  Funds Flow

CAAA Controller of Aid Accounts and Audits

¹³ This provision of direct payment is not available for the project under the Borrower's current policy.

Figure 7B

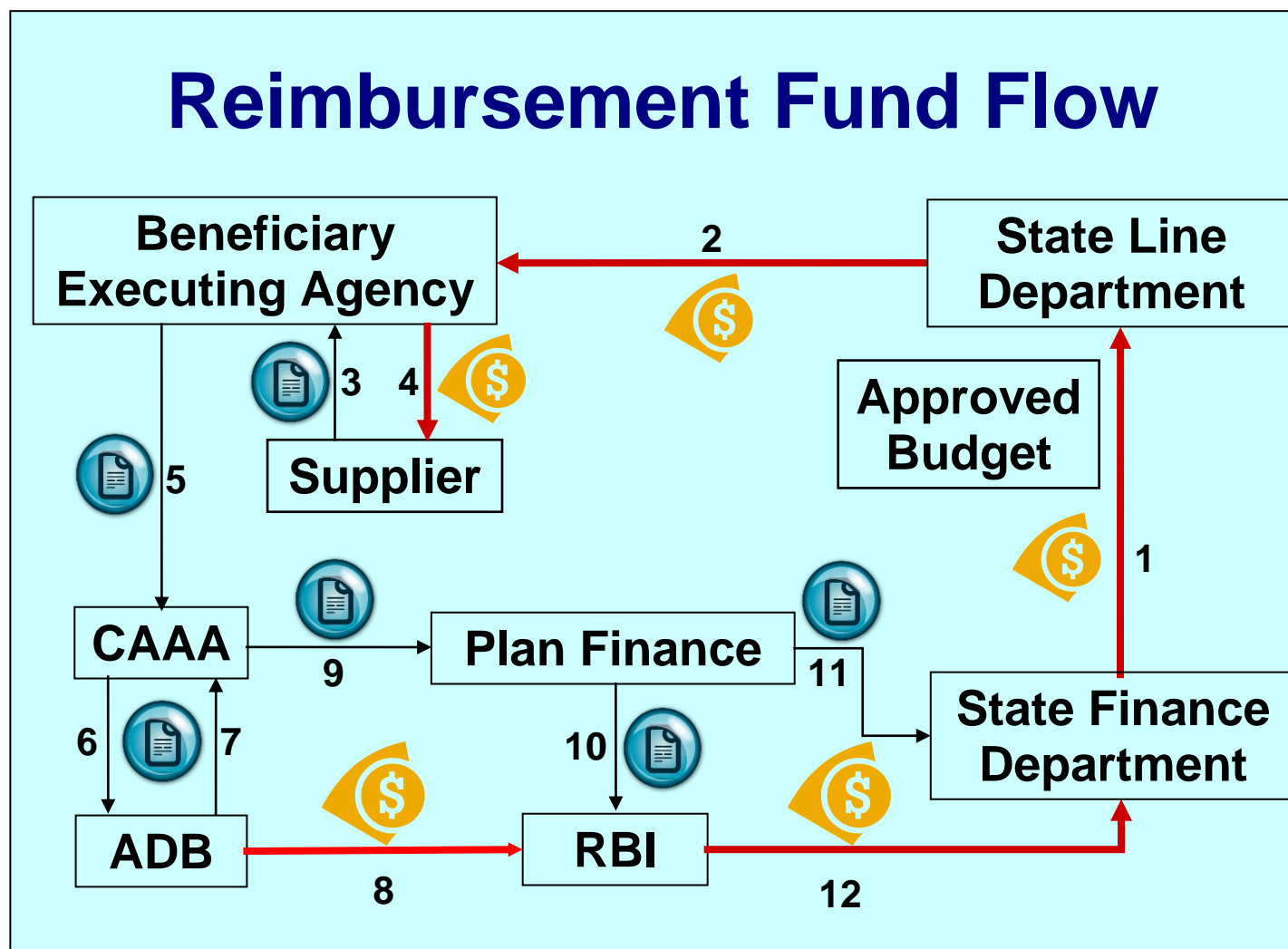
**Legend:**

x |  Documents Flow

y |  Funds Flow

CAAA Controller of Aid Accounts and Audits

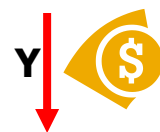
Figure 7C



Legend:



Documents Flow



Funds Flow

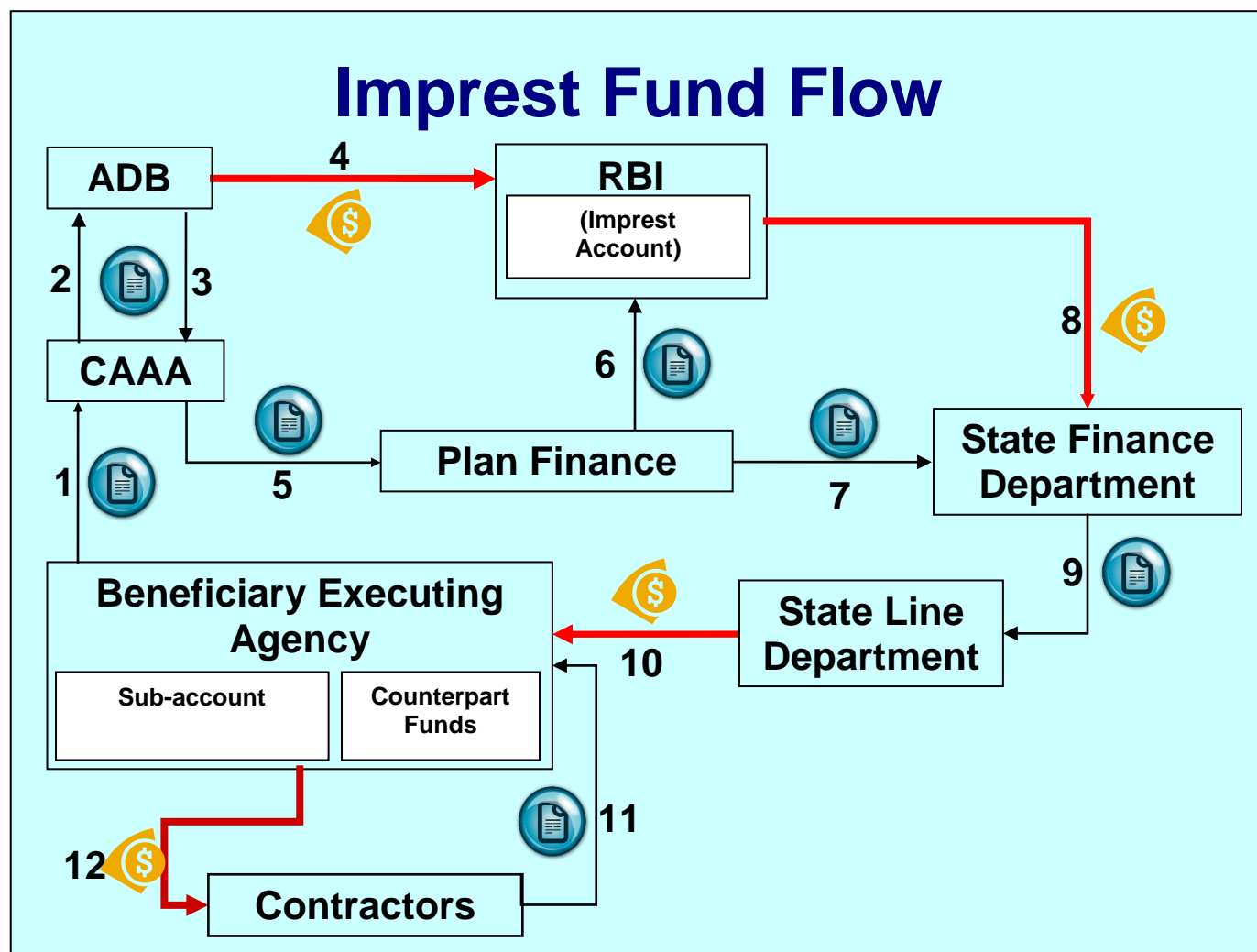
CAAA

Controller of Aid Accounts and Audits

RBI

Reserve Bank of India

Figure 7D



Legend:

X ↑  Documents Flow

Y ↓  Funds Flow

CAAA Controller of Aid Accounts and Audits

RBI Reserve Bank of India

V. FINANCIAL MANAGEMENT

A. Financial Management Assessment

17. A detailed financial management assessment (FMA) was completed for the respective State Department of Tourism acting as EAs and the respective State Tourism Development Board acting as implementing agencies (IAs) in all three participating states, including Himachal Pradesh, Punjab, and Uttarakhand. The FMA was included in the Facility Administration Manual.¹⁴ The common challenges identified were (i) procedures for internal audit; (ii) cash-based accounting; and (iii) digitization of financial management processes. A follow-up FMA was conducted for Tranche 3 for the three states to assess progress in the three areas as well as the capacity of the PMU and PIUs in internal control, fund flow, financial reporting and audit arrangement. The details are in Tables 19 to 21.

18. The PMUs have fully adopted computerized accounting system and are on cash basis accounting. The IA at Punjab has fully applied accrual basis accounting while the IAs from Himachal Pradesh and Uttarakhand continue with cash basis accounting. With regard to procedures for internal audit, Uttarakhand did not engage an external auditor to carry out internal audit while the other two states engaged external chartered accountants as internal auditors. Internal audit observations were directly reported to the EAs and project directors at the PMUs. No major internal control deficiency was noted and rectifying actions were undertaken where necessary. Annual statutory audit of project financial statements was conducted either by the local Office of Account General (Audit) of the respective state or by an external auditor empanelled by the Comptroller of Auditor General (CAG). No significant audit observations were outstanding. There is no serious delay in submitting the audited project financial statements to ADB.

19. The financial management arrangements, with the mitigating measures proposed below are considered adequate.

Table 19: Updated Financial Management Assessment of Himachal Pradesh

Area of Assessment	Description	Risk Assessment	Proposed Mitigation Measures
1. EA and IA PMU and PIU	The EA is the Department of Tourism and Civil Aviation and the IA is the Himachal Pradesh Tourism Development Board. A mission director from the EA oversees the project. PMU is established under the IA and is headed by a project director by deputation from the EA. PMU is located in Shimla. Two PIUs have been established in Shimla and Kangra for Tranche 1 and will continue to implement upcoming Tranche 3. An additional PIU will be established in Kullu to implement Tranche 3. The EA, IA and PMU have adequate project implementation and management capacity.	Low	Not applicable.
2. Funds Flow	Sufficient fund has been provided from the	Low	Not applicable

¹⁴ The FAM was part of the *Report and Recommendations of the President to the Board of Directors: Proposed Multitranchise Financing Facility, India: Infrastructure Development Investment Program for Tourism*. Asian Development Bank, 2010.

Area of Assessment	Description	Risk Assessment	Proposed Mitigation Measures
	state government through budgetary support in advance. Reimbursement procedure is then followed for fund disbursement under ADB loan 2676. Sub-account was opened with Punjab National Bank but not utilized under Tranche 1. Tranche 3 will continue with the current reimbursement procedure. The accounts staff is familiar with ADB's disbursement procedures.		
3. Staffing	PMU and the existing two PIUs have been fully staffed. Project director and accounts officer were both inducted in 2011 by deputation from the EA for Tranche 1 and will continue for Tranche 3. Management decisions on project implementation and financial management are centralized at the PMU with appropriate supervision by mission director at the EA. The accounts department of the PMU is adequately staffed. For Tranche 3, an additional accounts assistant will be engaged at each of the three PIUs. An assistant accounts officer may be engaged at PMU to support the accounts officer for both Tranche 1 and Tranche 3. A financial management specialist who is a chartered accountant from the PMC team has been providing training and on-site advice to accounts assistants.	Low	PMU to induct three accounts assistants for Tranche 3.
4. Accounting Policies and Procedures	PMU accounts are maintained on ERP platform of TALLY 9 accounting software. Cash basis accounting is followed. The PMU follows accounting standards of the state government as well as by the Institute of Chartered Accountant of India. There is already an established procedure for recording transactions, record keeping and reporting under Tranche 1.	Low	Not applicable
5. Internal Audit	Though the EA and IA have internal audit units, no internal audit was carried out for the project in the past years. From FY2014, internal audit for Tranche 1 was completed by a local chartered accountants firm. The observations included cash basis accounting for advances, delay in depositing taxes and fees deducted and related documentation. The internal audit observations were reported to mission director at EA and project director at PMU. Actions were undertaken to rectify such observations and were appropriately documented.	Moderate	PMU to improve record keeping and ensure timely deposit of taxes withheld with the treasury.

Area of Assessment	Description	Risk Assessment	Proposed Mitigation Measures
6. External Audit	The local Office of Account General (Audit) carries out annual statutory audit of donor funded projects. Annual audit reports are completed within 6 months after the end of the financial year. No significant audit observations are outstanding. Annual audit for FY2014 has just been completed and the audit certificate and audited financial statements will be submitted on time.	Low	Not applicable
7. Reporting and Monitoring	PMU prepares comprehensive quarterly project progress reports. Monthly, quarterly and annual financial statements are prepared. Financial statements are reviewed, approved and signed by the accounts officer, the project director and the mission director.	Low	Not applicable
8. Information Systems	PMU and PIUs use Tally accounting software and also keep manual accounting records and prepare reports in spreadsheets.	Low	Not applicable
Overall	PMU and PIUs financial management practices and procedures are considered adequate for management and control of project finances.	Low	Not applicable

Table 20: Updated Financial Management Assessment of Uttarakhand

Area of Assessment	Description	Risk Assessment	Proposed Mitigation Measures
1. EA and IA PMU and PIU	The EA is the Department of Tourism and the IA is the Uttarakhand Tourism Development Board. PMU is headed by a project director by deputation from EA with support from additional project director. The project director reports to the chief executive officer at the EA. PMU is located in Dehradun. Three PIUs have been established in Dehradun, Bhimtal and Kotdwar for Tranche 2 with support from 3 DSCs and 1 PMC teams and will continue to implement the upcoming Tranche 3. The EA, IA and PMU have adequate project implementation and management capacity.	Low	Not applicable
2. Funds Flow	Sufficient fund has been provided from the state government through budgetary support in advance. Reimbursement procedure is then followed for fund disbursement under ADB loan 2833. No imprest accounts were opened for Tranche 2. Tranche 3 will continue with the current reimbursement procedure. If necessary, imprest fund procedure may be considered.	Moderate	Accounts staff has participated in ADB training on disbursement methods. A qualified financial management expert (C.A.) familiar with ADB disbursement

Area of Assessment	Description	Risk Assessment	Proposed Mitigation Measures
			procedures has been mobilized in PMC.
3. Staffing	A Director (Finance) from the EA oversees project finance on a part-time basis. The accounts section includes one full-time accounts officer at each of the PMU and the three PIUs. Two full-time accounts assistants support the accounts officer at the PMU. Accounts officer at the PIU is supported by one accounts assistant. Currently the accounts officer position at PIU Dehradun is vacant. The account staff are qualified, have adequate experience and are familiar with ADB SOE procedures. As documentation for force account works (FAW) procedures includes the standard summary sheet and physical and financial certification which follow standard format provided by ADB, no major capacity deficiency is identified for the use of FAW procedures.	Moderate	PIU Dehradun will fill the accounts officer position by December 2014. Consultation with ADB and training on FAW procedures.
4 Accounting Policies and Procedures	PMU accounts are maintained on ERP platform of TALLY 9 accounting software. Cash basis accounting is followed. The PMU follows accounting standards of the state government as well as by the Institute of Chartered Accountant of India. There is already an established procedure for recording transactions, record keeping and reporting under Tranche 2.	Low	Not applicable
5. Internal Audit	There is no internal audit unit and no internal audit was carried out for the project in the past years.	Moderate	PMU will outsource the internal audit function to a chartered accountants firm from FY2015.
6. External Audit	Annual statutory audit was completed by an auditor empanelled by the CAG. Annual audit reports are completed within 6 months after the end of the financial year. Audit for FY2011-12 and FY2012-13 was combined due to minimal project and disbursement activities at the inception stage. No significant audit observations are outstanding. PMU is in the process of completing the FY2014 annual audit and submission of audited financial statements will be delayed.	Moderate	PMU to complete annual audit and submit audited financial statements by 31 October 2014.
7. Reporting and Monitoring	PMU prepares comprehensive semi-annual project progress reports. Monthly, quarterly and annual financial statements are	Low	Not applicable

Area of Assessment	Description	Risk Assessment	Proposed Mitigation Measures
	prepared. Financial statements are reviewed, approved and signed by the accounts officer, the additional project director, the project director and the director (finance) from EA.		
8. Information Systems	PMU and PIUs use Tally accounting software. Financial reports are prepared in excel spreadsheets for management review.	Low	Not applicable
Overall	PMU and PIUs financial management procedures are in place and are considered adequate. To utilize new disbursement methods, training and on-site advisory will be required.	Moderate	To take above-mentioned measures.

Table 21: Updated Financial Management Assessment of Punjab

Area of Assessment	Description	Risk Assessment	Proposed Mitigation Measures
1. EA and IA PMU and PIU	The EA is the Department of Tourism and the IA is the Punjab Heritage and Tourism Promotion Board (PHTPB). PMU is established under the IA and is headed by a project director by deputation. PMU is located in Chandigarh. One PIU has been established in Amritsar and one PIC has been established at the Forest Department for Tranche 1 implementation and will continue to implement upcoming Tranche 3. An additional PIU is being established in Ropar to implement both tranches. The EA, IA and PMU have adequate project implementation and management capacity.	Low	Not applicable.
2. Funds Flow	The PMU relies on imprest fund as the sole source of ADB financing to pay for ADB's share of the project costs. There have been delays in receiving imprest fund and the government's share of project costs from the State Finance Department. As imprest fund is the only available method for disbursement, Tranche 3 will continue with the imprest fund disbursement and will continue to timely submit withdrawal applications and maintain adequate turnover ratio for the imprest account. The accounts staff is familiar with ADB's disbursement procedures and adequate documentation was ascertained by the Account General (Audit) Punjab. The PMU has adequate capacity to prepare six-month forecast of estimated project expenditures.	Moderate	Delay in fund flow causes delays in project implementation. Request the government to expedite release of disbursement. Request ADB to allow increase or removal of imprest account ceiling for Tranche 1 and provide sufficient initial advance to imprest account for Tranche 3, given adequate budget and

Area of Assessment	Description	Risk Assessment	Proposed Mitigation Measures
			disbursement estimates.
3. Staffing	The accounts department is adequately staffed with qualified individuals, including one financial management specialist, one accounts officer and one accounts assistant at the PMU, one accountant in Amritsar and one accountant at PIC Forest Department Unit. For Tranche 3, an additional accounts officer and one accountant will be engaged for the new PIU at Ropar. PMU may also add an accountant to support both Tranche 1 and Tranche 3. The account staff are qualified, have adequate experience and are familiar with ADB SOE procedures. As documentation for force account works (FAW) procedures includes the standard summary sheet and physical and financial certification which follow standard format provided by ADB, no major capacity deficiency is identified for the use of FAW procedures.	Low	PMU to induct new accounts staff for Tranche 3. Consultation with ADB and training on FAW procedures.
4. Accounting Policies and Procedures	PMU accounts are maintained on ERP platform of TALLY 9 accounting software. Cash basis accounting is followed. The PMU follows accounting standards of the state government as well as by the Institute of Chartered Accountant of India. There is already an established procedure for recording transactions, record keeping and reporting under Tranche 1.	Low	Not applicable
5. Internal Audit	Internal audits were completed for FY2012 and FY2013. No audit observations were outstanding. Due to funding constraint and established financial management system, internal audit was not done for FY2014.	Low	Not applicable
6. External Audit	The local Office of Account General (Audit) carries out annual statutory audit of donor funded projects. Annual audit reports are completed within 6 months after the end of the financial year. Audit certificate for FY2014 was issued and no audit observations are outstanding.	Low	Not applicable
7. Reporting and Monitoring	PMU prepares comprehensive quarterly project progress reports. Monthly, quarterly and annual financial statements are prepared. Financial statements are reviewed, approved and signed by the FMS, the additional project director and the project director.	Low	Not applicable
8. Information Systems	PMU and PIUs use Tally accounting software and prepare reports in spreadsheets.	Low	Not applicable

Area of Assessment	Description	Risk Assessment	Proposed Mitigation Measures
Overall	PMU and PIUs financial management practices and procedures are considered adequate for management and control of project finances.	Moderate	Not applicable

20. The overall risk assessment for Tranche 3 is moderate. With the implementation of the below risk mitigating measures, to be supported by loan consultants, the financial management arrangements are considered adequate.

- Introduction of qualified accounting staff for Tranche 3
- Introduction of internal audit and outsourcing of internal audit function by PMU Dehradun, Uttarakhand
- Developing forecast of project financial progress and operational budget estimate in order to maintain adequate imprest fund turnover ratio by PMU Punjab for Tranche 1 and Tranche 3
- Training and on-site supervision by financial management consultant or in-house financial management specialist on ADB disbursement procedures, in particular, on the use of force account works (FAW) procedures
- Training of staff of PIUs in the use of accounting software

B. Disbursement

21. The loan proceeds will be disbursed in accordance with ADB's *Loan Disbursement Handbook* (2012, as amended from time to time),¹⁵ and detailed arrangements agreed upon between the Government and ADB.

