



## UP PRO POOR TOURISM DEVELOPMENT PROJECT

### TERMS OF REFERENCE FOR DESIGN AND SUPERVISION OF SUBPROJECTS IN AGRA:

1. Renovation of Hotel Taj Khema
2. Construction of Artisan Centre, Kachhpura
3. Refurbishing of Centre for Living Traditions at the Agra Museum

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### 1. BACKGROUND

The state of Uttar Pradesh (UP) is India's biggest tourist draw, attracting 155 million domestic and 1.8 million international tourists out of 748 million domestic and 6.2 million international tourists visiting India in 2011. These tourists contributed a total of USD 6 billion to Uttar Pradesh's economy in 2011. Despite such staggering numbers, tourism's economic (and service delivery) benefits have had little trickle-down effect in the state in general, in the communities adjacent to these cultural assets. Paradoxically, Uttar Pradesh remains India's third most lagging state, with a 37.7 percent poverty rate. Additionally, the iconic built and living assets in Uttar Pradesh are not only home to some of the state's poorest communities, but they are also facing great threats.

The Uttar Pradesh Pro-Poor Tourism Development Project (the Project) aims to support the state Government to address this paradox by contributing to unlock the potential of the state unique heritage through pro-poor tourism development in asset-rich but persistently poor areas in the state. It is a priority for the state Government to better manage its heritage assets and tourist attractions in a way that delivers (i) sustainable and inclusive economic growth through employment multipliers, income opportunities for local entrepreneurs, and (ii) improvements in multipurpose access infrastructure, public spaces and basic services utilized by both local communities and visitors. Ultimately, the Project is expected to help the state Government to achieve this goal by re-structuring the tourism sector in an inclusive manner.

The Project has four main components:

- I. **Destination Planning and Governance** will test new approaches and establish the institutional structures, policies and coordination mechanisms necessary for bringing together the public and private sectors and local communities for effective destination-level tourism planning and governance.
- II. **Tourist Products Development and Management** will enhance the tourist experience while simultaneously contributing to improving local living conditions and livelihood opportunities by transforming existing tourist "attractions" into tourist "products" that incorporate local communities both physically and economically.
- III. **Support to Local Economic Development** will improve the linkages of those involved in the productive and creative economies with the tourism value chain in the Project target areas by providing advisory, technical assistance and financing for business development, production and marketing within the tourism value chain.
- IV. **Project Management** will provide the necessary technical, advisory and financial support for the adequate implementation, management and coordination of the Project.

### 2. CONSULTANCY OBJECTIVES

The main objective of this consultancy is to assist the State Department of Tourism in the preparation of the three subprojects to be financed under the Project in Agra.

The assignment includes, inter alia, three broader tasks:

- i. Preparing the overall concept (infrastructure development, selected creative industries business development, capacity building/community mobilization, branding promotion), detailed drawings, tender documents and good for construction drawings as well as management plans for each subproject.
- ii. Carrying out safeguards assessments and preparing related safeguards reports (i.e., Environmental & Social Management Plan) as per the state and central Governments and the World Bank guidelines.
- iii. Supervising the implementation of the subprojects as per the approved conceptual plans and drawings.

### 3. PROPOSED SUBPROJECTS DETAILS

The three proposed subprojects in Agra are as follow:

- 3.1 Renovation of Hotel Taj Khema
- 3.2 Construction of Artisan Centre in Kachhpura
- 3.3 Refurbishing of Centre for Living Traditions at the Agra Museum

#### 3.1 Renovation of Hotel Taj Khema

The Hotel Taj Khema is located about 160m from the east gate of the Taj Mahal. It is being run by the State Tourism Development Corporation for the last 25 years. The property has 6 functional rooms and space for 8 tents, a restaurant, a kitchen, reception areas and a garden overlooking the Taj Mahal.

Although, the property is situated at a prime location and is very close to the iconic Taj Mahal, its annual occupancy is just 27.50% of its maximum capacity, with a maximum occupancy observed in December (56.45%) and minimum occupancy in May (6.45%). One of the main reasons behind such low occupancy is the quality of its visitor facilities, which is below highly rated hotels near the Taj.

Given its prime and unmatched location, the main objective of this subproject is to redevelop the property into a world class boutique hotel with all required amenities to increase its quality, occupancy and competitiveness.

#### **Proposed Activities:**

To this end, within a budget of around Rs. **15 Crore**, the following activities are proposed:

- Preparation of a business plan for the hotel management as an attraction of Agra. This would include not only the overall selling and management of its facilities but also of a menu of activities, such as serving authentic cuisine of the Agra region.
- Training of staff in hospitality and other skills.
- Renovation and refurbishment of existing rooms and tents
- Renovation and refurbishment of the kitchen, restaurant and reception areas
- Landscaping of the entire property and garden for performances and other activities targeted to Agra's visitors
- Promotion and marketing for the renovated property
- **Operational arrangement of the property as a boutique hotel through PPP model.**

#### 3.2 Construction of Artisan Centre in Kachhpura (Leather & Artificial Jewellery), Agra

The site for this proposed subproject is located near Kachhpura village on the Mehtab Bagh road in Agra. The site belongs to the State Department of Tourism.