22. **Types of Disbursement Procedures.** There are four major types of disbursement procedures:

- Direct payment procedure where ADB, at the borrower's request, pays a designated beneficiary directly;¹⁶
- Commitment procedure where ADB, at the borrower's request, provides an irrevocable undertaking to reimburse a commercial bank for payments made or to be made to a supplier against a letter of credit financed from the loan account;
- Reimbursement procedure where ADB pays from the loan account to the borrower's account, for eligible expenditures which have been incurred and paid for by the project out of its budget allocation or its own resources; and
- Imprest fund procedure where ADB makes an advance disbursement from the loan account for deposit to an imprest account to be used exclusively for ADB's share of eligible expenditures.

23. The EAs of the respective states should submit to ADB, annual contract awards and disbursement projections at least a month before the start of each calendar year. The EAs of the respective states will be responsible for: (i) preparing annual contract award and

¹⁵ Available at: http://www.adb.org/Documents/Handbooks/Loan_Disbursement/loan-disbursement-final.pdf

¹⁶ This provision of direct payment is not available for the project under the Borrower's current policy.

disbursement projections; (ii) requesting budgetary allocations for counterpart funds; (iii) collecting supporting documents; and (iv) preparing and sending withdrawal applications to ADB through the Ministry of Finance.

24. An imprest account should be established in US dollars to be maintained in the name of Controller of Aid Accounts and Audits (CAAA) at the Reserve Bank of India. The initial advance will be based on estimated expenditures for the first six months¹⁷. The initial advance or replenishment by ADB into the imprest account will be converted into equivalent rupees by CAAA following its policy. Each executing agency may open a sub-account in local currency in a commercial bank acceptable to ADB. If requested by the relevant executing agency the proceeds will be transferred from the imprest account in rupees in accordance with relevant procedures of the government to the sub-accounts. The government will assure ADB that the funds from the imprest account shall be transferred to the sub-accounts within 30 calendar days of the receipt of the advance or replenishment. The total outstanding advance to the imprest account should not exceed the estimate of ADB's share of expenditures to be paid through the imprest account for the forthcoming 6 months. The request for initial and additional advances to the imprest account should be accompanied by an Estimate of Expenditure Sheet¹⁸ setting out the estimated expenditures for the forthcoming six months of project implementation. For every liquidation and replenishment request of the imprest account and sub-accounts, the borrower and the executing agencies will furnish to ADB (a) Statement of Account (Bank Statement) where the imprest account and sub-accounts are maintained, and (b) the Imprest Account Reconciliation Statement¹⁹ reconciling the above mentioned bank statement against the EAs' records.

25. Statement of expenditure (SOE) procedures will be used for reimbursement, and liquidation and replenishment of the imprest account for eligible expenditures not exceeding \$100,000 equivalent per individual payment. SOE records should be maintained and made readily available for review by ADB and for independent audit.²⁰

26. FAW²¹ procedures will be followed for specialized facilities by the state and government agencies.²² FAW procedures are separate from SOE procedures and should not be used in combination. The EA shall submit periodic physical and financial progress certificates in support of its application for reimbursement or replenishment and liquidation of the imprest fund. The physical and financial certificates should be duly signed by the representative of the executing agency.²³

27. Before the submission of the first withdrawal application, Government of India should submit to ADB sufficient evidence of the authority of the person(s) who will sign the withdrawal applications on behalf of the borrower, together with the authenticated specimen signatures of

¹⁷ The maximum ceiling of the imprest account at 10% of loan amount is removed as the executing agencies have adequate capacity to prepare expenditure forecast on the basis of 6-month estimated expenditure..

¹⁸ Available in Appendix 10B of the *Loan Disbursement Handbook*.

¹⁹ Follow the format provided in Appendix 10C of the *Loan Disbursement Handbook*.

²⁰ Checklist for SOE procedures and formats are provided in Appendix 7B, 8B, 9B, and 9C of the *Loan Disbursement Handbook*.

²¹ Reference to RRP Table 3 on justification for use of Force Accounts in protected areas in Punjab, and para. 64 in the FAM which states: Force account procedures will be followed for specialized facilities (works in forest areas, electricity connections, railway and national highway crossings) by state and Government agencies.

²² In Uttarakhand, the use of a force account for construction of a pedestrian bridge over a railway in Jwalapur is justified considering that the railway is operational and there is risk of disrupting ongoing operations and important safety considerations which are therefore better implemented by the Department.

²³ Documents required for the FAW procedures are provided in Appendix 7B and 9D of the *Loan Disbursement Handbook*.

each authorized person. The minimum value per withdrawal application is US\$100,000 equivalent, unless otherwise approved by ADB. Individual payments below this amount shall generally be paid from the imprest account, or by the borrower/EA and subsequently claimed to ADB through reimbursement. ADB reserves the right not to accept withdrawal applications below the minimum amount. Withdrawal applications and supporting documents will demonstrate, among other things that the goods, and/or services were produced in or from ADB members, and are eligible for ADB financing.

C. Accounting

28. The EAs of the respective states will maintain separate project accounts and records by funding source for all expenditures incurred by Tranche 3. Such project financial statements shall be separately recorded from the project financial statements of Tranche 1 and Tranche 3 of the investment program. Project accounts will follow generally accepted accounting principles followed in India and the accounting standards followed by the State Governments of Himachal Pradesh, Uttarakhand, and Punjab.

D. Auditing

29. The EA of the respective states will cause the project financial statements to be audited in accordance with the standards prescribed by the Comptroller and Auditor General of India and/or the Institute of Chartered Accountants of India, and those applicable to the project, by an independent auditor, whose qualifications, experience and terms of reference are acceptable to ADB. The audited project financial statements, together with the auditors' report and management letter, if any, will be submitted in the English language to ADB within 6 months of the end of the fiscal year by the executing agency. These shall be prepared to ensure maximum alignment to international accounting standards²⁴ and Government of India financial Regulations.

30. The annual audit report for the project financial statements will include an audit opinion which covers (i) whether the project financial statements present a true and fair view or are presented fairly, in all material respects, in accordance with the applicable financial reporting framework; (ii) whether loan were used only for the purposes of the project; (iii) the level of compliance for each financial covenant contained in the legal agreements for the project; (iv) use of the imprest fund procedure; and (v) the use of the SOE procedure certifying to the eligibility of those expenditures claimed under SOE procedures, and proper use of the SOE and imprest procedures in accordance with ADB's Loan Disbursement Handbook and the project documents.

31. The EA of the respective states have been made aware of ADB's approach on delayed submission, and the requirements for satisfactory and acceptable quality of the audited accounts.²⁵ ADB reserves the right to require a change in the auditor (in a manner consistent

²⁴ Cash Basis International Public Sector Accounting Standards.

²⁵ ADB Policy on delayed submission of audited project financial statements:

- When audited project financial statements are not received by the due date, ADB will write to the executing agency advising that (i) the audit documents are overdue; and (ii) if they are not received within the next six months, requests for new contract awards and disbursement such as new replenishment of imprest accounts, processing of new reimbursement, and issuance of new commitment letters will not be processed.
- When audited project financial statements have not been received within 6 months after the due date, ADB will withhold processing of requests for new contract awards and disbursement such as new replenishment of imprest accounts, processing of new reimbursement, and issuance of new commitment letters. ADB will (i) inform the

with the constitution of the borrower), or for additional support to be provided to the auditor, if the audits required are not conducted in a manner satisfactory to ADB, or if the audits are substantially delayed. ADB reserves the right to verify the project's financial accounts to confirm that the share of ADB's financing is used in accordance with ADB's policies and procedures. ADB retains the right to: (i) review and examine any account; and (ii) verify the validity of the certification issued by the EA for each withdrawal application. Further, any critical audit observations on subprojects should be reported to ADB, and action taken also monitored.

32. Public disclosure of the project financial statements, including the audit report on the project financial statements, will be guided by ADB's Public Communications Policy (2011).²⁶ After review, ADB will disclose the project financial statements for the project and the opinion of the auditors on the financial statements within 30 days of the date of their receipt by posting them on ADB's website.

VI. PROCUREMENT AND CONSULTING SERVICES

A. Advance Contracting and Retroactive Financing

33. All advance contracting and retroactive financing will be undertaken in conformity with ADB's *Procurement Guidelines* (2013, as amended from time to time) (ADB's *Procurement Guidelines*)²⁷ and ADB's *Guidelines on the Use of Consultants* (2013, as amended from time to time) (ADB's *Guidelines on the Use of Consultants*).²⁸ The issuance of invitations to bid under advance contracting and retroactive financing will be subject to ADB approval. The borrower and executing agencies of the respective states were advised that approval of advance contracting and retroactive financing does not commit ADB to finance the Project.

34. **Advance contracting.** Under the Project, advance contracting of (i) civil works, (ii) equipment and materials, and (iii) recruitment of consultants, may be requested subject to these being eligible as per the agreed procedures and guidelines. Advance contracting would include (i) prequalification of contractors, tendering, and bid evaluation for civil works packages; (ii) preparation of tender documents to procure materials and equipment; (iii) evaluation of bids; and (iv) recruitment of consultants.

35. **Retroactive financing.** Except as otherwise agreed with ADB, the expenditures incurred for civil works, equipment and materials, and consulting services that are eligible for advance contracting, and incremental administrative expenses will be eligible for retroactive financing of up to 20% of the proposed loan amount for eligible expenditures in each category incurred prior to effectiveness of each loan, but no earlier than 12 months before the signing of the loan agreement.

B. Procurement of Goods, Works and Consulting Services

36. All procurement of goods and works will be undertaken in accordance with ADB's *Procurement Guidelines*.

executing agency of ADB's actions; and (ii) advise that the loan may be suspended if the audit documents are not received within the next six months.

²⁶ Available from <http://www.adb.org/documents/pcp-2011?ref=site/disclosure/publications>

²⁷ Available at: <http://www.adb.org/Documents/Guidelines/Procurement/Guidelines-Procurement.pdf>

²⁸ Available at: <http://www.adb.org/Documents/Guidelines/Consulting/Guidelines-Consultants.pdf>

37. **Procurement of Goods.** Procurement of goods and related services estimated at \$3 million and above will be procured following international competitive bidding (ICB) procedures. For small, specialized equipment and materials contracts valued at less than \$100,000, shopping procedures acceptable to ADB will be followed.

38. **Procurement of Works.** There are no civil works contracts envisioned to qualify for ICB (estimated at \$40 million and above). Most contracts will be procured through national competitive bidding (NCB) procedures acceptable to ADB. Before the start of any procurement ADB and the Government will review the public procurement laws of the central and state governments to ensure consistency with ADB's *Procurement Guidelines*. ADB will review the first NCB bidding document for works and goods. Shopping will be used for contracts for procurement of works worth less than \$100,000 and requires the collection of at least three quotations. Force-account procedures will be followed for specialized facilities (works in forest areas, electricity connections, railway and national highway crossings) by state and Government agencies.

39. An 18-month procurement plan indicating threshold and review procedures, goods, works, and consulting service contract packages and national competitive bidding guidelines is in Section C.

40. While consultants under the existing tranches will be extended to continue services for Tranche 3,²⁹ any new consultants and NGOs if deemed required during implementation will be recruited according to ADB's *Guidelines on the Use of Consultants*.³⁰ The terms of reference for all consulting services are detailed in Section D.

41. An estimated 3,007 additional person-months (20 international, 2,987 national) of consulting services are required to (i) facilitate project management and implementation, and (ii) strengthen the institutional and operational capacity of the executing agency. Consulting firms will be engaged using the quality- and cost-based selection (QCBS) method with a standard quality cost ratio of 90:10.

42. A consultant recruitment activity monitoring (CRAM) sheet is used by the executing agency and ADB to monitor the activities in recruiting the consultant and to avoid delays. CRAM identifies the main activities in the recruitment process, the time normally required for each activity and target dates for completing each activity. The EA and ADB use CRAM to identify delays and take prompt action to get the recruitment process back on schedule. The template for CRAM is in Appendix 5.

43. **E-procurement.** Electronic procurement system may be used for ICB and NCB, provided such system has been assessed by ADB and confirmed to be acceptable, and in line with the following principles:

- Electronic approaches must adhere to the requirements specified in the ADB *Procurement Guidelines* and to the principles of economy, efficiency, transparency, and award of contract to the lowest evaluated substantially responsive bid.

²⁹ The RRP (Table 3, footnote b) envisioned continuing the same consultants throughout the MFF period. Each EA confirmed to ADB during the Fact Finding mission they intend to extend the existing consultants from earlier tranches for Tranche 3 to encourage continuity and project readiness (efficiency) and cost effectiveness (economy). Each EA confirmed the performance of existing consultants were satisfactory.

³⁰ Checklists for actions required to contract consultants by method available in e-Handbook on Project Implementation at: <http://www.adb.org/documents/handbooks/project-implementation/>

- The use of electronic systems does not excuse deviations from any current practices, except those specific to the electronic handling and management of bidding documents and bids. Opportunities may be advertised electronically, bidding documents may be issued electronically, correspondence may be electronic, and bids may be received electronically. All other requirements, such as use of standard bidding documents for ICB are retained.

C. Procurement Plan

44. The procurement plan which details out the indicative packages to be funded under the proposed project will be updated annually by the executing agency of the respective states and submitted to ADB.

Basic Data

Project Name: Infrastructure Development Investment Program for Tourism–Tranche 3	
Country: India	Executing Agency:
	1. Department of Tourism, Government of Himachal Pradesh
	2. Department of Tourism, Government of Punjab
	3. Department of Tourism, Government of Uttarakhand.
Loan Amount: \$123.51 million	Loan (Grant) Number: TBD
Date of First Procurement Plan:	Date of this Procurement Plan: 12 September 2014 (FF Mission)

A. Methods, Thresholds, Review and 18-Month Procurement Plan

1. Procurement and Consulting Methods and Thresholds

45. Except as the Asian Development Bank (ADB) may otherwise agree, the following process thresholds shall apply to procurement of goods and works.

Procurement of Goods and Works		
Method	Threshold	Comments
International Competitive Bidding (ICB) for Works	\$40,000,000 and above	Prior review
International Competitive Bidding for Goods	\$3,000,000 and above	Prior review
National Competitive Bidding (NCB) for Works	Beneath that stated for ICB, Works	Prior review of first bid document and bid evaluation report from PMU and each PIU.
National Competitive Bidding for Goods	Beneath that stated for ICB, Goods	Prior review of first bid document and bid evaluation report from PMU and each PIU.
Shopping for Works	Below \$100,000	
Shopping for Goods	Below \$100,000	

Consulting Services	
Method	Comments
Quality- and Cost-Based Selection (QCBS)	Prior review
Quality Based Selection	Prior review
Consultants' Qualifications Selection	Prior review
Least-Cost Selection	Prior review

Consulting Services	
Method	Comments
Fixed Budget Selection	Prior review

2. Goods and Works Contracts Estimated to Cost \$1 Million or More

46. The following table lists goods and works contracts for which the procurement activity is either ongoing or expected to commence within the next 18 months.

Himachal Pradesh

Package Number	General Description	Estimated Value	Procurement Method	Review (Prior / Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
HPTDB/13/1	Upgrading the Historic Urban Precincts & Creating a Heritage Circuit, Jwalaji Town	3.10	NCB	Prior	1S2E	Q4/2014	Works
HPTDB/14/1	Creation of Centre for Traditional Arts & Crafts at Badagran near Manali	6.22	NCB	Prior	1S2E	Q4/2014	Works
HPTDB/15/1	Conservation and Upgradation of the Historic Urban Precincts & Buildings in Mandi Town	4.25	NCB	Prior	1S2E	Q4/2014	Works
HPTDB/16/2	Restoration of Shimla Mall Road Extension	3.30	NCB	Prior	1S2E	Q4/2014	Works
HPTDB/16/3	Tourism Cultural Center at Shimla	2.21	NCB	Prior	1S2E	Q4/2014	Works
HPTDB/13/2	Conserving Prominent Temple Precincts & Upgrading Urban Infrastructure for Tourism in Dharamshala & Mcleodganj	4.50	NCB	Prior	1S2E	Q3/2015	Works
HPTDB/16/1	Conservation of Churches in the Heritage Zone, Shimla	1.65	NCB	Prior	1S2E	Q3/2015	Works
HPTDB/13/4	Restoration and Improvement of Chamunda Temple and Bajreshwari Temple Precinct	1.71	NCB	Prior	1S2E	Q4/2015	Works

Package Number	General Description	Estimated Value	Procurement Method	Review (Prior / Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
	and Creation of Cultural Centre for Traditional Crafts and Arts at Nagrota Bhagwan, Kangra						
HPTDB/16/4	Eco-Park at Naldhera, Shimla	1.13	NCB	Prior	1S2E	Q1/2016	Works
HPTDB/11/1	Rejuvenation of the Markandeya Temple Precinct and Provision of Visitor Facilities, Bilaspur	1.11	NCB	Prior	1S2E	Q2/2016	Works

Uttarakhand

Package Number	General Description	Estimated Value	Procurement Method	Review (Prior / Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
UK/IDIPT-III/DDN/01	Development of Tourism Infrastructure in Kartikeya Swami Circuit-	4.75	NCB	Prior	1S2E	Q4, 2014	Works
UK/IDIPT-III/DDN/02	Conservation and development of Rural Tourism sites in District Rudraprayag, Chamoli, Uttarkashi (3 lots)	1.49	NCB	Prior	1S2E	Q1, 2015	Works
UK/IDIPT-III/KOT/01	Creation of Pedestrian route for pilgrims and tourist in Haridwar	3.59	NCB	Prior	1S2E	Q4, 2014	Works
UK/IDIPT-III/KOT/02	Development of Tourism Infrastructure in Sem-Mukhem (Tehri)	1.13	NCB	Prior	1S2E	Q1, 2015	Works
UK/IDIPT-III/KOT/03	Development of rural tourism infrastructure in Pauri and Tehri districts	1.07	NCB	Prior	1S2E	Q2, 2015	Works
UK/IDIPT-III/BHT/01	Conservation of cultural heritage and urban place making in Nainital	3.73	NCB	Prior	1S2E	Q4, 2014	Works
UK/IDIPT-III/BHT/02	Conservation and development of	1.06	NCB	Prior	1S2E	Q2, 2015	Works

Package Number	General Description	Estimated Value	Procurement Method	Review (Prior / Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
	Jageshwar Sacred Tourism Circuit:						
UK/IDIPT-III/BHT/03	Restoration and adaptive reuse of Almora Fort	2.48	NCB	Prior	1S2E	Q1, 2015	Works
UK/IDIPT-III/BHT/04	Restoration and, adaptive reuse of Champawat Fort	2.99	NCB	Prior	1S2E	Q4, 2014	Works
UK/IDIPT-III/BHT/05	Restoration and, adaptive reuse of Pithoragarh Fort (Phase II)	1.01	NCB	Prior	1S2E	Q1, 2015	Works
UK/IDIPT-III/GEN/01	Provisions of solar facilities at tourist guest house	4.70	ICB	Prior	2S2E	Q4, 2014	Goods
UK/IDIPT-III/GEN/02	Development of Tourist inflow management system	2.86	ICB ³¹	Prior	2S2E	Q3, 2015	Goods

Punjab

Package Number	General Description	Estimated Value	Procurement Method	Review (Prior / Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
PB/IDIPT/T3/01/01	State-wide Tourism Centers, Interpretation Centers (2 lots)	1.00	NCB	Post	1S2E	Q2/2016	Works
PB/IDIPT/T3/03-12/02	Imperial highway heritage conservation and visitor facility development at Aam Khas Bagh Sirhind and Rauza Sharif and other Tombs (2 lots)	1.48	NCB	Post	1S2E	Q4/2014	Works
PB/IDIPT/T3/04/03	Eco-tourism development at Ropar and Harike Wetlands	3.00	NCB	Post	1S2E	Q4/2014	Works
PB/IDIPT/T3/05/04	Eco-tourism development of wildlife zoo	1.79	NCB	Post	1S2E	Q4/2014	Works
PB/IDIPT/T3/06/05	Patiala heritage conservation and tourism development	1.46	NCB	Post	1S2E	Q4/2014	Works

³¹ Considering the value of this contract is close to the ICB goods threshold (\$3 million), this package would attract international suppliers and qualify for ICB.

Package Number	General Description	Estimated Value	Procurement Method	Review (Prior / Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
	project at Qila Mubarak						
PB/IDIPT/T3/07/07	Establishment of Tourism facilities and infrastructure showcasing of Sikh culture – Civil Works at Chamkaur site	2.26	NCB	Post	1S2E	Q4/2014	Works
PB/IDIPT/T3/07/08	Establishment of Tourism facilities and infrastructure showcasing of Sikh culture - Interpretation Centres at 4 locations (2 lots)	3.02	NCB	Post	1S2E	Q2/2016	Works
PB/IDIPT/T3/08/09	Conservation at Gobindgarh fort (2 Lots)	4.09	NCB	Prior	1S2E	Q4/2014	Works
PB/IDIPT/T3/09/11	Conservation and adaptive reuse of town hall, Rambagh gate and historic buildings along heritage walk in Amritsar – Conservation Works at Town Hall	1.08	NCB	Post	1S2E	Q4/2014	Works
PB/IDIPT/T3/09/13	Conservation and adaptive reuse of town hall, Rambagh gate and historic buildings along heritage walk in Amritsar – Reuse at Rambagh Palace	1.18	NCB	Post	1S2E	Q4/2014	Works
PB/IDIPT/T3/10/14	Last mile connectivity to cultural sites in western circuits	1.93	NCB	Post	1S2E	Q4/2014	Works
PB/IDIPT/T3/13/15	Conservation and adaptive reuse of colonial heritage in Kapurthala – Gol Kothi, Gulabi Kothi and Buggy Khana	1.81	NCB	Post	1S2E	Q4/2015	Works

3. Consulting Services Contracts Estimated to Cost \$100,000 or More

47. The following table lists consulting services contracts for which the recruitment activity is either ongoing or expected to commence within the next 18 months.

Himchal Pradesh

Package Number	General Description	Contract Value	Original Awarded Amount	Recruitment Method	Review (Prior / Post)	Advert Date (quart/year)	Type of Proposal	Comments
HP/IDIPT /PMC&D SC/02	Project Management Consultants (plus DSC Kullu)	3.98	1.40	Extension of ongoing contract	Prior	-	FTP	International : 11 PM, National: 459
HP/IDIPT /DSC/03	Design and Supervision Consultant, Kangra (plus Shimla)	2.55	0.90	Extension of ongoing contract	Prior	-	FTP	International : 0 National: 309
HP/IDIPT /CBT/07, 08,09	Community Based Tourism Activities and Livelihoods Promotion including Skill Training in selected villages at Shimla, Solan, Kangra and Chamba	1.11	-	QCBS (90:10)	Prior	Q3/2015	FTP	International : 0 National: 252

Uttarakhand

Package Number	General Description	Contract Value	Original Contract Value	Recruitment Method	Review (Prior / Post)	Advertisement Date (quarter/year)	Type of Proposal	Comments
UK/IDIPT-III/PMC/01	Project Management Consultants at Dehradun	1.86	1.36	Extension of ongoing contract	Prior	-	FTP	International: 1 National: 211
UK/IDIPT-III/DSC/01	Design and Supervision Consultants at Dehradun	1.21	1.12	Extension of ongoing contract	Prior	-	FTP	International: 0 National: 239
UK/IDIPT-III/DSC/02	Design and Supervision Consultants at Bhimtal	1.27	0.77	Extension of ongoing contract	Prior	-	FTP	International: 0 National: 256
UK/IDIPT-III/DSC/03	Design and Supervision Consultants at Kotdwar	1.21	1.14	Extension of ongoing contract	Prior	-	FTP	International: 0 National: 250
UK/IDIPT-III/CBT/01	Consultant for Community Based Tourism	1.00	-	QCBS (90:10)	Prior	Q1, 2015	BTP	International: 0 National: 126

Punjab

Package Number	General Description	Contract Value	Original Awarded Amount	Recruitment Method	Review (Prior / Post)	Advert Date (quart/year)	Type of Proposal	Comments
PB/IDIPT-T3/PMC/01	Project Management Consultants	2.00	1.20	Extension of ongoing contract	Prior	-	FTP	International: 8 PM, National: 236
PB/IDIPT-T3/DSC/01	Design and Supervision Consultant, Amritsar (plus Ropar)	1.60	0.79	Extension of ongoing contract	Prior	-	FTP	International: 0 National: 522
PB/IDIPT/T3/CBT/01	Consultant for Community Based Tourism Activities	1.00	-	QCBS (90:10)	Prior	Q2/2015	FTP	International: 0 National: 126

4. Goods and Works Contracts Estimated to Cost Less than \$1 Million and Consulting Services Contracts Less than \$100,000 (Smaller Value Contracts)

48. The following table groups smaller-value goods, works and consulting services contracts for which the activity is either ongoing or expected to commence within the next 18 months.

Himachal Pradesh

Goods and Works								
Package Number	General Description	Estimated Value	Number of Contracts	Procurement Method	Review (Prior / Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
HPTDB/13/3	Restoration and Conservation of Rock Cut Temple, Masroor	0.28	1	NCB	Prior	1S2E	Q4/2014	Works
HPTDB/16/5	Restoration and beautification of Ancient temples and Surrounding areas at Rampur Bushair, Shimla	0.80	1	NCB	Prior	1S2E	Q2/2016	Works
HPTDB/13/5	Construction of Dock at Pong Dam, Kangra	0.17	1	NCB	Prior	1S2E	Q2/2016	Works

Uttarakhand

Goods and Works								
Package Number	General Description	Estimated Value	Number of Contracts	Procurement Method	Review (Prior / Post)	Bidding Procedure	Advertise ment Date (quarter/ year)	Comments
UK/IDIPT-III/GEN/03	Development of traditional medicine and Yoga training centres	0.45	1	NCB	Prior	1S2E	Q1, 2015	Works
UK/IDIPT-III/KOT/04	Construction of pedestrian bridge over railway at Jwalapur	0.83	1	Force Account	Prior	NA	Q3, 2015	Works (Force account with Railways)
UK/IDIPT-III/KOT/05	Construction of pedestrian bridge over national highway at Mangalaur crossing	0.50	1	NCB	Prior	1S2E	Q3, 2015	Works

Punjab

Goods and Works								
Package Number	General Description	Estimated Value	Number of Contracts	Procurement Method	Review (Prior / Post)	Bidding Procedure	Advertise ment Date (quarter/ year)	Comments
PB/IDIPT/T3/01/16	State-wide Tourism Signages (2 lots)	0.94	2	NCB	Post	1S2E	Q1/2016	Works
PB/IDIPT/T3/02/17	State-level art and craft resource centers	0.57	1	NCB	Post	1S2E	Q4/2015	Works
PB/IDIPT/T3/11/19	Heritage conservation and tourism development in Gurdaspur district	0.50	1	NCB	Post	1S2E	Q4/2015	Works
PB/IDIPT/T3/13/20	Conservation and adaptive reuse of colonial heritage in Kapurthala	0.72	1	NCB	Post	1S2E	Q4/2014	Works
PB/IDIPT/T3/04/21	Eco-tourism development at Ropar and Harike Wetlands	0.37	1	Force Account	Post	NA	Q1/2015	Works (Force account with Forest)

B. Indicative List of Packages Required Under the Project

49. The following table provides an indicative list of goods, works and consulting services contracts over the life of the project, other than those mentioned in previous sections (i.e., those expected beyond the current period).

Himachal Pradesh

Goods and Works							
Package Number	General Description	Estimated Value	Estimated Number of Contracts	Procurement Method	Review (Prior / Post)	Bidding Procedure	Comments
HPTDB/12/1	Development of a Heritage Circuit: Conservation of Historic Buildings Integrated With Provision of Tourist Facilities, Chamba	1.50	1	NCB	Prior	1S2E	Works (Q3/2016)
HPTDB/G&E/13/5	Eco-tourism boat for Pong Dam , Kangra	1.17	1	NCB	Prior	1S2E	Goods (Q4/2017)
HPTDB/17/1	Creation of Cultural Centre for Traditional Crafts and Arts at Haroli, Una	0.50	1	NCB	Prior	1S2E	Works (Q3/2016)
HPTDB/G&E	Electronic Kiosks	0.50	1	NCB	Prior	1S2E	Goods (Q4/2016)

Punjab

Goods and Works							
Package Number	General Description	Estimated Value	Estimated Number of Contracts	Procurement Method	Review (Prior / Post)	Bidding Procedure	Comments
PB/IDIPT/T3/06/06	Patiala heritage conservation and tourism development project – Conservation and adaptive reuse including infrastructure works at Patiala and Conservation and adaptive reuse at Mohindra Kothi	4.41	1	NCB	Post	1S2E	Works (Q3/2016)
PB/IDIPT/T3/03-12/18	Imperial highway heritage conservation and visitor facility development – Reuse of Aam Khas Bagh and Baradari at Gandiwind and Kosminar (2 lots)	0.84	2	NCB	Post	1S2E	Works (Q3/2016)
PB/IDIPT/T3/08/10	Adaptive reuse at Gobindgarh fort	4.24	1	NCB	Post	1S2E	Works (Q3/2016)
PB/IDIPT/T3/09/12	Conservation and adaptive reuse of town hall, Rambagh gate and	2.66	1	NCB	Post	1S2E	Works (Q3/2016)

Goods and Works							
Package Number	General Description	Estimated Value	Estimated Number of Contracts	Procurement Method	Review (Prior / Post)	Bidding Procedure	Comments
	historic buildings along heritage walk in Amritsar – Reuse at Town and Conservation Works at Heritage Walk						

D. Consultant's Terms of Reference

50. The outline terms of reference of the consultants required for Tranche 3 are included in **Appendix 4**.

VII. SAFEGUARDS

51. Safeguards frameworks, specifically an environmental assessment and review framework (EARF, included in the FAM for the MFF), resettlement framework (RF, included in the FAM for the MFF) and indigenous peoples planning framework (IPPF, included in FAM for the MFF), prepared for the MFF were endorsed by the executing agencies. These safeguard frameworks clarified environmental and social policies; safeguard screening, categorization and review procedures; and laid down the requirements for preparation of initial environmental examination (IEE), resettlement plan (RP) and indigenous peoples plan (IPP) for the subprojects. The frameworks also included measures for further development of institutional capacity within PMUs and PIUs to manage environmental and social issues. IEEs were prepared for all subprojects under the Project in accordance with the EARF. RPs were also prepared for relevant subprojects in Himachal Pradesh and Uttarakhand in accordance with the RF. Subprojects were also reviewed for compliance with IPPF, and found to be compliant.

52. The environmental and social personnel of the PMUs and PIUs will perform the following functions:

- (i) Maintain and update the environmental and social safeguard documentation;
- (ii) Ensure all subprojects financed by the loan are screened, categorized, and reviewed in accordance with the safeguard frameworks;
- (iii) Advise during screening to ensure that safeguard (environment, involuntary resettlement, and indigenous peoples) impacts are avoided or minimized;
- (iv) Obtain necessary and relevant environmental clearances, government permissions, no objection certificates (NOCs), and ensure compliance with government requirements;
- (v) Ensure that safeguard documents (IEE, RP, IPP) as required are prepared and disclosed in accordance with the safeguard frameworks;
- (vi) Ensure all safeguards requirements set under the loan conditions for subprojects are fulfilled including but not limited to award of civil works contracts only after all required NOCs are obtained and compensation where involuntary resettlement occurs;
- (vii) Include IEEs in contract documents;
- (viii) Monitor subprojects to ensure safeguards compliance in accordance with safeguards documents prepared for subprojects;

- (ix) Provide training and capacity-building;
- (x) Provide information to ADB in accordance with the safeguard frameworks;
- (xi) Ensure monitoring and reporting requirements are undertaken in accordance with the safeguard frameworks.

VIII. GENDER AND SOCIAL DIMENSIONS

53. The Project will strengthen the tourism sector in Himachal Pradesh, Punjab, and Uttarakhand as reflected in an increase in arrivals and length of stay of tourists in the destination areas and increased spending of tourists and expanded patterns of existing tourist flows. All these are expected to result in additional employment and improved living conditions for the local populations including the poor, and reduce urban-rural disparities. In Himachal Pradesh, poverty levels are estimated at 10.9%, in Punjab they are about 11.3%, and in Uttarakhand, it is estimated that 17.8% of the people in the state live in poverty. Although poverty levels in all three states are below the national average (27%), poverty and inequality are disproportionately and significantly high among a number of social groups. A recent survey shows that in Himachal Pradesh unemployment rate (per 1000) for persons aged 15 years and above in rural area is 32 and in urban area it is 70 while for Punjab and Uttarakhand rates in the same order are 37 and 50 and 45 and 81, respectively.³² It is generally believed that unemployment rates are naturally higher for young people because of their limited work experience and poor employability due to deficit in educational attainment and limited opportunities. This scenario causes large-scale migration of young people. It is observed that internal migrants per 1000 households in 2007-2008 in Himachal Pradesh, Punjab and Uttarakhand were 305, 68 and 266, respectively. The median age of migrants was 22 years, 20 years and 21 years for the corresponding states. The project includes a mix of popular destinations and less developed tourist destinations. While the Project will improve destinations and access, it also aims to expand access to livelihoods directly through project-based activities such as construction and training for community-based tourism (CBT) activities. Summary poverty reduction and social strategy is in **Appendix 5**.

54. Subprojects will be implemented through stakeholder participation and will include the following key aspects: (i) community consultations and mobilization in subproject identification, formulation, design, and implementation; (ii) community participation, especially in CBT subprojects to empower the communities to operate the tourism facilities and assets created in the project; and (iv) encouraging women, youth, and other marginalized social groups to take active involvement and leadership in subproject planning and implementation. The budget for community based participatory activities is funded under the NGO package.

55. The Project is classified as Effective Gender Mainstreaming. A gender action plan (GAP) is prepared (refer **Appendix 6**) for tranche 3 focusing primarily on gender equity in the tourism sector and improved women's access to project services and resources, as well as increased income opportunities—supported through skills enhancement and necessary linkages, participation in decision-making process, and enabling institutional environment, etc.

56. Monitoring and evaluation systems will generate sex-disaggregated information to enable tracking of gender impacts envisaged under Tranche 3. Community consultations and participation will be integral part of implementation of pro-poor components. In Punjab, Gender Specialist will be recruited in PMU to implement GAP and provide monitoring and reporting support. In Uttarakhand, Community Development Specialist will be designated in PMU to

³² Based on current weekly status approach: Data source: http://labourbureau.nic.in/EUS_2012_13_Vol_1.pdf tables: 13.10, 13.22 & 13.27

implement GAP and provide monitoring and reporting support while in Himachal Pradesh, Social Safeguards Expert will be designated in PMC to implement GAP and provide monitoring and reporting support. In addition, GAP coordinators will be designated/ identified in each PIU for oversight of GAP implementation at sub-project sites for each state. The additional TOR for the Community Development Specialist in PMU in Uttarakhand is as follows: (i) assist the PMU to comply with the GAP, (ii) support in capacity building for gender mainstreaming activities under the project at each level, and (iii) monitor GAP implementation progress, collect data disaggregated by sex and submit update on progress and achievements.

GENDER ACTION PLAN (TRANCHE 3)

Activities	Indicators/Targets	Responsibility	Timeframe
Cross-cutting gender activities for Outputs 1,3 4, and 5			
<i>Construction activities:</i> <ul style="list-style-type: none"> Encourage high levels of employment for women in construction; Enforce core labor standards³³ and equal wages for work of equal value 	In each State: <ul style="list-style-type: none"> Employ women in construction-related activities (skilled/unskilled) [Target: HP:20%, UK: 20%, PB: 30%] All bidding documents include relevant clauses on core labor standards and equal pay. All contractors oriented on key gender concepts, equal pay, core labor standards, and other risks to women³⁴ All contractors' maintain labor registers showing names, sex, and wages of workers 	PMUs, PIUs	Construction periods
<i>Women safety at tourist attractions:</i> <ul style="list-style-type: none"> Ensure safety and security of women at all tourists sites Conduct IEC and awareness workshops on women issues in tourism in all project communities 	In each State: <ul style="list-style-type: none"> Training provided to all DOT staff on safety and security of women and children³⁵ Implement basic safety measures for women at all tourist sites including sufficient lighting and safety billboards including helplines. Workshop conducted for communities at each subproject site [Target: 30% women per workshop] 	PMUs	Year 3
Output 2. Greater participation by local communities in tourism-related economic activities			
Provide local employment in tourism support activities at attractions supported under the project	In each State: <ul style="list-style-type: none"> Employment generation as follows: HP: at least 500 persons [M-350/F-150]; PB: 800 persons [M-550/F-250];UK: 500 persons [M-350/F-150] Self-help groups formed for poor and women in tourism related livelihood development [HP: 30; PB: 20; UK: 10] to support and promote local products and linking them to micro-finance and marketing. 	PMUs, PIUs	Year 3
Ensure participation of women in community-based societies in the management of natural and cultural heritage sites	In each State: all community-based societies are meaningfully represented by women [HP: 50% women in 6 committees, PB: 40% women in 4 committees UK: 40% women in 20 committees]	PMUs, PIUs	Year 2
Output 3. Improved basic urban infrastructure and services at tourist destinations and attractions			
All urban infrastructure and services at tourist destinations and attractions designed for men and women	In each State: <ul style="list-style-type: none"> Equal number of separate male and female toilets constructed under the project Signage with helpline and medical services number for women at each tourist attraction 	PMUs, PIUs	Year 3 till completion
Output 5. Strengthened Capacity of sector agencies and local communities for planning, development, management, and marketing of tourist destinations and attractions			
Capacity development: Conduct livelihood training in tourism related skills targeting poor and marginalized women	In each State: <ul style="list-style-type: none"> Community members trained in at least one type of craft production, and/or micro-enterprise development, management, and marketing based on a needs assessment survey and value chain analysis [HP: 1,000 [M-500/F-500], PB: 3,000 [M-2,100/F-900] and UK: 400 [M-200/F-200] 	PMUs, PIUs	Year 2

³³ As per the provisions of; (i) Prevention of Sexual Harassment at Workplace Act 2013; (ii) Protection of Children from Sexual Offence Act, 2013; and (iii) Contract Labour Regulation & Abolition Act 1970; (iv) the Building and other Construction Workers (Regulation of Employment & Condition of Services Act 1996).

³⁴ Risks include HIV/AIDs, harassment, etc.

³⁵ Based on Government of India's Code of Conduct for Safe and Honourable Tourism (July 2010).

Activities	Indicators/Targets	Responsibility	Timeframe
	<ul style="list-style-type: none"> Established linkages with state and district-level vocational training institutions on specialized craft/trade skills for skill trainings and certification [Linkage with at least 5 vocational training institutions in each state] 		
Link pro-women, pro-poor livelihood schemes for tourism-based with existing government programs	In each State: convergence of project related livelihood schemes in tourism with existing Government of India and/or other state's scheme established ³⁶	PMU	Year 3
Strengthen project management, monitoring, and staff capacity in gender mainstreaming	In each State: <ul style="list-style-type: none"> PMC, PMU, and PIUs include a gender specialist or dedicated staff with TOR to implement, monitor, and report on GAP activities.³⁷ Gender indicators included in PPMS and updated bi-annually with sex-disaggregated data GAP implementation reported quarterly 	PMUs, PIUs	Year 1
Planning: <ul style="list-style-type: none"> Include women's needs in management plans, mobility plans, event management plans and TORs for agencies to be mobilized for operation and management of facilities 	In each State: <ul style="list-style-type: none"> Needs and priorities of women tourists included in the following: (i) tourism management plans, (ii) mobility plans, (iii) state-wide heritage management plans, (iv) event management plans, (v) tourist destination management plans, (vi) site management plans, (vii) guidelines for conservation of heritage buildings, and (viii) tourist inflow management plans Stakeholder orientation trainings conducted (1 workshop in each state) 	PMUs, PIUs	Year 1 till completion
Strengthen gender-mainstreaming state tourism policies and programs	<ul style="list-style-type: none"> In UK, the State Tourism Policy revised to include gender mainstreaming strategy In HP and PB, gender mainstreaming introduced into existing policies and programs of DOT 	PMU	By year 4
Fostering Community Participation, Marketing and Promotion: <ul style="list-style-type: none"> Develop and disseminate gender-sensitive marketing materials (print and electronic), guidebooks and brochures on tourist destinations 	In each State: Marketing and promotion materials with gender considerations produced [2,000 posters and 20,000 brochures and 1 electronic message at each tourist destination produced]	PMUs, PIUs	Year 1

DOT= Department of Tourism; GAP = gender action plan, HP = Himachal Pradesh, IEC=information, education and communication; PB = Punjab, PIU=program implementation unit; PMC = project management consultants; PMU= program management unit; PPMS=project performance monitoring system; RLBs=rural local bodies(village level local self-governance bodies), TOR = terms of reference, ULBs=urban local bodies;.

³⁶ Central government schemes include the *Skills Development for Income Generation Scheme (known as Hunar Se Rozgar Tak)*.