This subproject aims to improve the livelihood and work conditions of artisans in the area by linking them to the tourism industry. The center will highlight the main creative industries in the area, which include leather and artificial jewelry, contributing to the revival and sustaining of these creative industries. The center should be designed in a way that attract more visitors to the area and retain them for a longer duration in Agra. In addition, as part of the Center for Living Traditions to be refurbished in the newly constructed Agra Museum, as described below.

#### **Proposed Activities:**

To this end, within a budget of around Rs. **15 Crore**, the following activities are proposed:

- Preparation of a business plan for the Centre as an attraction of Agra, including branding and promotion of a menu of activities for its year-round operation.
- Selection and training of artisans on business management and alike.
- Construction of Artisan Center with display area and basic facilities.
- Construction of ancillary facilities, such as administrative and storage areas, playground, food court and landscaping.
- Provision of a performance space for 200 people and food court for visitors.

### **3.3 Refurbishing of Centre for Living Traditions at the Agra Museum**

The Centre for Living Traditions will be placed in the newly constructed Agra Museum, 1.3km from the east gate of the Taj Mahal.

The Center main objective is to celebrate and showcase the arts, crafts and culture of Agra region in a way that provides income generation opportunities and better work conditions for the local craftspeople, artisans and artists. The Center will highlight Agra main creative industries, such as pacchikari, aari, zardozi, galicha and leather. The Center will include not only incubation areas for enhancing skills and business development capacity in new product designs and diversification of products, but also display and retailing areas.

#### **Proposed Activities:**

To this end, within a budget of around Rs. 9 Crore, the following activities are proposed:

- Preparation of a business plan for the Centre year-round operation in association with the management of the Artisan Center and the museum itself.
- Selection and training of artisans on business management and alike.
- Studios as well as display and souvenir areas
- Refurbishing of ancillary facilities, such as administrative and storage areas as well as auditorium, indoor/outdoor performing, lecture halls and food court.
- Craft and learning area for children and landscaping.
- Operational arrangement of the Centre of Living Traditions (CLT) through PPP model.

### **4. SCOPE OF WORK**

The assignment will be implemented in two parts:

Part A: Preparation of Conceptual Approach (infrastructure development, selected creative industries business development, capacity building/community mobilization, branding promotion), DPR & Bidding Documents

Part B: Supervision of Works

#### **Part A: Preparation of Conceptual Approach, DPR & Bidding Documents**

Phase 1 entails, inter alia, the following activities:

- a) Review the pre-feasibility studies carried out by the State Department of Tourism and confirm feasibility based upon consultations with key stakeholders and ease of implementation as per the World Bank's social and environmental safeguards requirements as well as approvals and clearances required from government agencies.
- b) Prepare a conceptual plan and development approach for each subproject using green and multi-purpose infrastructure and emphasizing public spaces and basic services to be utilized by both local

- communities and visitors. The plan should also take into consideration any restriction and regulatory constraints for concerned authorities, such as the ASI and the State Forest Department.
- c) Screen and identify potential cultural heritage, environmental and social impacts associated with the subprojects as per the state and Central Governments as well as the World Bank guidelines and prepare all necessary safeguards documents.
  - d) Identify relevant stakeholders both directly and indirectly associated with each subproject and carry out intensive consultations with them to seek their views and suggestions on the various subprojects and their individual components.
  - e) Prepare schematic drawings for the State Department of Tourism and the World Bank review, and based on their approval, prepare the respective Detailed Project Reports (DPRs) including all technical drawings and specifications, for each subproject.
  - f) Upon preparation of satisfactory schematic drawings, conduct the necessary Environmental and Social Impact Assessment and prepare Environmental and Social Management Plan or any other relevant instrument, as required, as per the government and the World Bank policies.
  - g) Prepare tender documents including all necessary drawings, technical specification, Bill of Quantities, among other documents, for hiring of contractors for execution of works.
  - h) Prepare application along with requisite designs, drawings, layouts and allied documents to State Department of Tourism for obtaining necessary approvals from the concerned authorities (e.g. ASI, PCB etc.). The same must be modified, if required, as per the requirements and to the satisfaction of the concerned authorities.
  - i) Prepare conceptual plan / Business Plan for each selected Creative Industry regarding skills development, product development, branding & promotion etc

### **Part B: Supervision of Works**

To ensure the conceptual plan and drawings are implemented as planned, the State Department of Tourism would like to hire the same consultancy firm for the supervision of the execution of the respective works during the implementation phase. The ultimate objective is to ensure successful and timely completion of works and activities as planned. Phase 2 entails, inter alia, the following activities:

- a) Support the State Department of Tourism and Implementing Entity (Agra Development Authority) in monitoring and quality assuring the execution of works through verification of quantity, recording of measurement, certifications of measurement and the bills of the contractor, among other tasks in compliance with safeguards documents.
- b) Review technical documents and drawings as required during the implementation phase.