³⁷ Gender specialist recruited in PMU for Punjab. Community Development Specialist in PMU for Uttarakhand designated for implementation, monitoring and reporting of GAP. Social Safeguard Expert in PMC for HP designated for implementation, monitoring and reporting of GAP. GAP coordinators designated/identified at all PIUs for oversight of GAP implementation at sub-project sites in each state

IX. PERFORMANCE MONITORING, EVALUATION, REPORTING AND COMMUNICATION

A. Tranche 3 Design and Monitoring Framework – All 3 States

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
Impact Increased volume of domestic and international tourists to destinations within the states of Himachal Pradesh, Punjab, and Uttarakhand increased	By 2020: <ul style="list-style-type: none"> 40% increase in total domestic tourists in the states of Himachal Pradesh, Punjab, and Uttarakhand (Baseline: 9.3 million for Himachal Pradesh and 23.0 million for Uttarakhand in 2008, and 5.3 million for Punjab in 2009).³⁸ 40% increase in total international tourists in the three states (Baseline: 0.376 million for Himachal Pradesh, and 0.11 million for Uttarakhand in 2008, and 0.1 million for Punjab in 2009) 30% increase in average length of stay of overnight tourists in the three states (Baseline: 2.0 nights for Himachal Pradesh, 3.49 nights for Uttarakhand, 1.2 nights for Punjab, in 2008). 	For all indicators: State Departments of Tourism	Assumption States are committed to play the role of facilitator and regulator of commercial tourism development, including discrete PPP and community participation schemes.
Outcome Enhanced tourism environment in Himachal Pradesh, Punjab, and Uttarakhand	By 2020: <ul style="list-style-type: none"> Additional 1,000 tourist/month (2015 baseline)³⁹ on average achieved at each of the heritage conservation and ecotourism destinations, and cultural centers developed under the project. At least 1,800 persons, including from female-headed, poor and vulnerable households, received skilled employment (Target: 250/F-550) 	For all indicators: State tourism reports and statistics for each state	Assumption States and operators are committed to cost recovery for O&M and tariff setting to maintain services and facilities
Outputs 1. Enhanced quality of natural and cultural attractions	By 2020: Himachal Pradesh <ul style="list-style-type: none"> Conservation of 11 heritage structures in ten towns to professionally accepted standards Development of 4 centers for traditional arts and crafts in four towns and 1 tourism cultural center Development of 1 eco- park in Shimla, and 1 eco-tourism boating facility (Pong Dam) Uttarakhand <ul style="list-style-type: none"> Conservation of 14 heritage structures in six towns to professionally accepted standards. Punjab <ul style="list-style-type: none"> Conservation of 33 heritage structures in six districts to professionally accepted standards. Development of new heritage walk in Patiala, 3 cultural craft resource centers, and 10 bird watch towers in two natural areas (Ropar and Harike wetlands). 	For all indicators: Project quarterly progress reports	Assumptions Capacity built for sustainable protection and management of heritage sites. States receive timely no objection certificates for works from government and/or private asset owners
2. Greater participation by local communities in tourism-related economic and livelihood activities	Himachal Pradesh <ul style="list-style-type: none"> At least 6 community-based societies in five districts will be made operational in the management of natural and cultural heritage sites (with equal representation of women) At least 500 persons employed in tourism support activities at attractions supported under the project (M-350/F-150). Uttarakhand <ul style="list-style-type: none"> At least 20 community-based societies in nine districts will be made operational in the management of natural and cultural heritage sites (with equal representation of 	For all indicators: Registration certificates of societies Project social surveys	Assumption Communities engaged in tourism activities

³⁸ Punjab only started collecting data in 2009.

³⁹ Baseline being collected by EAs.

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
	<p>women)</p> <ul style="list-style-type: none"> At least 500 persons employed in tourism support activities at attractions supported under the project (M-350/F-150). <p>Punjab</p> <ul style="list-style-type: none"> At least 4 community-based societies in four districts will be made operational in the management of natural and cultural heritage sites with equal representation of women) At least 800 persons employed in tourism support activities at attractions supported under the project (M-550/F-250). 		
3. Improved basic urban infrastructure and incidental services at tourist destinations and gateways	<p>By 2020:</p> <p>Himachal Pradesh</p> <ul style="list-style-type: none"> Improvement of basic tourist facilities and amenities in 4 tourist attractions including toilets (M/F), drinking water facilities, solid waste management, drainage, parking, street lighting, street furniture, and signage with safety and security measures for women and disability friendly designs. <p>Uttarakhand</p> <ul style="list-style-type: none"> Improvement of basic tourist facilities and amenities in 2 tourist sites and 20 rural villages supporting homestays including toilets (M/F), drinking water facilities, solid waste management, drainage, parking, street lighting, street furniture, interpretation facilities, and signage with safety and security measures for women and disability friendly designs. Provide solar power facilities at 64 tourist rest houses. <p>Punjab</p> <ul style="list-style-type: none"> Improvement of basic tourist facilities and amenities in 4 tourist sites and 4 rural villages supporting homestays including toilets (M/F), drinking water facilities, solid waste management, drainage, parking, street lighting, street furniture, interpretation facilities, and signage with safety and security measures for women and disability friendly designs. 	For all indicators: Project quarterly progress reports	
4. Improved connectivity to tourist attractions	<p>Himachal Pradesh:</p> <ul style="list-style-type: none"> Improvements made to approximately 12 km of existing approach roads for last mile connectivity at tourist destinations and attractions with appropriate road safety measures. <p>Uttarakhand</p> <ul style="list-style-type: none"> Improvements made to approximately 11.3 km of existing approach roads at selected tourist destinations and attractions with appropriate road safety measures. Development of 42.5 km trekking trails in five natural areas Development of 1.5 km pedestrian walkway around Nainital Lake <p>Punjab</p> <ul style="list-style-type: none"> Improvements made to approximately 20.0 km of existing approach roads at selected tourist destinations and attractions with appropriate road safety measures. Development of 9.0 km trekking trails 	For all indicators: Project quarterly progress reports	
5. Strengthened capacity of sector agencies and local communities for	<p>By 2020:</p> <p>Himachal Pradesh:</p> <p>Capacity development</p> <ul style="list-style-type: none"> 1,000 community members trained in tourism-related 	For all indicators: Project social surveys Management plans of	Assumption Sector agencies committed to capacity

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>planning, development, management, and marketing of tourist destinations and attractions and promoting private sector participation and small businesses</p>	<p>skills (e.g., guides, crafts, recreational activities, etc.). (Target: M-500/F-500)</p> <ul style="list-style-type: none"> • Outsource O&M of 6 facilities to private sector. <p>Planning</p> <ul style="list-style-type: none"> • 2 tourism management plans for two destinations • 2 mobility plans for two destinations • 1 statewide heritage management plan <p>Fostering Community Participation, Marketing and Promotion</p> <ul style="list-style-type: none"> • Gender-sensitive marketing materials, guidebooks and brochures on tourist destinations developed and disseminated <p>Uttarakhand:</p> <p>Capacity development</p> <ul style="list-style-type: none"> • 400 community members trained in tourism-related skills (e.g., guides, crafts, recreational activities, etc.). (Target: M-200/F-200) • Outsource O&M of at least 7 facilities to private sector. <p>Planning</p> <ul style="list-style-type: none"> • 1 events management plan at Haridwar • 2 mobility plans at Nainital and Mussoorie • 1 revised state tourism policy for Uttarakhand • 1 statewide tourist inflow management system <p>Fostering Community Participation, Marketing and Promotion</p> <ul style="list-style-type: none"> • Gender-sensitive marketing materials, guidebooks/brochures/posters, etc. on tourist destinations developed and disseminated, <p>Punjab:</p> <p>Capacity development</p> <ul style="list-style-type: none"> • 3,000 community members trained in tourism-related skills (e.g., guides, crafts, recreational activities, etc.). (Target: M-2100/F-900) • Outsource O&M of at least 3 facilities to private sector. <p>Planning</p> <ul style="list-style-type: none"> • 3 tourist destination management plans • Site management plan at Gobindgargh Fort • Two guidelines for conservation of heritage buildings and promoting PPP <p>Fostering Community Participation, Marketing and Promotion</p> <ul style="list-style-type: none"> • Gender-sensitive marketing materials, guidebooks/brochures/posters, etc. on tourist destinations developed and disseminated. 	<p>both states</p> <p>Project market surveys</p> <p>Project quarterly progress reports</p>	<p>development and take necessary actions for institutional and financial improvements</p>
Activities with Milestones			Inputs
<p>Output 1, 3 and 4</p> <ol style="list-style-type: none"> 1. Detailed design for prioritized subprojects completed by mid-October 2014 2. Tendering for prioritized works started by November 2014 3. Detailed designs for remaining subprojects completed by December 2015 4. Contract awarded and construction commenced for prioritized subprojects by March 2015 5. Contract awarded and construction commenced for remaining subprojects by September 2016 6. Completion of civil works on all major subprojects by December 2019 <p>Output 2</p> <ol style="list-style-type: none"> 1. NGOs involved for community-based tourism activities recruited by July 2015 2. Complete community-based tourism activities by end-2019 <p>Output 5</p> <ol style="list-style-type: none"> 1. Submit contract variation to continue loan consultants under Tranche by November 2014. 2. Capacity building activities to be completed by end-2019 			<p>ADB: \$123.51 million Government: \$52.94 million Total: \$176.45 million</p>

ADB = Asian Development Bank, HH = household, km = kilometers, M/F = male/female, NGO = nongovernment organization, O&M = operation and maintenance, PIU = project implementation unit, PM = person-months, PMU = project management unit, PPP = public-private partnership.

B. Monitoring

57. **Project performance monitoring.** The EAs will ensure that within 3 months of the effective date of the loan, the PMUs will establish a Project Performance Monitoring System (PPMS) in a form and substance acceptable to ADB, including gender disaggregated data. The PPMS will track Project implementation activities, corresponding target dates, expected outcomes, and assigned responsibilities under a monitoring mechanism that can be used to track progress on specific activities. The PPMS will aim to detect any deficiency and discrepancy between the plan and the execution of the Project in using the resources efficiently in order to ensure that timely corrections can be made to adjust the design of the Project. The IAs will undertake periodic Project and subproject performance reviews to evaluate the scope, implementation arrangements, progress and achievements of objectives of the Project.

58. The executing agencies will prepare and provide ADB with quarterly progress reports on implementation of the subprojects in their state. Such progress reports will include report on progress made during the period of review, changes if any on implementation schedule, problems or difficulties encountered and remedial actions taken, work to be undertaken and subprojects/components to be proposed for financing in the coming quarter. The reports will also include a summary financial account for each IA, expenditures to date, and report on benefit monitoring undertaken pursuant to previous paragraph of this Schedule, and updates on GAP implementation (following prescribed template in Appendix 6). Disaggregated baseline data for output and outcome indicators, including those in the design and monitoring framework (DMF), will be established by the EAs within 6 months of the loan effectiveness, which will be updated and reported quarterly through the EAs' quarterly progress reports and after each ADB review mission. These quarterly reports will provide information necessary to update ADB's project performance reporting system.⁴⁰

59. ADB will conduct reviews of the management, financial, and operational performance of the subprojects financed under the Project including safeguard and GAP implementation and procurement procedures used by the subprojects.

60. A set of indicators for monitoring, which includes satisfactory implementation of resettlement, and evaluating the performance of the Project and each subproject in relation to the goals, purposes, and outputs of each, will be agreed upon with ADB in reference to the DMF within no more than 3 months from the signing of the Loan Agreement. For subprojects under the PPP modalities, such as performance-based management contracts, or extended O&M contracts, as applicable, key performance indicators satisfactory to ADB will be developed when requests for proposals and draft contract documents are prepared for each subproject. Results of the analyses, comments, and conclusions on the performance of the subprojects will be incorporated in every quarterly report to ADB.

61. **Compliance monitoring.** Quarterly progress reports will also describe the progress of various loan covenants — policy, legal, financial, economic, and others.

⁴⁰ ADB's project performance reporting system is available at:
<http://www.adb.org/Documents/Slideshows/PPMS/default.asp?p=evaltool>

62. **Safeguards monitoring.** Monitoring and reporting of safeguards compliance are described in detail under the environmental and social safeguard frameworks included in the FAM for MFF. For Tranche 3, semiannual safeguard monitoring reports will be submitted and disclosed for environmental and social safeguards.

63. **Gender and social dimensions monitoring.** The GAP will be implemented, monitored and reported⁴¹ by the executing agencies. Implementation of the GAP will be reported as part of the progress reports. The GAP is in **Appendix 8**.

C. Evaluation

64. The performance of the Project will be periodically reviewed using the DMF by (i) the respective executing agencies through the PMUs (quarterly); (ii) SLEC (semiannually), and (iii) ADB (annually). The PMUs will complete the report based on their quarterly review by the 15th day following the end of the quarter. The EAs will forward the semiannual progress reports to ADB by the 15th day of the month following the semiannual review. ADB will review the quarterly progress reports during the review missions and during the tripartite reviews chaired by the Government. ADB will also carry out annual environmental and/or social (including gender) reviews of the Project. In addition, a midterm review of the Project will be undertaken in accordance with the implementation period for the Project. The midterm review will evaluate in detail the scope of the Project and subprojects, implementation arrangements, any outstanding issues, environment and resettlement as well as other safeguard and GAP implementation issues, achievement of scheduled targets, contract management progress, and other issues, as appropriate and generate agreement on any changes that may be needed.

D. Reporting

65. The EAs will provide ADB with (i) quarterly progress reports in a format consistent with ADB's project performance reporting system; (ii) consolidated annual reports including (a) progress achieved by output as measured through the indicator's performance targets, (b) key implementation issues and solutions; (c) updated procurement plan and (d) updated implementation plan for the next 12 months; and (iii) a project completion report within 6 months of physical completion of the Project. To ensure Project continue to be both viable and sustainable, project accounts and the executing agency audited financial statements, together with the associated auditor's report, should be adequately reviewed.

66. The executing agencies must provide ADB with quarterly progress reports on the implementation of Project within 15 days of the end of each quarter. On the basis of the quarterly progress reports, ADB will prepare annual implementation progress reports to be submitted to the Board each December. Within 6 months of physical completion of the Project the executing agencies will submit a project completion report to ADB. These reports will describe the details of implementation, costs, monitoring and evaluation results, problems encountered and actions taken, and other relevant information that ADB may request. Safeguard monitoring reports will be submitted semi-annually.

⁴¹ Staff Guide to Consultation and Participation: <http://www.adb.org/participation/toolkit-staff-guide.asp> and CSO Sourcebook: A Staff Guide to Cooperation with Civil Society Organizations: <http://www.adb.org/Documents/Books/CSO-Staff-Guide/default.asp>

E. Stakeholder Communication Strategy

67. The table below describes what project information will be communicated, the means of communication, who will provide the information, the audience(s), and frequency.

S. No	Project information	Means of communication	Who will provide	Audience	Frequency
1	Project sanctioned	Web	EAs and IAs	All stakeholders	At the time of sanction
2	Progress on subprojects	Web and field consultations	EAs and IAs	End users and other stakeholders	Quarterly basis
3	Project design	Consultations and stakeholder meetings	EAs and IAs	End users and other stakeholders	Intensely during the design stage
4	Environmental and social management	Web, meetings and field level meetings	EAs and IAs	End users and other stakeholders	Regular basis as per need
5	Poverty and social development	Field level consultation meetings with all stakeholders	EAs and IAs with help of CBOs and NGOs, among others	End users and other stakeholders	Regular basis as per need
6	Development outcomes and impact	Web, newsletters, workshops and seminars	EAs	Government of India, State Governments, Development partners, and other stakeholders	Annual basis

EA = executing agency, CBO = community-based organization, IA = implementing agency, NGO = nongovernmental organization.

X. ANTICORRUPTION POLICY

68. The government, participating states and executing/implementing agencies are advised of ADB's Anticorruption Policy (1998, as amended to date). Consistent with its commitment to good governance, accountability and transparency, implementation of the projects under the Facility shall adhere to ADB's Anticorruption Policy. ADB reserves the right to review and examine, directly or through its agents, any alleged corrupt, fraudulent, collusive, or coercive practices relating to the projects under the Facility. In this regard, investigation of government officials, if any, would be requested by ADB to be undertaken by the government.

69. To support these efforts, relevant provisions of ADB's Anticorruption Policy are included in the Loan Regulations and the bidding documents. In particular, all contracts financed by ADB shall include provisions specifying the right of ADB to audit and examine the records and accounts of the states and implementing agencies and all contractors, suppliers, consultants, and other service providers as they relate to the projects under the Facility. Individuals/entities on ADB's anticorruption debarment list are ineligible to participate in ADB-financed activity and may not be awarded any contract under the project.⁴²

70. The EAs will continue to undertake the following measures to ensure integrity and transparency:

⁴² ADB's Integrity Office web site is available at: <http://www.adb.org/integrity/unit.asp>

- (i) EAs will disclose detailed information about project implementation on their websites. For example, the website will include procurement-related information, such as the list of participating bidders, name of the winning bidder, basic details on bidding procedures adopted, amount of contract awarded, and the list of goods and/or services procured.
- (ii) EAs will establish a grievance redress mechanism to ensure greater accountability. The grievance redress mechanism will be set up to receive and resolve complaints, as well as to act upon stakeholders' reports of irregularities on project-related matters, including grievances concerning resettlement. EAs will widely publicize the existence of this mechanism to ensure that stakeholders are aware that a venue is available to address concerns or grievances relating to fraud, corruption, abuse, and any other aspects of project implementation.
- (iii) EAs will support internal audit of the project activities so that variances from set protocols are detected early and proactively corrected.
- (iv) EAs will maintain and update its website to present information on this Project. The website shall provide information on financial statements of this Project procurement activities and details on the adopted bidding procedures, amounts of the contracts awarded, the list of goods and/or services purchased, and their intended and actual utilization.

71. ADB's Anticorruption Policy designates the Office of Anticorruption and Integrity (OAI) as the point of contact to report allegations of fraud or corruption among ADB-financed projects or its staff. Anyone coming across evidence of corruption associated with the Investment Program may contact the Anticorruption Unit by telephone, facsimile, mail, or email at the following numbers/addresses:

- by email at integrity@adb.org or anticorruption@adb.org
- by phone at +63 2 632 5004
- by fax to +63 2 636 2152
- by mail at the following address (Please mark correspondence Strictly Confidential):
Office of Anticorruption and Integrity
Asian Development Bank
6 ADB Avenue
Mandaluyong City
1550 Metro Manila, Philippines

XI. ACCOUNTABILITY MECHANISM

72. People who are, or may in the future be, adversely affected by the project may submit complaints to ADB's Accountability Mechanism. The Accountability Mechanism provides an independent forum and process whereby people adversely affected by ADB-assisted projects can voice, and seek a resolution of their problems, as well as report alleged violations of ADB's operational policies and procedures. Before submitting a complaint to the Accountability Mechanism, affected people should make a good faith effort to solve their problems by working

with the concerned ADB operations department. Only after doing that, and if they are still dissatisfied, should they approach the Accountability Mechanism.⁴³

Contract details:	Secretary, Compliance Review Panel Asian Development Bank 6 ADB Avenue Mandaluyong City 1550 Metro Manila, Philippines Tel + 63 2 632 4149 Fax +63 2 636 2088 Email: crp@adb.org ; Web: www.compliance.adb.org
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XII. RECORD OF PAM CHANGES

73. All revisions/updates during course of implementation should be retained in this Section to provide a chronological history of changes to implemented arrangements recorded in the PAM.

⁴³ For further information see: <http://www.adb.org/Accountability-Mechanism/default.asp>.

CONTRACT AWARD AND DISBURSEMENT FORMATS

ASIAN DEVELOPMENT BANK WORKSHEET FOR QUARTERLY AND YEARLY CONTRACT AWARDS/ COMMITMENTS AND DISBURSEMENT PROJECTIONS (QP-01/20__)

I. INTRODUCTION

- A. This worksheet was developed as a result of the Bank's efforts to make more accurate the assessment of the liquid funds required to be held by the Bank during each year for making disbursements against ADB-financed Loans. This worksheet is provided to enable the Regional and Resident Offices, and the Project Divisions to develop realistic quarterly projections of their contract awards/commitments and disbursements.

II. COMPLETING THE WORKSHEET

- B. Each Regional and Resident Mission and each Project Division administering projects is requested to observe the following instructions in completing the worksheet:
1. PROJECT: Official name of the project.
 2. LOAN/GRANT NO.: ADB assigned Loan Number; SEGMENT NO.: ADB assigned Loan Segment Number, if any; FUNDS: OCR, SF, etc.; COUNTRY: Abbreviated ADB acronym of the Borrowing Country.
 3. PROJECTION MADE IN: Month and Year in which projections are prepared.
 4. "LINE" COLUMN: To be numbered in sequence for easy identification purposes.
 5. "CATEGORY" COLUMN: Indicate the Category of Expenditure in accordance with the Allocation of Loan Proceeds as defined in the Loan Documents.
 6. "CONTRACT/COMMITMENT ITEM" COLUMN: Indicate the Contract/Commitment Item that corresponds to each Category. Indicate in **detail each contract or bid package (or more detailed breakdowns if found useful)** awarded prior to the preparation of this worksheet, or which will be awarded/committed during the **projection year**, under each Category of Allocation of Loan Proceeds.
 7. **"MONTH CONTRACT AWARDED/COMMITTED OR TO BE AWARDED/COMMITTED - CONTRACT VALUE/COMMITMENT" COLUMN: Indicate either the actual (QA) or projected**

(QP) month of award of contract/commitment and the actual/estimated value of each contract/commitment **eligible for Bank financing** listed in the "Contract/Commitment Item" Column. In the upper portion of the blank space write (QA) and the date on which the contract/commitment was awarded/committed. When the Project Division anticipates that a contract/commitment will be awarded/committed in future quarters of the **projection year**, indicate (QP) and the month in the blank space under the quarter in which the contract/commitment is scheduled to be awarded/committed. In the lower portion (double box), indicate the value of contract/commitment already awarded/committed (QA) or to be awarded/committed (QP) for each contract/commitment listed. Where the exact contract value/commitment is an estimate, you may supply (as an attachment) a list of the particular items included in the contract/commitment with cost estimate for each item. In the case where a contract/commitment has been awarded/committed in previous years, but full or partial delivery is expected during the **projection year**, list Executing Agency's and/or ADB assigned Contract Number/Commitment and title in the "Contract/Commitment Item" Column, as well as the contract award/commitment date, the contract/commitment value in the "Contracts Awarded on Previous Year(s)" Column and the contract/commitment value (QP) available for Disbursement. Where the Executing Agency anticipates procurement through International Shopping (IS) procedure, list the procurement in the appropriate "Category" and "Contract/Commitment Items" Columns as IS. In such a case, the Executing Agency should furnish a list of all items to be procured through IS with the estimated cost of each item as an attachment. While it may be difficult to determine or project an accurate date of award of contracts/commitments for IS items, it is **essential to work out a realistic time schedule for the award of such contracts (BASED ON CONTRACT SIGNING DATE) commitment as well as the estimated schedule and amounts of disbursements relevant to such contracts/commitments.**

8. "DISBURSEMENT AMOUNT RELATED TO THE CONTRACT/COMMITMENT" COLUMN: Indicate the disbursement amount projected (QP) to take place for each contract/commitment listed in the "Contract/Commitment Item" Column during the applicable quarters of the **projection year**. The commercial portion of existing contracts/commitments should be referred to define the commercial

payment terms of each contract. Where the Executing Agency is projecting to award contracts or to approve commitments during the **projection year**, for which payment terms or delivery time are unknown, make assumptions in the projections (QP) of disbursements in each quarter of the **projection year. Interest During Construction (IDC), if any, should also be included in the Disbursement Projections.**

- "TOTAL" COLUMNS: Summarize the entire yearly projected contract awards value/commitments and disbursement amount under each Contract/Commitment Item. Total all the projections of contract awards/commitments and disbursements for each Contract/Commitment Item for the four quarters of the projection year. Total for the projection year is the summation of Quarterly Actuals (QA) plus Quarterly Projected (QP). Yearly: (YP) = (QA) + (QP).