### **5. MAIN DELIVERABLES AND TIMEFRAME**

Deliverables will also be completed in two parts, as follows:

Part A: Preparation of Conceptual Approach (infrastructure development, selected creative industries business development, capacity building/community mobilization, branding promotion), DPR & Bidding Documents will be delivered through a lump sum contract to be performed within six months upon the contract signature.

Part B: Supervision of Works will be delivered through a time-based contract to be performed within 18 months upon the closing of Part A.

The key deliverables and timeframes for the three subprojects are as follows:

	Deliverable	Timeframe
<b>PART A</b>		
1	<b>Review of feasibility Reports</b> for the three subprojects	Within 15 days of contract signature
2	<b>Conceptual approach</b> (infrastructure development, selected creative industries business development, capacity building/community mobilization, branding promotion), <b>schematic drawings and safeguards screening</b> of each subproject, including Environmental Impact Assessment and Social Impact Assessment, as applicable	Within 2 months of contract signature
3	<b>Draft DPR (soft and hard components) and Environmental Social Impact Assessment Report</b> , including Social Environmental Management Plan and/or any such document. All data and information collected as part of the DPR and field assessments should also be submitted for each subproject.	Within 3 months of contract signature
4	<b>Final DPR (soft and hard components) and safeguards documents</b> for each subproject.	Within 6 months of contract signature
<b>PART B</b>		
5	<b>Implementation supervision</b> including regular field monitoring checklists, recording and other tasks for each subproject	Continuous for 18 months upon completion of Part A

*All deliverables must be satisfactory to the GoUP and the World Bank.*

## 6. CONSULTANCY QUALIFICATIONS

The consultancy firm must assemble a multi-disciplinary team with proven experience in implementing similar assignments in India. Areas of expertise required include, inter alia, architecture, urban revitalization, environmental management, social development, inclusive tourism development, cultural heritage management, creative industries and local economic development.

The team members should have **minimum 10 years** of relevant work experience in at least three different successfully completed projects.

Other qualifications include:

- Proven experience in coordinating and delivering high quality products while maintaining a tight work schedule is critical.
- Excellent communication skills and proven capacity to engage with relevant urban development, infrastructure, tourism and culture related government and expert agencies in India.
- Proven experience in working on creative industries and culturally sensitive business development at community level in India or the region.
- Proven experience in working with central, state and/or local governments in India.
- Proven experience in working on externally aided projects (e.g. World Bank/Asian Development Bank) and having prepared social and environmental safeguard assessment reports and mitigation plans as per the policies of such agencies is an added advantage.
- Excellent fluency in spoken and written English and Hindi.

The consultancy firm may associate with other firms in the form of a consortium or a sub-consultancy to enhance their expertise and qualifications.

## **7. COMPLIANCE WITH REGULATORY REQUIREMENTS**

The assignment must be conducted in accordance with all applicable environmental, social and cultural heritage laws, regulations, and any other requirements of the Government of India (GoI) and the Government of Uttar Pradesh (GoUP). The consultancy shall coordinate with all relevant government agencies to ensure compliance during the DPR preparation. On Resettlement & Rehabilitation (R&R) issues, the assignment must consider the provisions of the National LA and R&R Act 2013.

It must also address the cultural resources, environmental and social requirements of the World Bank as outlined in the safeguard policies triggered by the Project and proposed subprojects.

The criteria for shortlisting eligible consultancy firms at the EOI stage is as follows:

	<b>Description</b>	<b>Maximum Marks</b>
1	Proven 10 years of experience in the design and supervision of inclusive development projects in India (5 marks per project)	30
2	Proven experience in working on creative industries and/or culturally sensitive business development at community level (10 marks per project)	50
3	Proven experience in working with central, state and/or local governments in India (5marks per project)	10
4	Proven experience in working on externally aided projects and having prepared social and environmental safeguard assessments and mitigation plans ( 2.5 marks per project)	10
	<b>Total</b>	<b>100</b>

## **8. CONFIDENTIALITY AND INTELLECTUAL PROPERTY RIGHTS**

All information, data and documents provided to the consultancy firm by the client or developed by the consultancy firm during the implementation of this assignment shall be treated as confidential and not be published nor disclosed to any third party without the prior written approval of the client.

All information, data, reports, images and any associated document produced during the consultancy period belong to the World Bank and the State Department of Tourism, Government of Uttar Pradesh.