10. "TOTAL OF THIS PAGE OF PAGES" LINE: It is devised to help in carrying on the totals horizontally and vertically computed from one page to the following page; the totals will be reported in the "Total from Previous Page ___ of ___ Pages" line of the subsequent page.

III. NOTES

- C. The Regional and Resident Missions and the Sector Divisions may distribute this form, which is printed and distributed in September of each year, to Executing Agencies and request them to provide the information in yearly and quarterly breakdowns of projections **IN TIME TO MAKE IT POSSIBLE TO REACH COPP/COSO AT THE ADB HEADQUARTERS; NOT LATER THAN THE 10TH OF JANUARY OF THE PROJECTION YEAR.**
- D. When this form QP-01120_ is used to project Commitments (in lieu of Contract Awards) for credit lines of DFI Loans and of Non-DFI Loan Credit Segments, please use the "Contract Awards Commitments" columns and cross the box on the top right hand corner in the front of this form.

Worksheet for Quarterly & Yearly Contract Awards/Commitments & Disbursement Projections (\$ Million)

Asian Development Bank 

(Important: Before completing this form, please read carefully the instructions printed at the back of this form. Refer to PAI Nos. 5.02. Issued in December 2001.)

PROJECT: _____ LOAN/GRANT NO. _____ SEGMENT NO. _____ FUNDS (OCR, SF, ADF-IX, ATF^{2/}) _____ COUNTRY (Acronym) _____ PROJECTIONS MADE IN: _____ (Month, Year)

Ref. Line No.	Category ^{1/}	CONTRACT/COMMITMENT ITEM ^{1/}	Contracts Awarded on Previous Year(s)	QUARTER 1				QUARTER 2				QUARTER 3				QUARTER 4				TOTAL PROJECTED FOR THE YEAR 20 _____ (YP)=(QA) + (QP)	
				Jan, Feb, Mar 20 _____				Apr, May, Jun 20 _____				Jul, Aug, Sep 20 _____				Oct, Nov, Dec 20 _____				Contract Value/ Commitment (9)=(1+3+5+7)	Disbursement Amount Related to the Contract/ Commitment (10)=(2+4+6+8)
				Month, Year Contract Awarded	QP	Month Awarded/ Committed or To be Awarded/ Committed	QP	Disbursement Amount Related to the Contract/ Commitment (2)	QA	Month Awarded/ Committed or To be Awarded/ Committed	QP	Disbursement Amount Related to the Contract/ Commitment (4)	QA	Month Awarded/ Committed or To be Awarded/ Committed	QP	Disbursement Amount Related to the Contract/ Commitment (6)	QA	Month Awarded/ Committed or To be Awarded/ Committed	QP		
			Contract Value (Bank Financed)	QP	Contract Value/ Commitment (1)	QA		QP	Contract Value/ Commitment (3)	QA		QP	Contract Value/ Commitment (5)	QA		QP	Contract Value/ Commitment (7)	QA			
TOTAL (Carried Forward) FROM PREVIOUS PAGE ____ OF ____ PAGES																					
1																					
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9																					
10																					
TOTAL OF THIS PAGE ____ OF ____ PAGES (To be carried on next page)																					
GRAND TOTAL (LAST PAGE)																					

^{1/} In accordance with the allocation of loan proceeds as defined in the loan documents, or any other detailed breakdown if found useful.^{2/} ATF = Asian Tsunami Fund; Projections should be for the ADB-ATF financed component only.

QA = Quarterly Actual (already awarded/committed/disbursed, when projections are prepared).

QP = Quarterly Projected (to be awarded/committed/disbursed, when projections are prepared).

NOTES AND REMARKS:

Page ____ of ____ pages

QP-01-20 _____

SUGGESTIONS FOR IMPROVED CLAIM SUBMISSION

1. **Periodicity and Timeliness.** A claim is to be submitted, preferably at least once a month, if the aggregate expenditure eligible for Asian Development Bank (ADB) financing is equivalent to \$100,000 or more. In any case, a claim should be submitted within three months of its being incurred. For claims submitted after this period, an explanation should be provided for the delay.

2. **Delay, Omission and Duplication.** There have been some instances of duplicate claim submission and others where reimbursement claims are submitted with a long delay (6 months or even one year). This is particularly applicable where there are several field offices incurring expenditure. It is suggested that the head office of the executing agency insist on submission of claims for each month from every field office. Any office that has not incurred expenditure in a month should send a NIL report. This will ensure that issues of omission, delay and duplication of claims are eliminated.

3. **Format of Invoices for Civil Works.** While it is impossible to standardize a civil works invoice as the detailed items of work are different for different contracts, it is possible to standardize a summary invoice. A draft invoice format is attached, which contains a reasonable amount of basic information. It is suggested that a summary invoice in a format similar to the attached format be submitted to ADB, and the detailed invoices retained by the EAs in their offices. This will reduce the volume of documents that are being submitted to ADB, without in any way reducing their quality. The attached format may be modified suitably, so long as the basic information is provided as indicated.

4. **Format of Receipt.** A draft format in which a receipt should be obtained from the contractor is also attached. A receipt should always indicate the details, such as cheque number and date and name of the bank on which the cheque was drawn, as well as details of the invoice(s) against which the payment was received. In case payment has been made through Real Time Gross Settlement (RTGS) or National Electronic Fund Transfer (NEFT), this may be mentioned together with value date of credit in place of cheque number and date. This format may also be modified, so long as the basic information is provided as indicated. The "pre-receipt" which is in vogue in India is not acceptable.

CONTRACT SUMMARY SHEET TEMPLATE

CONTRACT SUMMARY SHEET

For ADB Use only

PCSS No.

I. PROJECT DATA

- A. Loan # and Project Name
- B. Executing Agency

II. OUTLINE OF CONTRACT

- A. EA Contract No.
- B. Contractor/Supplier Name and Address
- C. Description of Contract

III. SUMMARY OF CONTRACT AGREEMENT

- A. Contract Amount/s
(specify per currency + contingency + VAT, if any)
- B. Approval Date for Award of Contract
- C. Date of Contract Signing
- D. Commencement Date
- E. Completion Date
- F. Terms of Payment

IV. RESULT OF BIDDING

- A. Mode of Procurement: ICB/NCB/LIB/Shopping/State Procedure
- B. Nature of Procurement: Civil Works / Equipments / Consultants
- B. Date of Bid Invitation:
- C. Date of Bid Opening:
- D. Ranking / List of Bidders:

Serial No.	Name of Bidders	Amount of Bid As Opened	Amount of Bid As Evaluated	Rank

V. COUNTRY / COUNTRIES OF ORIGIN

OUTLINE TERMS OF REFERENCE FOR CONSULTING SERVICES (HIMACHAL PRADESH)

Consultant contracts under Tranche 1 will be continued, including project management consultant (PMC) and design and supervision consultants (DSCs). Terms of reference (TORs) for these packages are therefore the same as in previous tranches. Below is a summary of experts to be added to existing PMC and DSC packages, and new Community Based Tourism nongovernmental organization (NGO).

Additional PMC Experts

1. Mobility Plan for Mandi and Dharamshala
2. Tourism Management Plan for Jwalaji and Shimla
3. Heritage Management Plan for Entire State of Himachal
4. Additional TOR for social safeguard expert to support gender activities

Education	Experience	Salary in USD	Job responsibility
Heritage Management Expert (9 months)			
Masters in Heritage Conservation/ Architecture/ Archaeology	At least 10 years' experience at a major archaeological, heritage sites or monumental site(s) subject to intensive visitor pressure, preferably at the international level in South or Southeast Asia.	5000/ Month	<ul style="list-style-type: none"> Plan, design, define and take the lead in preparing the heritage management plan of Himachal Pradesh. Lead design of the TOR for surveys and investigations required for the protection/conservation of the monuments and heritage sites. Assess and, when necessary, propose mitigation measures for the impact of the subproject's physical and non-physical interventions on the affected monuments and their surrounding buffer zones. Coordinate designs for all elements (including working drawings) on consultation with Civil Engineer, structural engineer and conservation architects. Prepare the implementation plan for all conservation work, restoration, removal, addition, rearrangement and other interventions/alterations to the physical structure and layout of the proposed monuments/structures and other sites of heritage significance, with particular attention to preserving the authenticity and integrity of the physical heritage Provide input into the design of environmental and visitor infrastructure and services to ensure that their design and construction is in conformity with the authenticity and integrity of the sites Assist Institutional Development Specialist in developing measures for sustainable management of heritage sites and properties In close collaboration with the Environment & Social Safeguards Specialists, devise protocols and systems for on-site monitoring and predictive modeling and reporting of the impact of tourism on the state of conservation of the heritage sites, their buffer zones; the surrounding

Education	Experience	Salary in USD	Job responsibility
			environment and the affected human communities.
Tourism Management Expert (8 months)			
Post Graduate degree in Planning and architecture or any other relevant Subject	At least 10 years' working experience in responsible tourism development projects.	4500/month	<ul style="list-style-type: none"> • In discussion with other PMU Team members, plan, design, define and take the lead in preparing the tourism management plan for Jwalaji and Shimla. • Supervise the baseline surveys, GIS mapping and field visits to gather tourism specific data. • Based on the outcomes of baselines surveys, GIS mapping and field visits, critically analyze the present situation (paying due attention to the historical dynamics and future projection of the situation) to identify the opportunities, gaps and threats to tourism in Jwalaji and Shimla. • Set vision, goal and objectives, and prescribe strategies and actions for tourism development and management in Jwalaji And Shimla so as to contribute to sustainable and diversified tourism contributing to socio-economic development, livelihood enhancement and cultural conservation. • Coordinate and conduct stakeholders' consultations (at local/regional and national level) to get inputs on the tourism management plan.
Mobility Expert (6 months)			
Graduate/post graduate degree in transportation planning or transportation engineering or a similar education qualification	At least 10 years' experience in the transport sector with hands on experience of working on rehabilitation of transport infrastructure, use of new technology initiatives and technical assistance for greater operational and financial viability, and institutional and capacity development.	4000/month	<ul style="list-style-type: none"> • In discussion with other PMU Team members, plan, design, define and take the lead in preparing the mobility plan of Mandi & Dharamshala. • Study the existing and proposed land use pattern, transport network pattern • Develop landuse –transport model to evolve a long term strategy for urban development structure and road network pattern • Select, develop and operationalise an Urban Transport Planning (UTP) model using state of the art modelling techniques and software package, appropriate to the conditions and planning needs of the area. • Assess the relevance of the existing strategy, identify the consequences of pursuing alternative transportation strategies and recommend a short term, medium term and long term comprehensive transportation strategy for the planning area, based on cost benefit analysis of alternatives • Strategize transport policy and parking policy as an integrated part of urban planning • Assess existing infrastructure requirements and forecast short term and long term requirements.

Education	Experience	Salary in USD	Job responsibility
Urban Planner – Senior (6 months)			
Post Graduate Degree in Urban Planning or in relevant discipline	At least 10 years of experience in relevant discipline.	4000/ Month	<p>Assisting Mobility Expert in preparation of Comprehensive Mobility Plan of Mandi and Dharamshala. The job responsibility will include</p> <ul style="list-style-type: none"> • Analysis of existing scenario; • Organizing necessary surveys and investigations; • Prediction of future scenario and formulation of mobility plan and other short and long term improvement options; • Prioritization of sub projects and preparation of implementation program; • Development of Urban Mobility Plan; • Financial modelling of the project; <p>The job responsibility will also include:</p> <ul style="list-style-type: none"> • Assisting Team in preparation of Tourism Management Plan (Jwalaji & Shimla); • Assisting in preparation of Heritage Management Plan for the entire State of HP. Identifying and strategizing effective management plan to promote responsible tourism.
Urban Planner (6 months)			
Graduate Degree in Urban Planning or in relevant discipline	At least 5 years of experience in relevant discipline.	3000/month	<p>Assisting Urban Planner (Senior) in preparation of Comprehensive Mobility Plan of Mandi and Dharamshala. The job responsibility will include</p> <ul style="list-style-type: none"> • Conducting reconnaissance & baseline surveys; • Co-ordinating necessary surveys, investigations & data collection; • Analysis of survey data and preparation of reports; • Inter-departmental co-ordination and organizing stakeholder consultations; etc. • Preparation of integrated Land Use & Urban Mobility Plan; <p>The job responsibility will also include assisting Urban Planner (Senior) & other team members in preparation of Tourism Management Plan (Jwalaji & Shimla) and Heritage Management Plan for the entire State of HP which will include assistance in Zoning and preparation of Land Use / Land Utilisation mapping.</p>

Additional TOR for PMC Social Safeguard Expert to Support Gender Activities. Social Safeguard Expert at PMC will assist in implementation of GAP and will provide monitoring and reporting support. Specific activities will include:

- Assist the PMU to comply with the gender action plan (GAP) attached to the Project for women from most marginalized groups of society or specific actions for individual subprojects, relevant policies of the government of India/state government and facilitate inclusion of gender mainstreaming the state tourism policy;
- Support in capacity building for gender mainstreaming activities under the project at each level;
- Monitor GAP implementation progress, collect data disaggregated by sex and and submit update on progress and achievements

TOR for DSC, Kullu – New Positions

Education	Experience	Salary	Job responsibility
Construction Manager (Months 56)			
Graduate in Civil Engineering	10 years or more as civil works Engineer and with experience in construction management)	Rs. 207257/- Per month	<ul style="list-style-type: none"> Construction management and quality control of civil and construction works as per FIDIC conditions of contract <ul style="list-style-type: none"> Engineering Design review Contract management and Performance Monitoring of the contractors Field supervision and monitoring Review BoQ variations and approvals Prepare quality control manual; Assist in resolving specific technical and implementation related issues
Structural Engineer (Months 24)			
Graduate Civil Engineer with Specialisation in structural engineering	10 years or more experience in structural design of civil structures, buildings, basic infrastructure, etc.	Rs.189492/- Per Month	Structural Engineer will be responsible for reviewing structural designs and drawings of the project components furnished by the Contractors for civil works, building, heritage structures, landscape and basic infrastructure and all other project components. Suggest necessary changes and revised drawings and cost estimates.
Architect-Landscape (Months 20)			
Masters degree in architecture with specialization in Landscape architecture	10 years of experience in projects, which demonstrates expertise in landscape architecture, parks, gardens and development of related visitor amenities	Rs. 177649/- per month	<ul style="list-style-type: none"> Review site plans, drawings, specifications, and cost estimates for the landscape works Coordinate the arrangement of existing and proposed land features and structures Prepare graphic representations of proposed plans using computer-aided design and drafting (CADD) software Select appropriate materials for use in landscape designs Analyze environmental reports on land conditions, such as drainage and energy usage Inspect landscape work to ensure that it adheres to original plans Supervise quality of works and approve amendments, if any.
Quantity Surveyor (Months 48)			
Bachelor in Civil Engineering with specialisation in quantity survey or civil works	5-7 years' experience in Quantity surveying, BOQ, Rate Analysis, Billing, Contractors bills, documentations.	Rs. 153963/- per month	<ul style="list-style-type: none"> Pre-Contract work including preparation of estimates, tender documents, contract documents, tender reports, etc. Preparing Bill of Quantities Preparing pre-tender estimate Post-Contract work including the processing of progress payments, variation orders, attending site meetings, etc. Coordinating with the project team to ensure all relevant deadlines are achieved.

Additional DSC Experts

1. Electrical Engineer.

(Months 17)

(Salary INR 153,963/-)

Education and Experience: Graduate Engineer (Electrical) with at least 7 years experience in the field of electrical engineering including experience in external / internal electrification works, conversant with government regulations and approval clearance requirements.

Terms of Reference:

With the overall guidance of the Team Leader and in consultation with Architect and Civil Engineer, will design of all electrical elements for all sub projects and components.

- a) Prepare the Electrical design and drawings for all elements (including working drawings) with necessary inputs from other specialists as required;
- b) Coordination all surveys and investigations required for electrical works;
- c) Identify the needs to obtain approvals / clearance from the concerned authorities;
- d) Propose and adopt cost-effective solutions;
- e) Prepare cost estimates in consultation with other specialists; and
- f) Contribute to preparing bidding documents, participate in bidding process as required.

2. Quantity Surveyor

(Months 24)

(Salary INR 153,963/-)

Education and Experience: Graduate degree in Civil Engineering with at least 5 years as a quantity surveyor for civil engineering projects.

Terms of Reference:

Prepare specifications, bill of quantities, rate analysis, cost estimates for the subprojects based on CSR/ DSR or market rate analysis.

3. Hydrologist Expert

(Months 3)

(Salary INR 153,963/-)

Education and Experience: Post Graduate in Civil Engineering with minimum 7 years experience in hydrological analysis, design of storm water facilities for large areas as well as roads and DPR preparation.

Terms of Reference :

Support PIU/PMU and the design team in:

- a) Coordination all surveys and investigations required for hydrological studies / stormwater design;
- b) Prepare the Electrical design and drawings for all elements (including working drawings) with necessary inputs from other specialists as required;
- c) Propose and adopt cost-effective solutions;

- d) Identify the needs to obtain approvals / clearance from the concerned authorities;
- e) Prepare cost estimates in consultation with other specialists; and
- f) Contribute to preparing bidding documents; participate in bidding process as required.

4. Mechanical Engineer
(Months 4)
(Salary INR 150,000/-)

Education and Experience : Graduate Engineer (Mechanical) with at least 7 years experience in the field of Mechanical engineering including experience in designing of Pumping Stations & Machinery etc.

Terms of Reference:

With the overall guidance of the Team Leader and in consultation with Civil / Electrical Engineer, will design all Mechanical elements for all sub projects and components.

- a) Prepare the Mechanical design and drawings for all elements (including working drawings) with necessary inputs from other specialists as required;
- b) Propose and adopt cost-effective solutions;
- c) Prepare cost estimates in consultation with other specialists; and
- d) Contribute to preparing bidding documents; participate in bidding process as required.

Community Based Tourism NGO (3)

Scope of Work

1. Identification of tourism resources and gender segregated data generation on existing community based organizations. Entry level workshop shall be organized and participatory rural appraisal (PRA) tools shall be used for this purpose. At least 30% participation of women shall be ensured in this process.
2. Value Chain Analysis of key identified products including handicraft (Bamboo, Pottery, paintings, jewellery, carpets & shawls, etc.), Homestays and mountain based activities. The analysis shall clearly highlight gender differentiated roles and challenges. A detailed report including action plan for the development & marketing of these products shall be prepared.
3. Undertake primary marketing research through questionnaires and gathering of market data relating to community based tourism activities. Creation of marketing hubs at relevant places.
4. Formation, registration and institutional capacity development of CBOs at village/panchayats/town level. Trainings for these groups will include management, marketing, accountancy, computerization, conflict resolution, team building, etc. for selected representatives of self-help groups (SHGs) and PTS/ TTS at cluster level.
5. Development of awareness material such as songs, street plays etc through participation of local communities and artists. Conduct mass awareness activities in the villages/ towns of the cluster on community tourism, cleanliness, do's and don'ts with tourists, solid waste management, safety and security of women tourists etc.
6. Organize "Clean village competitions" among Panchayats of the clusters at least twice a year with prizes to be distributed among winning Panchayats and stakeholders.

7. Conduct awareness program among school children in selected Panchayats on tourism, and its importance. Competitions on tourism especially on solid waste management shall be organized.
8. Two exposure visits to good performing states/projects for selected community leaders belonging to SHGs shall be organized.
9. Trainings for skill building of community groups so as to enable them to access livelihood resources based on tourism. Trainings shall include Cultural Interpretation Guide Training, Homestays Trainings, Handicraft Production Trainings, Handicraft Value Addition and Packaging Training, Solid Waste Management Training, Cooking Training, Cultural Group Training, Ancillary Service Provider Trainings, Communication and Marketing Training, Crowd and Disaster Management Training, First Aid and Rescue Training, etc. The trainings shall be conducted by subject who would be hired from within the community in case of local crafts and from recognized institutes or organizations in case of areas such as solid waste management, packaging, marketing etc. The participation of at least 30% women shall be ensured in all these trainings.
10. Preparation of Training Manuals on important aspects such as Crowd Management & First Aid, solid waste management, local cuisine, etc.;
11. Train SHGs and tourism societies to income generation entrepreneurship by identifying such opportunities available with various government schemes or develop proposals to link these groups to credits and other such facilities for their livelihoods generation.
12. Document all tourism products and related activities from the cluster in pictorial as well as text form.
13. Create cluster website and online promotion of tourism in the areas through Blog, YouTube, Face book and all such internet based mechanisms easily accessible and user-friendly to tourists.
14. Design relevant brochures on tourism products along with maps & contact information. Produce Banners and Displays to be used at entry level centres.
15. Organise one FAM tour of chosen small Eco-tour operators in the cluster areas where eco-tourism activities are going on and have opportunities to undertake these activities further.
16. Organize tourism events based on the key highlights of the area.
17. Organize workshops for making certification rules of Homestays.
18. Certification of guides & other skilled human resources under a single brand
19. Address Gender and Development in all aspects of the sub-project.
20. Monthly, quarterly and annual reports with photos of each event shall be submitted to the PIU.
21. Inception Report, Interim Report and Final Report of overall program shall be prepared and submitted.
22. Documentation of the Community-based Tourism (CBT) including audio / video documentation.
23. Project completion report with impact analysis (to be printed in colour, covering all the activities implemented with photographs).

I. Manpower Requirements

Sl. No	Personnel	No. of Person Months	No. per cluster
1	Team Leader	24 months	1
2	Marketing Specialist	18 months	1
3	Community Organizers	96 Months	4
4	Data-entry Operator Cum Accountant	24 months	1

Qualification Requirements and Responsibilities

1. Team Leader (Community-Based Tourism Expert)

Post Graduate in Social Sciences/Social Work/ Rural or Urban Development/ Tourism with 5 years of minimum work experience in community development preferably with a NGO/ Firm promoting livelihood generation. Candidate should have relevant experience in conducting PRA exercises and skill development trainings. Preference shall be given to candidates with experience in eco-tourism, solid waste management.

The main task and responsibilities would be as follows:

- Overall responsibility to plan and implement the assignment in regular coordination with DSC (Design & Supervision Consultants)/ Project Implementation Unit (PIU);
- Regular reporting, including financial reporting, as per the requirement of the assignment and ensuring documentation of all activities;
- Ensuring community participation, particularly with women, in planning and implementation of the assignment;
- Conduct PRA exercises for community based tourism activities and ensuring its implementation. Ensuring that at least 30% of all participants in such meetings are women;
- Formation of women based SHGs and relevant tourism societies as well as committees as per requirement of the assignment;
- Ensuring gender sensitive value-chain analysis of the tourism products in association with other experts and agencies;
- Conduct relevant trainings and workshops in association with other resource persons and agencies. Ensuring that at least 30% of all participants in trainings are women;
- Ensuring linkage of tourism based trainings with livelihoods development of the communities; and
- Participation in meetings convened by project units (DSC/PIU/PMC/PMU) and reporting as per requirement.

2. Marketing Specialist

Post-Graduate in Marketing preferably with 3 years of professional work experience in carrying-out marketing, documentation, Information, Education and Communication (IEC) programmes. Preference will be given to candidates with experience in conducting skill based training, community development, eco-tourism implementation programmes and online tourism marketing background. The candidate shall be well versed with internet & online marketing usage of the latest web tools.

The main task and responsibilities would be as follows:

- In co-ordination with the Team Leader, plan and conduct value-chain analysis of tourism products and ensure marketing linkages with a well-defined strategy;
- Ensure development of gender sensitive IEC material for marketing of tourism products;

- Design and implement marketing related trainings to relevant community groups, committees and societies. Ensuring that at least 30% of all participants in trainings are women;
- Ensure internet and web based marketing by developing relevant tools;
- Design and conduct skill based trainings to community groups in liaison with project implementation units. Ensuring that at least 30% of all participants in trainings are women; and
- Ensuring proper documentation of marketing and skill training related activities

3. Community Organizers

Graduate in Social Sciences/ Social Work with minimum of 3 years experience in carrying out community development activities, and formation / strengthening SHGs, skill development and developing alternative income generation activities in the communities. Preference would be given to person who is computer literate, operating emails and is from the same cluster and well versed with people and their problems in the cluster area.

The main task and responsibilities would be as follows:

- Generating awareness about the program and its components among the communities using innovative methods including street plays;
- Regular meetings with the communities, particularly women, to organize them for community-based tourism;
- Formation of community based societies and committees in association with Panchayat Representatives and other Community Stakeholders;
- Formation of SHGs and its nurturing to link them up for livelihoods activities with the help of other experts and agencies of the project;
- Identifying participants and beneficiaries for various skill-based trainings and capacity building activities of this assignment. Ensuring that 30% of all participants in trainings are women;
- Coordinate with various local groups and Panchayat Representatives to engage them in the project; and
- Regular documentation of the project related activities at the community level.

4. Data Entry Operator cum Accountant

Graduate in Accountancy/ Commerce/ Computer Application or post-graduate diploma in computer application with minimum 3 years experience in keeping accounts. Knowledge of working on Tally software of accounting is must.

Responsibilities include:

- Ensure proper keeping of accounts as per requirement of the assignment; and
- Proper and timely reporting of finances as per requirement of the assignment.

TERMS OF REFERENCE FOR CONSULTING SERVICES (UTTARAKHAND)

Consultant contracts under Tranche 2 will be continued including PMC and DSCs. TORs for these packages are therefore the same as in previous tranche. Below is a summary of additional experts to be added to existing PMC package, and new Community Based Tourism NGO.

Additional PMC Experts

1. Event Management Expert (International)
2. Event Management Expert (National)
3. Transport Planner
4. Urban Planner
5. Solar Energy Expert
6. Tourism Development Expert
7. Conservation Heritage Expert
8. Museum Expert
9. MIS and IT Expert
10. Interpretation Expert

1. Event Management Expert (International)

- Plan, design and prepare policy/ strategy for the event management assignment
- Strategize coordination meetings of the organizing team via tele- and/or video conference;
- Prepare task/project management plan that outlines all milestones with respective roles and responsibilities and delivery dates;
- Serve as the central focal point for the event management agency;
- Coordinate the development of an event website that includes all information for participants planning to attend the event. Draft a ToR for the event management agency that will be tasked with the technical development;
- Guide the Event Management team with tasks related to speaker invitations and session design;
- Closely monitor the proposed action plan with respect to activities and timeline; and
- Maintain the relationships with the relevant stakeholders throughout all phases of this initiative.

Qualification criteria

- Post Graduate degree in a relevant field (e.g., event management, project management, business administration) and at least five years of relevant work experience;
- Strong track record of having organized large conferences and meetings, with an in-depth understanding of all logistics and protocols needed to ensure smooth event management and implementation;
- Excellent event and project management skills, with experience in the coordinating across units and institutions;

- In-depth understanding of event and project management tools and software; Experience with and up-to-date knowledge of web-based tools and products that support knowledge sharing and collaboration;
- Solid understanding of what it takes to develop an event website;
- Demonstrated ability to work effectively with an authorizing environment that involves a multitude of stakeholders. Effective interpersonal skills; demonstrated ability to work effectively as an integral part of multi-disciplinary, multi-cultural and multi-agency teams; and
- High level of energy and initiative, and ability to deal with rapidly shifting priorities and work demands.

2. Event Management Expert (National)

- Organize regular coordination meetings of the organizing team via tele- and/or video conference. Prepare the agenda of the meetings and draft and circulate the minutes with key decisions taken and roles and responsibilities defined;
- Prepare and manage a task/project management plan that outlines all milestones with respective roles and responsibilities and delivery dates. This task plan should be regularly updated and made available online;
- Serve as the central focal point for the event management agency;
- Coordinate the development of an event website that includes all information for participants planning to attend the event. Draft a ToR for the event management agency that will be tasked with the technical development of the website;
- Help with the content drafting of the event website;
- Develop and maintain an invitation list;
- Develop and maintain a participant list/database with all contact information, travel dates and accommodation. Follow up, where needed, with invitees who confirmed participation to ensure the database is always up to date and complete;
- Support the organizing team with any tasks related to speaker invitations and session design;
- During the event, work closely with the event organizers and the event management agency to ensure smooth implementation of all aspects of the event, including protocols, participant travel (international and local), accommodation, official dinners and lunches, sessions, and field visits; and
- Maintain the relationships with the relevant stakeholders throughout all phases of this initiative.

Qualification criteria

- Bachelor's degree in a relevant field (e.g., event management, project management, business administration) and at least five years of relevant work experience;
- Strong track record of having organized large conferences and meetings, with an in-depth understanding of all logistics and protocols needed to ensure smooth event management and implementation;
- Excellent event and project management skills, with experience in the coordinating across units and institutions;

- In-depth understanding of event and project management tools and software; Experience with and up-to-date knowledge of web-based tools and products that support knowledge sharing and collaboration;
- Solid understanding of what it takes to develop an event website;
- Demonstrated ability to work effectively with an authorizing environment that involves a multitude of stakeholders. Effective interpersonal skills; demonstrated ability to work effectively as an integral part of multi-disciplinary, multi-cultural and multi-agency teams; and
- High level of energy and initiative, and ability to deal with rapidly shifting priorities and work demands.

3. Transport Planner

Qualification criteria

Candidate with PG degree in Transport Planning from recognized institutions with more than 8 year experience in field of urban transport planning and Traffic studies.

Key Responsibilities

Candidate must have experiences in following components of Transport planning. Experience in Tourism Sector will be preferred:

- Traffic management planning;
- Traffic Impact assessment / Feasibility Studies;
- Comprehensive Mobility planning;
- Transport Modelling / Traffic Simulations;
- Management of Traffic surveys (Manual and Video Based); and
- Report writing and presentation

4. Urban Planner

Responsibilities

The duties for this position include but are not limited to:

- Work on developing Master Plans for cities with a regional approach;
- Interacting with government and other related agencies;
- Collating data, undertaking analysis and writing reports for on-going projects;
- Demographic and Economic Analysis for Regional and Master Plans;
- Doing sketch-ups, and rendering, understand layers, differing scales;
- Work both independently and collaboratively with the various team members and interns/ volunteers;
- Usage of Adobe Illustrator and Photoshop, with the ability to create attractive presentation layouts and maps; and
- Travel to site with potential overnight stays for Site visits.

Qualification criteria

- Master's Degree in Urban Planning with undergraduate degree in Architecture/Engineering/Economics;
- Professional work experience of 2-3 years in the field of urban planning preferably in research relating to Urban planning;
- Working knowledge of GIS, with proficiency in creating base maps from Google and from GIS shape files;
- Proficiency on working with AutoCAD, Adobe Photoshop and Illustrator and Microsoft Office;
- Excellent written and oral communication skills with an aptitude for research; and
- Be willing to work in start-up environments and meet tough deadlines.

5. Solar Energy Expert

Competencies

- Analytical thinking; planning, organizing and problem solving abilities;
- Ability to communicate effectively on complex and technical information to technical and general audiences; and
- Skills in facilitating meetings to resolve conflicts as they arise.

Qualification criteria

- Holds a degree in economics or engineering;
- Extensive knowledge of solar energy, renewable energy, including financial, legal and policy frameworks; and
- Have at least 5 years of proven experience in the mentioned field.

6. Tourism Development Expert

- Preparation of a comprehensive program for marketing initiatives that reach local, regional and international markets on the basis of an examination of the Tourism industry;
- Product Development Plan. This will include, but not be limited to, methodology, media, geographic target markets, niche market segments, and schedules for implementation and resource requirements;
- Provide recommendations on how this plan can be implemented efficiently;
- Destination Marketing Campaign with recommendations for internal marketing within the local accommodation establishments (e.g. Resorts and Villas);
- Creation of a database for multiple target markets including media, academia, Clubs and Associations and travel intermediaries in North America / UK / Europe. Provide training to Government counterparts in the sustainable use and maintenance of this database;
- Development of web content for national attractions, and identification of relevant partner websites to link to target;
- Supporting the development of high-quality designs for:
 - A dedicated logo for each heritage attraction
 - Individual brochures
 - A 'Heritage Passport' that combines all attractions

- Street signage and onsite signage for each location (minimum of 3 designs).

Qualification criteria

- Master's Degree in Tourism, Marketing or Business or relevant field from a recognised and reputable institution;
- A minimum of ten (10) years' experience in tourism marketing and product development;
- Strong experience in a marketing role within the travel industry;
- Strong experience of linking local, regional and international tourism markets;
- Experience of undertaking and/or supporting graphic design work within the tourism sector;
- Proven experience of working with a wide range of stakeholders from the public and private sector to generate collective effort; and
- Strong Interpersonal and exceptional communications skills.

7. Conservation Heritage Expert

Technical competencies

- University Master's degree or diploma, in conservation heritage architect or masters degree in conservation planning;
- Extensive practice and experience as conservation heritage expert.

Other qualities and experiences

- Ability to work under pressure in an organized and systematic way;
- Ability to work unsupervised and independently;
- Willingness to cooperate with project Advisers to facilitate their outputs;
- Willingness to work flexible hours in order to meet project deadlines;
- Able to maintain attention for extended periods of time and to maintain high quality services;
- Understanding core heritage issues pertaining to development;
- Reviewing design proposals affecting heritage;
- Collaborating with non-heritage consultant on heritage issues;
- Recommendation to restore heritage issue;
- Willingness to learn new skills;
- Working knowledge of temple conservation highly advantageous;
- Demonstrated ability to work as part of a team;
- Previous experience as a translator/ interpreter highly desirable; and
- Ability to work within the industry and understand the legal process.

Scope of Work

- Preliminary recommendations for adaptive reuse;
- Critical short-term maintenance required to stabilize the heritage and building fabric and prevent deterioration;

- Measures to ensure interim protection of heritage resources during phases of construction or related development;
- Security requirements;
- Restoration and replication measures required to return the property to a higher level of cultural heritage value or interest integrity, as required;
- Appropriate conservation principles and practices, and qualifications of contractors and trades people that should be applied;
- Longer term maintenance and conservation work intended to preserve existing heritage fabric and attributes;
- 'As found' drawings, plans, specifications sufficient to describe all works outlined in the Conservation Plan;
- An implementation strategy outlining consecutive phases or milestones;
- Cost estimates for the various components of the plan to be used to determine sufficient monetary amounts for letters of credits or other financial securities as may be required to secure all work included in the Conservation Plan;
- Architectural design guidelines for buildings on adjacent and nearby lots to help integrate and harmonize mass, setback, setting, and materials;
- Ensuring compatible lotting patterns, situating parks and storm water ponds near a heritage resource;
- Allowing only compatible infill and additions;
- Preparation of conservation plan and adaptive reuse plans as necessary;
- Vegetation buffer zones, tree planting, site plan control, and other planning mechanisms; and
- Heritage Designation, Heritage Conservation Easement

8. Museum Expert

- To provide a medium for designated academic curators;
- To review and recommend policy and planning documents as received from the Department of Tourism (Museums Policy and Planning Committee, and Museums and Collections Services);
- To suggest and participate in training opportunities as facilitated by Museums and Collections Services;
- To review periodically the terms of reference and composition of the committee.
- responsibility on collection of artefacts or works of art;
- acquiring objects or collections of interest to the museum/gallery;
- cataloguing acquisitions and keeping records;
- carrying out background research and writing catalogues;
- displaying objects or collections in way that makes them accessible and engaging to the general public;
- writing materials and articles for the website;
- writing articles for internal and external publications;
- planning, organising, interpreting and presenting exhibitions and lectures;
- collection documentation and management;
- collaborating with other museum departments, such as education, fundraising, marketing and conservation;
- handling enquiries from researchers and the public;
- dealing with and understanding computer-generated imagery and website software as part of enhancing the visitor experience and interaction;

- budget planning, forecasting and reporting;
- staff training, promotion and development;
- liaising with voluntary groups, the community and industry (including schools, local history and other community groups), as well as grant agencies to secure sponsorship for events, publications and development projects;
- liaising with management boards, governors, trustees and local council and political groups to secure the future of the museum; and
- Networking with other museum and art gallery professionals and outside agencies.

Qualification and Experience

A Bachelor's degree in area of specialty and 8-10 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager or a head of a unit/department.

9. MIS and IT Expert

Scope of Work

- Support Design, develop and implement enterprise wide IT system and MIS system for the project;
- Define requirements through user interviews, document analysis, requirements workshops, business processes' descriptions, user cases, scenarios, business analysis, task and workflow analysis;
- Develop functional requirements (Business Requirements Document), Use Cases, GUI, Screen and Interface designs;
- Develop and Implementation of Tourist Tracking System in accordance with the agreed tasks from start to end;
- Liaise between the business units, technology teams and support teams;
- Develop training material and conduct trainings and workshops on the deployed system;
- Provide best practices quality control and customer services;
- Provide best practices project management services.

Qualification Criteria

- Master's degree from a recognized university in IT, Computer Sciences, or in a related field;
- Strong ability to assess staff requirements, develop / recommend IT solutions, initiate and complete task or project with minimal guidance;
- Sound project management and technical skills will be given preference;
- A minimum of 5 years professional experience as MIS expert, project management system integration and MIS development; and
- Strong knowledge of Web Portal development, .NET, SQL Server, PHP, MySql, Database Design and MS Project.

Key Deliverables/Outputs

- Design Project Plan: The executive sponsorship is solidified, project teams established and project plan prepared;
- Design Specification Requirement Document and Functional Requirements Document of the Tourist Tracking System (Web Portal);
- Proposed new Business Model: Design MIS business processes and framework; and
- Monthly Progress Reports.

10. Interpretation Expert

- To design locations/position of all items in interpretation centre such as exhibits, models, diagrams; all electronic equipment's i.e. touch screens, LCD TV, VCD, all computer system, display boards, internal lighting arrangements, etc;
- Prepare detailed specifications of suggested/ approved Exhibits, Models / display boards / touch screen / LEDs / thematic animation;
- To provide on the job training to staff of interpretation center on operation;
- To develop and supply of IEC material in Hindi and English on Tourism related booklet, postcards, brochure, posters, pamphlets, CD, etc.

Qualification and Experience

- Post Graduate in Communications/Social Science;
- Expertise in Advertising, Electronic/Other Media Campaign, IEC material development; and
- A minimum of 15 years professional experience.

Community Based Tourism NGO

Scope of Services/Deliverables

A. State Level Program Planning and Monitoring Unit

The scope of services will include but not necessarily be limited to the following:

- The State level Unit will be responsible for overall direction, guidance and supervision of the team for contract inputs, outputs and deliverables in terms of quality, quantity and effectiveness throughout the program;
- Networking and Coordination with other key personnel, Experts of DSCs and PMC, client for outcomes and deliverables of the contract;
- Strategy for planning and execution of activities at field level and capacity building of the team;
- Design information, education and communication (IEC) activities as per the field and project requirements. Communicate the government guidelines, regulations and incentives in simplified and local community friendly manner;

- Networking and coordination with multi-stakeholders to assess the need for developing print and electronic medium of communication. Develop strategy and facilitate media in a positive manner. Prepare articles, newsletters, stories, advertisements etc. Overall quality documents and reports as per GoUK and ADB standards;
- Carry out training need assessment, prepare training & capacity building plan and ensure its effective implementation;
- Establish linkages with financial institutions and govt. schemes for micro financing of community needs addressing special requirements for women;
- Establish linkages with market for locally made products by beneficiary groups;
- Assist PMU & PIUs in arranging field visits, meetings, monitoring or in all aspects;
- To provide/arrange resource persons for various specialized occasions, celebrations, awareness generation and training programs as and when required;
- Fulfilling documentation requirement as:
 - A numbers of documentation and reporting requirement emerges in time bound projects/programs, which immediate information need flow from the field. The state unit will ensure information collection in all respect with the help of its field units;
 - The process documentation which will help in showcasing success stories from the field along with the learnings for future planning and interventions;
 - Collection and documentation of site specific background stories, history and importance of the tourist places, information on accessibility, facilities and amenities and nearby attractions for development of marketing and promotional material;
 - Development of site specific IEC material in local languages duly verified by PIU/PMU; and
 - Photographs and Pictures, Video Recording etc.

B. Field Level Implementation Units

The scope of services will include but not necessarily be limited to the following:

- The field level implementation units will be responsible for base line survey to collect socio economic status of subproject area, the gender desegregated data, beneficiary analysis;
- Collection of information on local art, architecture, fairs and festivals, cuisine, legends, stories, etc;
- Identification, formation and strengthening of community groups (women SHGs and mixed groups), management committees and local institutions in respective subproject areas;
- Identification of local cultural groups to organize cultural events at the subproject sites and its vicinity;
- Monitoring functioning of local institutions thus formed / strengthened on periodic basis and provide support as and when required;
- Community mobilization, orientation, Series of awareness generation programs and campaigns on byelaws, policy guidelines, schemes and procedures of state government, central government and ADB in context of environment protection,

- heritage conservation, hospitality management, tourism asset management, adventure tourism and rural tourism, etc;
- Formulation of community based tourism management plan, tourism enterprise development plan, environment protection plan, heritage conservation plan, marketing plan, etc.;
- Facilitate construction activities in the field as per contract agreement which will include GOI, State, and ADB policies & procedures;
- Facilitate Public Grievance Redressal System in respective subproject areas by resolving on site problems & issues to a greater extent;
- Facilitate involuntary resettlement activities as per the Resettlement Plans & Framework;
- Ensure gender mainstreaming through greater women participation in program planning, execution, operation & maintenance and as beneficiary too. Implement the proposed GAP;
- Identification of vulnerable groups in the society to provide special emphasis as per ADB policies for example: women headed households, SCs, scheduled tribes (STs) and other backward classes (OBCs) families, women and girls, BPL, handicapped and poorest to the poor etc. Design special program for them and shall take all possible measures to provide direct and indirect benefits to these HH;
- Shall facilitate these groups to start micro enterprise as per the available local resources and establish forward and backward linkages for the micro enterprises;
- Assessment of subproject area specific livelihood enhancement opportunities including micro enterprise development and training needs;
- Formation of groups for various training programs under the subproject and submit list of participants, tentative dates and venue;
- Organize trainings and capacity building activities as per plan formulated;
- Facilitate and support establishment and running of micro enterprise at selected clusters;
- Ensure benefits to local community of linkages established with financial institutions and market by state level unit;
- Conduct workshops with community groups in respective subproject areas regarding developing standards and formulation of regulatory mechanism for community based tourism in subproject areas; and
- Supervise record keeping, book keeping, management of group fund, and collection of contributions, compliance to the byelaws, guidelines, policies and procedures.

C. Reporting Requirements

The NGO will submit the reports and documents in soft as well as hard forms as specified below:

- Draft Inception Report: 02 Hard Copies within 1.5 Months of Contract Award;
- Final (agreed) Inception Report: 05 Hard Copies (02 coloured+ 03 Black and white) and 01 CD within 3 Months of Contract Award;
- Monthly Progress Report by field level units to respective PIUs: 03 Hard Copies and 01 CD by 7th of consecutive month;
- Monthly Progress Report by state level planning & monitoring unit to PMU: 03 Hard Copies and 01 CD from 4th month onwards by 15th of consecutive month;

- Quarterly Progress Report: 03 Hard Copies and 01 CD by 15th of consecutive month of end of the quarter;
- Annual Report: 05 Hard Copies (02 coloured+ 03 Black and white) and 01 CD/DVD by 30th January of every year;
- Draft Completion Report: 02 Hard Copies 1.5 month before completion of the contract;
- Completion Report: 05 Hard Copies (02 coloured+ 03 Black and white) and 01 CD, 01 month before completion of the contract with handing over of all base documents/reports/IEC material & assets; and
- Activity Reports: 01 Hard Copy with emailed soft copy within 01 week of completion of the activity by field units to respective PIUs. Compiled activity report of all field units to be submitted by state level units as annexure to MPRs

Qualification Requirements and Responsibilities

S.No.	Expert	Education and Experience	Terms of Reference	Indicative Man Months
1	Team Leader cum Community Development Specialist	Post graduate degree in Social Sciences, with minimum 15 years of overall experience in community development out of which minimum 05 years shall be as Team Leader in State & National level NGOs or Externally Aided Projects for community development and livelihood promotion Programs. Good writing & communication skills with command over English and Hindi Languages. Proficient in MS Office, particularly in MS Word and Excel. Experience of working in tourism/rural development in hilly areas with knowledge of Social and Environmental Safeguard will be an added advantage while shortlisting of technical proposal.	Overall direction, advice, guidance and supervision of the team for contract inputs, outputs and deliverables in terms of quality, quantity and effectiveness throughout the program. Networking and Coordination with other key personnel, Experts of DSCs and PMC, client for outcomes and deliverables of the contract. Strategy for planning and execution of activities at field level. Capacity building of the team. Fulfilling Documentation and reporting requirement as per the contract.	36
2	IEC Officer	Post graduate degree in Journalism and Mass Communication with minimum 10 years of experience in IEC activities (<i>both print and electronic media, article and story writing skills</i>) with leading NGOs/Govt. organization or Externally Aided Projects. Good writing and communication skills with command over English and Hindi Languages. Proficient in MS Office, particularly in MS Word and Excel. Experience of working in tourism/rural development projects will be an added advantage while shortlisting of technical proposal.	Networking and coordination with multi-stakeholders to assess the need for developing print and electronic medium of communication. Development of site specific IEC material in local languages. Design IEC activities as per the field and project requirements. Develop strategy and facilitate media in a positive manner.	18

S.No.	Expert	Education and Experience	Terms of Reference	Indicative Man Months
			Prepare articles, newsletters, stories, advertisements etc. Assisting TL in ensuring overall quality documents and reports as per GoUK and ADB standards.	
3	Training, Enterprise Development & Livelihood promotion officer	Post graduate or MBA in HRD/Enterprise Development with minimum 10 years of experience in HRD & Training with enterprises/cooperatives/federations in rural areas with leading NGOs/Govt. Agencies. Good communication skills with command over English and Hindi Languages. Proficient in MS Office, particularly in MS Word and Excel. Experience of working in tourism/rural development projects will be an added advantage while shortlisting of technical proposal.	Training need assessment, Preparation of training & capacity development plan and its implementation. Identification of local resources and explore possibilities to start micro enterprises in light of tourism sector development. Carry out training, capacity development & livelihood promotion activities in line with tourism value chain analysis.	18
4	Market Development Officer	Post graduate degree in Marketing with minimum 10 years of experience in marketing of local products from micro enterprises/cooperatives/federations in rural areas with leading NGOs/Govt. Agencies. Good Marketing skills with command over English and Hindi Languages. Proficient in MS Office, particularly in MS Word and Excel. Experience of working in tourism/rural development projects will be an added advantage while shortlisting of technical proposal.	Design and implement strategy based on value chain analysis. Establish linkages with market for locally made products by beneficiary groups. Ensure effective product packaging, distribution and branding. Ensure linkages of end product with tourism value chain. Orient & strengthen local community groups and institutions in marketing & promotion.	18
5	Program Coordinator	Post Graduate in Social Science with minimum 05 years of Experience working with leading NGOs/Externally Aided projects for community development, livelihood promotion, awareness generation, training and capacity building programs. Good writing and communication skills with command over English and Hindi Languages. Proficient in MS Office, particularly in MS Word and Excel. Experience in mainstreaming gender, implementation of Social and Environment Safeguards in infrastructure projects will be an added advantage while shortlisting of technical proposals.	Responsible for functioning of field level units. Guidance and Supervision of field activities. Local level reporting and documentation requirements. Orientation of multi-stakeholders. Facilitate ADB Environment and Social Safeguard Procedures. Facilitate onsite Safety and Security Measures.	36

S.No.	Expert	Education and Experience	Terms of Reference	Indicative Man Months
			<p>Implementation of Gender Action Plan. Convergence with ongoing govt. schemes and programs.</p> <p>Establishment of micro enterprises as per the demand and Market Linkages for end products.</p> <p>Explore linkages of groups with financial institutions.</p> <p>Ensure All Scope of Work defined under Field Level Units.</p>	

TERMS OF REFERENCE FOR CONSULTING SERVICES (PUNJAB)

Additional PMC Experts

1. Interpretation Specialist (International)
2. Procurement Specialist (National)
3. Structural Design Expert (National)
4. Road Design Expert (National)
5. Utilities / Infrastructure Design Expert (National)
6. Institutional Development Specialist (National)
7. Marketing & Branding Specialist (National)
8. Conservation Architect (National)
9. Interpretation Expert (National)

1. Interpretation Specialist (International)

Education and Experience: Degree in Architecture or equivalent, Relevant Experience of minimum 10 years, out of which min 5 years' International experience; Membership in International Institutes / Associations related to Interpretation desirable; Experience in Training related to Interpretation.

Terms of Reference

- Develop and deliver training at various stages in planning, designing and installation of interpretation material to the Project Team;
- Guide in definition and formulation of principles of planning, designing and installation of interpretation material;
- Assist the Project Team in planning, designing and implementation of interpretation material; and
- Guide distinct and innovative approaches for the theme in creation of interpretive materials and methods of their presentation with international best practices.

2. Procurement Specialist (National)

Education and Experience: Bachelor's degree in Civil Engineering with at least 10 years of experience in procurement goods, works and services as part of donor aided projects, preferably ADB. Should be conversant with the current procurement procedures of ADB.

Terms of Reference

- In consultation with the Project Manager and the Project Director, prepare the procurement plan for all goods works and services to be taken up during the project; and
- For specific activities under the project support the PMU in (i) finalizing of bid documents, and (ii) support in preparation of evaluation reports and related transactions till contract award.

3. Structural Design Expert (National)

Education and Experience: Masters in Structural engineering with around 10 years experience and conversant with Bureau of Indian Standards (BIS) codes and international best practices in design of civil structures.

Terms of Reference

In consultation with the conservation architect, civil engineer and the roads & bridges engineer, review design of all structural elements for all sub projects and components.

- a. The consultant shall review: designs for all elements (including working drawings);
- b) Review of quality as well as estimates in consultation with the Tourism/ Culture/ Civil and Roads and Bridge engineer; and
- c) Assist PMU with overall management and supervision of construction works and in the resolution of contractual issues and preparation of as-built drawings.

4. Road Design Expert (National)

Education and Experience

Masters in Civil/Transportation/ Highway Engineering with around 10 years experience in design and supervision of Highways/ urban road network. Should be conversant with the requisite national codes in design of highways and networks.

Terms of Reference

In consultation with the civil engineer, review design of roads and related works for all sub projects and components.

- a) The consultant shall review: designs for all elements (including working drawings);
- b) Review of quality as well as estimates; and
- c) Assist PMU with overall management and supervision of construction works and in the resolution of contractual issues and preparation of as-built drawings;

5. Utilities / Infrastructure Design Expert (National)

Education and Experience

Bachelor's in Civil Engineering with around 10 years experience in design of civil structures including infrastructure services such as water supply, sanitation and solid waste management. Experience in design and management of historical/ archaeological sites would be an advantage. The engineer should be conversant with National/ International codes and best practices in design and management of historical sites.

Terms of Reference

Structures and facilities:¹ With overall guidance from the Team Leader and inputs from other specialists, will be responsible for review of designs, estimation, procurement, bid documents of all civil and infrastructural facilities.

The consultant shall:

- a. Review all surveys and investigations executed for the design;
- b. Review designs for all elements (including working drawings);
- c. Review of estimates in consultation with other specialist;
- d. contribute to bidding documents, assist PMU/PIU in bidding procedures including invitation of bids, bid evaluation, and awards of contract; and
- e. assist PIU with overall management and supervision of construction works and in the resolution of contractual issues and review of as-built drawings;

6. Institutional Development Specialist (National)

Education and Experience: Degree in Management, Planning, public administration or another relevant field and around 15 years or more experience in fields related to public or public/private property management, both within the country and in the region. Direct experience in managing heritage/historic properties would be highly desirable, as would experience in managing tourist destinations, pilgrimage sites or other types of properties/sites which experience visitor pressure. In addition to experience in public property management, the Site Management Expert should have previous experience in building institutional capacity at the local community level, and a demonstrated ability to innovate bespoke institutional structures.

Terms of Reference

Capacity Building:

- a. Undertake institutional analysis and surveys of EA's and overall framework;
- b. Assess the current institutional, organizational, and staffing issues hindering the smooth performance of DoT in detail and overall framework in general;
- c. Develop institutional, organizational, and operational systems and work procedures and human resource development plan for enhanced cultural heritage site planning, protection, and management including proposed units that need to be established;

¹ Facilities include localized water, sanitation and waste management arrangements and onsite parking and activities such as information centre etc

- d. Assist the financial management specialist in developing revenue enhancement measures and other innovative approaches for sustainable O&M of the sites including creation of dedicated sources of funds for sustainable management of cultural heritage sites where feasible through ring fencing of incomes from the sites;
- e. Develop time framed action plans and assist their implementation; identify the training needs of the staff and various incentive measures to enhance staff performance. Design and conduct training in site planning, preservation, and operation and maintenance of the sites, and management of culture-based tourism. Training will include structured learning events such as short term courses, structured workshops/seminars. Training should also be provided to the tourism agencies in increasing their awareness of the heritage protection and management and the linkage between sustainable heritage protection and tourism growth;
- f. Contribute to the project outcome monitoring indicators in consultation with PPM specialist and supervision consultants on management aspects;

Innovative Site Management Modalities:

- a. Assess the management needs natural/ heritage sites and perform a “man-power” audit of these sites, projecting this for the expected increase in visitors as a result of the project;
- b. Collate from the international experience, structural models for contractual management of (some aspects of) natural/ archaeological sites of national heritage importance;
- c. Study the existing systems of contractual management of heritage properties; and
- d. On approval of options:
 - develop a schedule for the phased implementation of the agreed options for contracting (aspect of) management responsibilities.
 - Structure TOR's and invite agencies for PPP transaction advisory
 - devise a training programme for the presumptive contractees
 - draft a site management manual to guide contracted operations.
 - develop a system of management accountability, linked to site monitoring, to ensure the management of sites is responsive to the Government's mandate to protect public assets.
 - In all of the above task, effort should be made to entrust contracted tasks to local communities (or members thereof) located near the affected monuments.

7. Marketing & Branding Specialist (National)

Education and Experience: A degree in Tourism/ Communication/ Advertising/ Visual Arts with around 10 years experience in design and marketing of advertising and promotional content for all types of media including the internet, preferably on Tourism or development. Experience of work with a public agency would be important.

Terms of Reference

- a. assist in marketing and promotion activities related to Tranche 2 subprojects;
- b. assist the project in defining the media content on sub project sites, proposed themes being developed as part of the subprojects and more importantly on the tangible and intangible cultural heritage and nature and community based activities;
- c. participate in selection of entities for preparation of media content and outputs;
- d. participate in procurement of services and goods relating to this activity;
- e. participate in preparing marketing plan for the heritage sites developed; and
- f. assist EA and IA in training Tourism

8. Conservation Architect (National)

Education and Experience

Degree in Architecture and formal training in conservation/ with at least 10 years experience in a senior management position at a major archaeological or monumental site(s) subject to intensive visitor pressure, preferably at the international level in South or Southeast Asia. Demonstrated ability to analyze site management problems; develop indicators; devise solutions, and design conservation and heritage components and supervise its construction.

Terms of Reference

- a. review the design as suggested by the Master Plans and Management Plans and its fit within the overall site;
- b. review surveys and investigations carried out for the protection / conservation of the monuments;
- c. guide in assessment and, when necessary, mitigation of the impact of the subprojects' physical and non-physical interventions on the affected monuments and their surrounding buffer zones;
- d. coordinate and contribute to the designs for all elements (including working drawings);
- e. review / monitor the implementation of all conservation work, restoration, removal, addition, rearrangement and other interventions/alterations to the physical structure and layout of the proposed monuments/ structures and other sites of heritage significance, with particular attention to preserving the authenticity and integrity of the physical heritage;
- f. provide input into the design of environmental and visitor infrastructure and services to ensure that their design and construction is in conformity with the authenticity and integrity of the sites;
- g. assist in preparing estimates in consultation with the engineers, (ii) associated bidding documents, assist PMU in bidding procedures including invitation of bids, bid evaluation, and awards of contract for the road component and (iii) assist PMU with overall management and supervision of construction works and in the resolution of contractual issues and preparation of as-built drawings for the trails and associated facilities;
- h. assist institutional development specialist in developing measures for sustainable management of heritage sites and properties in close collaboration with the Site Management Expert and the Safeguards Specialists, devise protocols and systems for on-site monitoring and predictive modelling and reporting of the

- impact of tourism on the state of conservation of the sites, their buffer zones; the surrounding environment and the affected human communities; and
- i. Draft an operations manual for the implementation of the afore-mentioned protocols and systems and conduct workshop to training site managers in the application of the manual.

9. Interpretation Expert (National)

Education and Experience: Degree in Architecture or equivalent, Relevant Experience of minimum of 5 years; Experience in Training related to Interpretation.

Terms of Reference

- Develop and deliver training at various stages in planning, designing and installation of interpretation material to the Project Team;
- Guide in definition and formulation of principles of planning, designing and installation of interpretation material;
- Assist the Project Team in planning, designing and implementation of interpretation material; and
- Guide distinct and innovative approaches for the theme in creation of interpretive materials and methods of their presentation with international best practices.

Community-based Tourism (NGO)

Through the current assignment under Infrastructure Development Investment Program for Tourism (IDIPT), Punjab Heritage and Tourism Promotion Board (PHTPB) plans to undertake a comprehensive education and outreach programme for various stakeholders in tourism sector, and skill development for local community. For stakeholders, the programme will impart etiquette and interaction skills with tourists from different cultures. For artisans, the programme will train them to operate high efficiency equipment, design high-value added products and will offer access to marketing and distribution infrastructure to enhance earning potential. Attracting youth to this sector will help rejuvenate the traditional economy in Punjab.

The main purposes of this assignment are to:

- Train various stakeholders in Project Town as well as selected individuals from this cluster of Panchayats / Towns on heritage management and tourism-related skills;
- Ensure access for communities and local entrepreneurs including women to tourism related livelihoods and income generation with marketing linkages;
- Ensure availability of related equipments and institutional mechanisms for community-based eco-tourism;
- Generate sex-disaggregated database in project area and to develop proper marketing strategy for livelihoods of community groups based on market research and elaborate gender-sensitive value chain analysis of the key products;
- Make communities and other stakeholders aware on project activities, need and potential of tourism in their areas and their roles as well as responsibilities;
- Define product development, distribution and marketing framework for promoting the cultural heritage values of Punjab in India and abroad;

- Provide appropriate information and education on the safety and security for women and cultural heritage of the region to the host communities;
- Establish community-based societies, institutions and groups and to make them functioning in the management of tourist sites; and
- Establish regulation mechanism in place for fostering community based tourism products including home stay arrangements and traditional culture and crafts with focus on women participation through certification strategy.

As part of this project initiative, there is a need to ensure participation of local communities in tourism-related economic and livelihoods activities through capacity building and skill training mechanisms. This has to be done by mobilising the communities and making their collectives and groups so that they are organised not only to participate in management of tourism activities and services but to get access to livelihoods opportunities being generated in the process of implementation of this project.

The Project Team shall comprise of the following key experts.

No.	Key Person / Expertise	Estimated Inputs (person-months)
1	Social / Community Development Expert	30
2	Product Design and Marketing Expert	18
3	Community Organizer / Training Expert	24
4	Community Organizer / Outreach & Livelihood Expert	24
5	Gender Specialist	18
6	Communication Specialist / Designer	12

In addition, there will be field teams during various stages in the project. The field teams shall have an adequate representation of women.

The details of the education and experience required for each position and terms of reference of each Key Expert as follows:

- (i) **Social / Community Development Expert**
Post-Graduate in Social Sciences / Social Work / Rural or Urban Development / Tourism preferably with 8 years of professional work experience in community development, cluster development projects, producer empowerment. Has competency in writing proposals, organizing producer groups, capacity building, leadership development programmes, building micro-enterprises, etc. Experience within Punjab state is essential.
- (ii) **Product Design and Marketing Expert**
Post-Graduate in Marketing preferably with 5 years of professional work experience in carrying-out marketing, skill-based training, community development programmes and rural / eco-tourism implementation programmes, documentation, Information, Education and Communication (IEC) programmes. Should have experience of minimum of 2 years in the crafts field in developing contemporary market-driven products, and should also have experience in merchandising, sampling and implementing large scale of orders. Should possess strong networking skills between buyers and designers, implementing craft projects, organizing exhibitions.

(iii) **Community Organizers:**

Graduate in Social Sciences / Social Work preferably with 3 years of professional experience in carrying out community development activities, and formation / strengthening of Self Help Groups, skill development and developing alternative income generation activities in the communities. Should possess skills of transferring knowledge to communities about the activities and programmes undertaken through Central and State governments. Should have competency in organizing group meetings organizing skill and design workshops, market linkages to producers, implementing craft projects, organizing exhibitions and workshops etc. Preference would be given to persons with local experience and well-versed with local traditional crafts.

(iv) **Communication Specialist / Designer**

Post graduate degree in Journalism and Mass Communication with minimum 10 years of experience in IEC activities (both print and electronic media, article and story writing skills) with leading NGOs/Govt. organization or Externally Aided Projects. Good writing and communication skills with command over English and Punjabi and Hindi Languages. Experience of working in tourism/rural development projects will be an added advantage while shortlisting of technical proposal.

Responsibilities: Networking and coordination with multi-stakeholders to assess the need for developing print and electronic medium of communication.

- Development of site specific IEC material in local languages.
- Design IEC activities as per the field and project requirements.
- Develop strategy and facilitate media in a positive manner.
- Prepare articles, newsletters, stories, advertisements etc. Assisting TL in ensuring overall quality documents and reports as per GoP and ADB standards.

(v) **Gender Specialist**

The Gender Specialist will develop thorough understanding on the GAP rationale and requirements and how GAP implementation will contribute to meeting overall project outputs. S/He possess deep insights on gender mainstreaming in urban infrastructure development and assist with planning and delivering programs aimed at women within the subproject areas as well as developing and promoting women's involvement in the subproject activities.

Has an advance degree in social sciences and will have at least 8 years' experience in managing gender equality/ women's empowerment and social development programs. Has analytical, interpersonal skills and demonstrable experience of using appropriate computer software/programs. Specific activities will include:

- Assist the PMU to comply with the gender action plan (GAP) attached to the Project for women from most marginalized groups of society or specific actions for individual subprojects, relevant policies of the government of India/state government and facilitate inclusion of gender mainstreaming the state tourism policies;
- Support in capacity building for gender mainstreaming activities under the project;

- Establish synergies among the PMU, PIUs, NGO, PMC and DSC to include women's needs and concerns in IEC and training materials to conduct training on enterprise development; and
- monitor GAP implementation progress, collect gender – disaggregated data and submit update on progress and results at each quarter.

Skills of the Project Team

- Should be able to conduct diagnostic survey and preparation of project plan and community empowerment for mobilization of artisans;
- Should be able to design and organize market-oriented training programmes (Skill training, design development), soft-skills training, Entrepreneurship Development programmes, awareness programmes, etc.;
- Should be able to prepare business plans for micro enterprises, Working capital plan (includes Financial Management i.e. Savings, Minimum Working Capital in hand), Cash flow plans (covering Inventory management, Costing, pricing and margins);
- Should be able to prepare plans for quality control, value-addition skills;
- Should be able to connect producers to State / Central Government welfare schemes; and
- Should be able to define marketing linkages for producers, artisan communities / groups, public / private agencies, etc.

Working Arrangement

- (i) Firm / Agency will prepare and make available promotional materials (program & implementing strategies, IEC materials like posters, pamphlets, fliers, DVD's and any other publication material pertaining to awareness) on community based rural / eco-tourism as per the deliverables. Printing of manuals, posters, strategies, workshop reports, etc. would be done by PHTPB under IDIPT.
- (ii) Firm / Agency would be responsible for designing, along with the village communities and SHGs, one set of Common Facility Centre (40-50 sqm), souvenir shop, including tourist information centre as model project. It's location would be identified in cooperation with the district administration / panchayat. Cost of construction would be borne by PHTPB under IDIPT.

Period of Contract: 30 months

SUMMARY POVERTY REDUCTION AND SOCIAL STRATEGY

Country:	India	Project Title:	Infrastructure Development Investment Program for Tourism - Tranche 3
Lending/Financing Modality:	Multitranche Financing Facility	Department/ Division:	South Asia Development (SARD) Urban Development and Water Division

I. POVERTY AND SOCIAL ANALYSIS AND STRATEGY

Targeting classification: General Intervention (GI)

A. Links to the National Poverty Reduction and Inclusive Growth Strategy and Country Partnership Strategy

The Government of India's National Tourism Policy (2002) puts environmentally sustainable poverty eradication as its key objective. The Government's 12th Five-Year Plan (2012-2017) promotes 'pro-poor' tourism and spreading the benefits of tourism to support inclusive and sustainable economic growth. ADB's CPS (2013-2017) supports these goals. Tranche 3 will improve high-value tourist destinations, provide skill building, conduct value chain analysis, and generate employment in local communities targeting the poor and women. Tourism products mostly depend on nature and culture-based destinations, as local culture and arts are generally the assets of the communities surrounding such areas. The poor in surrounding communities will also benefit from subproject interventions through increased stake in the management of natural and cultural tourism resources. Similarly each of the three participating states highlights in their own five-year plans the economic potential of tourism to spread economic benefits to local communities.

B. Results from the Poverty and Social Analysis during PPTA or Due Diligence

1. Key poverty and social issues: It is estimated that the percentage of population below poverty line is 8.06% in Himachal Pradesh with 8.5% from rural areas compared to 4.3% in urban areas. In Uttarakhand, it is estimated that 11.3% of the total population live below poverty line. Poverty ratio in rural area is 11.6% compared to 10.5% in urban areas. In Punjab, it is estimated that 8.3% of total population are below poverty line with 7.7% from rural areas compared to 9.2% in urban.¹ As per Census of India, 2011, the female sex ratio in the age group of 0-6 years in the state is 846 which is far lower than the national average of 919 and has been a matter of social concern for the state. Although poverty levels in all three states are below the national average (27%), poverty and inequality are disproportionately and significantly high among a number of social groups. A recent survey shows that in Himachal Pradesh unemployment rate (per 1000) for persons aged 15 years and above in rural area is 32 and in urban area it is 70 while for Punjab and Uttarakhand rates in the same order are 37 and 50 and 45 and 81, respectively.² It is generally believed that unemployment rates are naturally higher for young people because of their limited work experience and poor employability due to deficit in educational attainment and limited opportunities. This scenario causes large-scale migration of young people. It is observed that internal migrants per 1000 households in 2007-2008 in Himachal Pradesh, Punjab and Uttarakhand were 305, 68 and 266 respectively. The median age of migrants was 22 years, 20 years and 21 years for the corresponding states. Also, there are some barriers to women's empowerment manifested in various ways in these states. Among others, some parameters that reflect the status and position of women in society are sex-ratio in the age group of 0-6 years and work participation rates which remain heavily skewed against women. Intergenerational cycle of deprivation and violence faced by girls and women restrict their mobility due to increased violence faced by them. These challenges tend to exclude women and girls from public and political sphere undermine their active participation in various schemes and programs run by government.

2. Beneficiaries. Surrounding communities, both rural and urban, will benefit from the expanded tourism-related business opportunities, generation of new employment, and an increased stake in the management of natural and cultural tourism resources.

3. Impact Channels. Tranche 3 proposes tourist destination enhancement with community participatory activities that support training and local entrepreneurship to channel economic benefits directly to the surrounding communities.

4. Other social and poverty issues: A sample socioeconomic survey of the population at tourist destinations indicated that the key needs of beneficiaries include (i) small-scale tourism infrastructure that will benefit community-based tourism; (ii) larger-scale connectivity and utilities will improve accessibility to, and the quality of life in, the tourist destinations for both tourists and host communities; and (iii) skills training and credit and other necessary support for tourism-based livelihoods development. One-third of the surveyed households are self-employed, and about 30% of the surveyed households are involved in tourism-based activities. However, the poor and marginalized populations required support for both production and consumption objectives. More importantly, the key constraints are a missing link between the community and markets. Incomes were lower in the remote destination areas with high ecological value. While the access to alternative livelihoods is relatively better in Punjab, overall access to livelihood in the hills states, such as Himachal Pradesh and Uttarakhand, is a constraint due to extreme weather conditions and seasonal tourism activity.

5. Design features. While Tranche 3 will enhance contribution of the tourism sector to sustainable and inclusive growth and improve destinations and access, it also aims to expand access to livelihoods directly through project-based activities supported by provisions for of skills development training for community-based tourism activities based on needs and assessment. The project will have capacity building activities to foster community involvement and provide support in designing community-based tourism products. Livelihoods development will focus on the poorer segments including women in and around subproject sites. However, community-based tourism

¹ Government of India, Planning Commission: Report of the Expert Group to review the methodology for measurement of poverty: June, 2014

² Based on current weekly status approach: Data source: http://labourbureau.nic.in/EUS_2012_13_Vol_1.pdf tables: 13.10, 13.22 & 13.27

will also work with larger clusters of communities rather than an individual community to allow communities without significant natural or cultural tourism resources to indirectly participate in tourism development through backward and/or forward linkages with destination communities. The project will also establish partnership with private sector organization for enhanced tourist destination management and viable community tourist product development.

II. PARTICIPATION AND EMPOWERING THE POOR

Participatory approaches and project activities.

1. The project was designed using a participatory approach and included consultations with the communities along the various destinations. The gender and development consultant in the PMCs carried out discussions with key informants at the subproject locations including heads of *panchayats* (villages), management committee of the cultural and religious tourist destinations, heads of local associations, shopkeepers etc. The results were discussed with the government departments at the state consultative meetings towards selecting subprojects. These were further discussed in the national workshop with the central government wherein the subproject components were discussed for four participating states.
2. The community participation and community mobilization NGO recruited under the project will organize and conduct workshops, focus group discussions, seminars, meetings and households surveys to promote people's participation and identify their needs, priorities and preferences through participatory approaches. Consultation and participation of local communities—in the subproject areas—their leaders, line agencies, and PMU representatives will be an integral part of the overall mobilization and community participation plan.
3. What forms of civil society organization participation is envisaged during project implementation?
☒ Information gathering and sharing ☒ Consultation ☐ Collaborative decision making ☐ Partnership
4. Will a project level participation plan be prepared to strengthen participation of civil society as interest holders for affected persons particularly the poor and vulnerable?
☒ Yes. ☐ No.

III GENDER AND DEVELOPMENT

Gender mainstreaming category: Effective Gender Mainstreaming (EGM)

A. Key issues:

Safety for women tourists is a key concern in India. Also, the Census of 2011 reveals that female sex ratios in the age group of 0-6 years in the three subproject states are 906 in Himachal Pradesh, 846 in Punjab, and 886 in Uttarakhand – all of which are lower than the national average of 943 females for every 1000 males.³ Female literacy rates are no better – 67.61 in Himachal Pradesh, 63.0 in Punjab, and 60.97 in Uttarakhand. Female labor force participation rates in Punjab and Uttarakhand are similarly skewed with 145 and 198 per 1000 persons aged 15 years and above while this is relatively better in Himachal Pradesh where the rate is 504 per 1000 persons of the same age.⁴ There is also low participation of women in higher growth sectors such as industry and services compared to men's participation. An important indicator of this is women's share of wage employment in non-agricultural sectors in the rural areas, with only 12% in Himachal Pradesh, 13.13% in Punjab, and 9.9% in Uttarakhand.⁵ There is also an increasing trend in women-headed households with 18.0% of all households in Himachal Pradesh headed by women, and an almost comparative figure of 15.7% in Uttarakhand and 12.0% in Punjab.⁶ While improvements in tourist infrastructure and basic tourist facilities will benefit both men and women, these can significantly improve women's general indicators if managed properly. Tourism can contribute to the promotion of gender equality through improved income opportunities for women, directly as part of the community-based tourism activities and indirectly through increased employment from increased tourist inflows. As the project will harness local handicrafts and other potential income generating opportunities from community-based tourism, it will positively benefit women entrepreneurs. Environmental improvements, improved skills (through training), and more representation in decision-making bodies will strengthen women's role in the communities and increase their participation in the tourism industry.

B. Key Actions:

☒ Gender action plan ☐ Other actions or measures ☐ No action or measure

Measures included in the gender action plan include safety measures for women tourists (e.g. help lines, street lights in tourists areas). The gender action plan supports opportunities in community-based tourism for women's income generation through skill enhancements and necessary linkages-micro-finance, marketing-establishment of community-based systems with adequate representation of women in the management of natural, cultural and heritage sites, inclusion of women in awareness-raising to mitigate social and gender-related risks such as HIV/AIDS, sexually transmitted infections, trafficking, and risks related to safety and security of women and girls associated with infrastructure development. It also aims to create an enabling institutional environment for gender-mainstreaming through capacity-building activities for project functionaries and members of local governments. In Uttarakhand, the State Tourism Policy will be revised to include gender mainstreaming strategy while in Himachal Pradesh and Punjab, gender mainstreaming into existing policies and programs of DOT will be introduced. Project performance monitoring system (PPMS) will include gender indicators to guide the collection of sex-disaggregated data. In Punjab, Gender Specialist will be recruited in PMU to implement GAP and provide monitoring and reporting support. In Uttarakhand, Community Development Specialist in PMU and in Himachal Pradesh, Social

³ Census of 2011

⁴ Based on current weekly status approach: Data source: http://labourbureau.nic.in/EUS_2012_13_Vol_1.pdf tables: 13.10, 13.22 & 13.27

⁵ Data source: NSS 60th round (January-June 2004)
http://mospi.nic.in/Mospi_New/upload/w_and_m_2010.htm

⁶ Data source: Census of 2011.

Safeguards Expert in PMC will be designated to implement GAP and provide monitoring and reporting support. In addition, GAP coordinators will be designated/ identified in each PIU for oversight of GAP implementation at sub-project sites for each state. Budget for GAP implementation will be drawn from the main project cost and will be incorporated in the annual work plan and budget regularly.

IV. ADDRESSING SOCIAL SAFEGUARD ISSUES

A. Involuntary Resettlement

Safeguard Category: ☐ A ☒ B ☐ C ☐ FI

1. Key impacts. One resettlement plan (RP) was prepared for Himachal Pradesh to address temporary livelihood impacts to 180 shop tenants and permanent impacts to 2 shop tenants currently using government-owned shops along the road right-of-way for their business. In Uttarakhand, two RPs were prepared to address temporary livelihood impacts to 213 shop tenants and 32 mobile vendors temporarily affected and permanent impacts to 5 shop owners due to works in Haridwar and Kartikeya Swami. The RPs were prepared in consultation with the affected people and will be updated and finalized during detailed engineering design. Safeguard reporting to ADB will be done on a semi-annual basis.

2. Strategy to address the impacts. RPs prepared consistent with the agreed Resettlement Framework, providing assistance to all affected persons.

3. Plan or other Actions.

☒ Resettlement plan

☐ Combined resettlement and indigenous peoples plan

☐ Resettlement framework

☐ Combined resettlement framework and indigenous peoples planning framework

☐ Environmental and social management

☐ Social impact matrix

system arrangement

☐ No action

B. Indigenous Peoples

Safeguard Category: ☐ A ☐ B ☒ C ☐ FI

V. ADDRESSING OTHER SOCIAL RISKS

A. Risks in the Labor Market

1. Relevance of the project for the country's or region's or sector's labor market. M

☒ unemployment ☐ underemployment ☐ retrenchment ☒ core labor standards

2. Labor market impact. The project will support livelihood generation and skill development, as well as hire labor during construction works. Requirements to adhere to core labor standards are included in legal covenants and bidding documents, and awareness building to contractors will be provided under the project.

B. Affordability Fees charged at tourist destinations are affordable (Rs5-10) and admission rates of the country.

C. Communicable Diseases and Other Social Risks

1. Indicate the respective risks, if any, and rate the impact as high (H), medium (M), low (L), or not applicable (NA): L

☒ Communicable diseases

☐ Human trafficking

☐ Others (please specify) _____

2. Describe the related risks of the project on people in project area.

Awareness building to contractors will be provided on communicable diseases.

VI. MONITORING AND EVALUATION

1. Targets and indicators: see GAP and DMF

2. Required human resources: PMC social and gender specialist, PMU gender focal points

3. Information in PAM: GAP, DMF, social and gender main text narrative

4. Monitoring tools: GAP and relevant data to be reported in quarterly progress reports

GENDER ACTION PLAN IMPLEMENTATION QUARTERLY PROGRESS UPDATE FORMAT

Activities, Indicators and Targets	Progress to Date		Issues and Challenges
	Progress in last three-months (MM/YY to MM/YY) (This should include information on progress in last three-months--qualitative and quantitative updates (sex-disaggregated data))	Cumulative Progress (This should include information on progress (qualitative and quantitative updates including sex-disaggregated data) from the start of the implementation of the GAP to the previous quarter's progress report.)	(Please include reasons why an activity was not fully implemented, or if targets fall short, or reasons for delay, etc.)
Cross-cutting gender activities for Outputs 1,3 4, and 5			
Construction related activities: Activity: Encourage high levels of employment for women in construction related work Target: HP 20%, UK 20% and PB 30% women during construction periods Activity: Enforce core labor standards ¹ and equal wages for work of equal value in each state Indicator: <ul style="list-style-type: none"> • All bidding documents include relevant clauses on core labor standards and equal pay • All contractors oriented on key gender concepts, equal pay, core labor standards, and other risks to women² • All contractors' maintain labor registers showing names, sex, and wages of workers Target: 100% during construction periods			
Women safety at tourist attractions: Activity: Ensure safety and security of women at all tourists sites in each state Indicator: <ul style="list-style-type: none"> • Training provided to all DOT staff on safety and security of women and children;³ • Implement basic safety measures for women at all tourist sites including sufficient lighting and safety billboards including helplines Target: 100% by 2018 Activity: Conduct IEC and awareness workshops on women issues in tourism in all project communities			

¹ As per the provisions of; (i) Prevention of Sexual Harassment at Workplace Act 2013; (ii) Protection of Children from Sexual Offence Act, 2013; and (iii) Contract Labour Regulation & Abolition Act 1970; (iv) the Building and other Construction Workers (Regulation of Employment & Condition of Services Act 1996).

² Risks include HIV/AIDs, harassment, etc.

³ Based on Government of India's Code of Conduct for Safe and Honourable Tourism (July 2010)

Indicator: Workshop conducted at each subproject site Target: 30% women per workshop by 2018			
Output 2. Greater participation by local communities in tourism-related economic activities			
Activity: Provide local employment in tourism support activities at attractions supported under the project in each state Indicator: • Employment generation for community members in each state • Self-help groups formed for poor and women in tourism related livelihood development to support and promote local products and linking them to micro-finance and marketing. Target: HP: at least 500 persons [M-350/F-150]; PB: 800 persons [M-550/F-250]; UK: 500 persons [M-350/F-150] by 2018 [HP: 30; PB: 20; UK: 10 SHGs formed] by 2018			
Activity: Ensure participation of women in all community-based societies in the management of natural and cultural heritage sites in each state Indicator: All community-based societies are meaningfully represented by women Target: [HP: 50% women in 6 committees, PB: 40% women in 4 committees UK: 40% women in 20 committees] by 2017			
Output 3. Improved basic urban infrastructure and services at tourist destinations and attractions			
Activity: All urban infrastructure and services at tourist destinations and attractions designed for men and women in each state Indicator: • Separate toilets for male and female constructed at each tourist destination • Signage with helpline and medical services number for women at each tourist destination Target: 100% , 2018 till completion			
Output 5. Strengthened Capacity of sector agencies and local communities for planning, development, management, and marketing of tourist destinations and attractions			
Capacity development: Activity: Conduct livelihood training in tourism related skills targeting poor and marginalized women Indicator: Community members trained in at least one type of craft production, and/or microenterprise development, management, and marketing, based on needs assessment survey and value chain analysis Target: HP: 1,000 [M-500/F-500] PB: 3,000 [M-2,100/F-900] and UK: 400 [M-200/F-200] by 2017 Indicator: Established linkages with state and district-level vocational training institutions on specialized craft/trade skills for skill trainings and certification [Linkage with vocational training institutions in each state]			

Target: linkages 5 state and district-level vocational training institutions in each state by 2017			
Activity: Pro-women/ pro-poor livelihood schemes for tourism-based with existing government programs in each state linked Indicator: convergence of project related livelihood schemes in tourism with existing Government of India and/or other state's scheme established ⁴ Target: at least 1 scheme per state by 2018			
Activity: Strengthen project management, monitoring, and staff capacity in gender mainstreaming in each state Indicator: <ul style="list-style-type: none"> • Gender specialist recruited in PMU for Punjab • Community Development Specialist in PMU for Uttarakhand designated for implementation, monitoring and reporting of GAP • Social Safeguard Expert in PMC for HP designated for implementation, monitoring and reporting of GAP • GAP coordinators designated/ identified at all PIUs for oversight of GAP implementation at sub-project sites in each state • Gender indicators included in PPMS and updated bi-annually with data disaggregated by sex in each state • GAP update is reported every quarter as per GAP progress update format at Appendix 6 of PAM by each EA Target: (i) 1 gender specialist in PMU, Punjab by 2015, (ii) 1 GAP Coordinator in each PIU in each state and by 2015, PPMS developed with gender indicators in each state by end of 2015			
Planning: Activity: Include women's needs in management plans, mobility plans, event management plans and TORs for agencies to be mobilized for operation and management of facilities in each state Indicator: Needs and priorities of women tourists included in the following: (i) tourism management plans, (ii) mobility plans, (iii) state-wide heritage management plans, (iv) event management			

⁴ Central government schemes include the *Skills Development for Income Generation Scheme (Hunar Se Rozgar Tak)*.

<p>plans, (v) tourist destination management plans, (vi) site management plans, (vii) guidelines for conservation of heritage buildings, and (viii) tourist inflow management plans</p> <p>Target: 100% all plans 2015 till completion</p> <p>Activity: Orient relevant stakeholders on gender-mainstreaming in each state</p> <p>Indicator: Stakeholder orientation trainings/workshops conducted</p> <p>Target:</p> <ul style="list-style-type: none"> • 1 workshop in each state 2015 till completion 			
<p>Activity: Strengthen gender-mainstreaming state tourism policies and programs</p> <p>Indicator:</p> <ul style="list-style-type: none"> • In UK, the State Tourism Policy revised to include gender mainstreaming strategy by 2019 • In HP and PB, gender mainstreaming into existing policies and programs of DOT is introduced by 2019 			
<p>Fostering Community Participation, Marketing and Promotion:</p> <p>Activity: Develop and disseminate gender-sensitive marketing materials (print and electronic), guidebooks and brochures on tourist destinations in each state</p> <p>Indicator:</p> <p>Marketing and promotion materials with gender considerations produced in each state</p> <p>Target: 2,000 posters, 20,000 brochures and 1 electronic message at each tourist destination produced in each state by 2015</p>			