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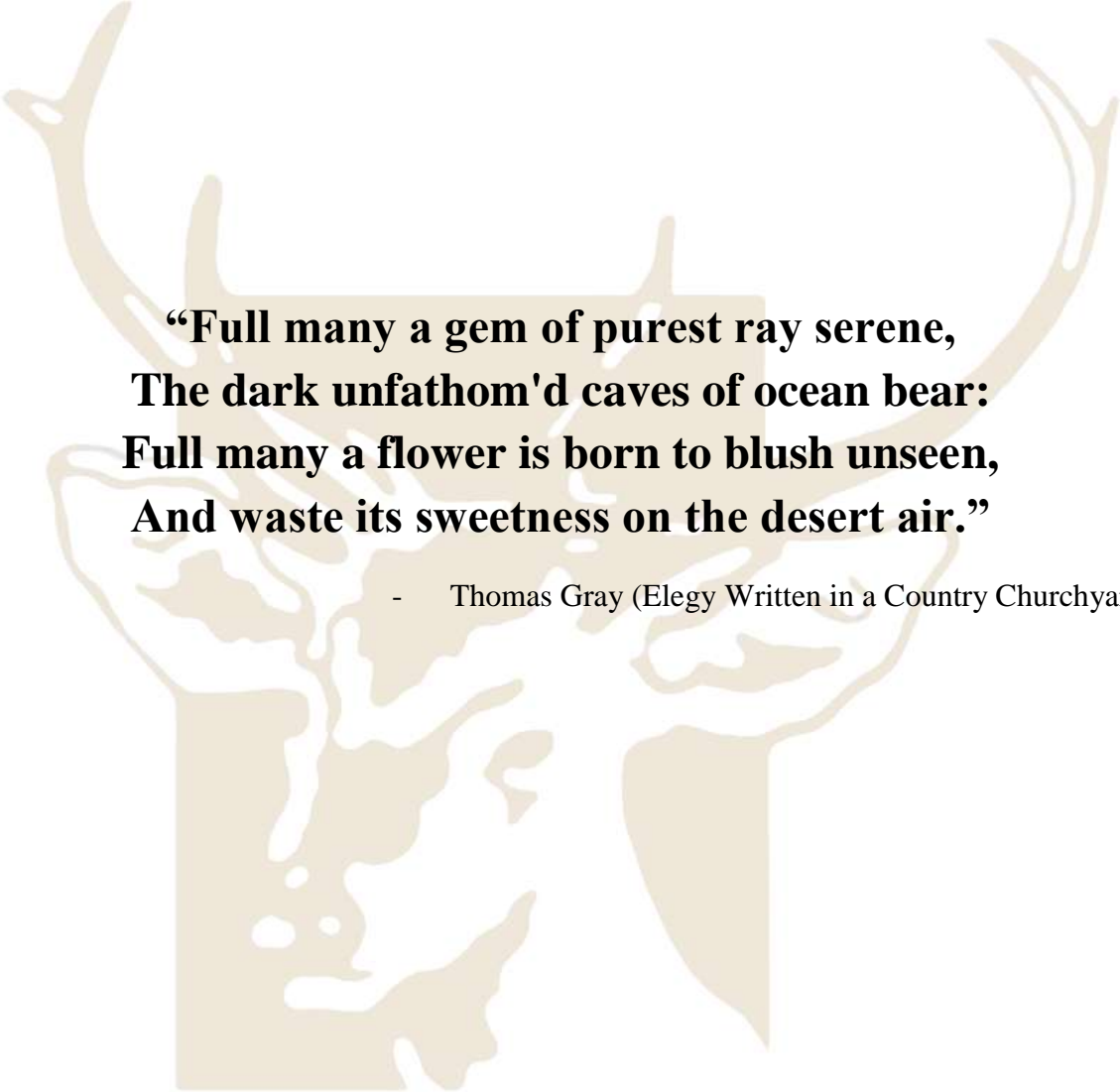


MANIPUR TOURISM POLICY 2011

MANIPUR TOURISM

**DEPARTMENT OF TOURISM
GOVERNMENT OF MANIPUR**

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**“Full many a gem of purest ray serene,
The dark unfathom'd caves of ocean bear:
Full many a flower is born to blush unseen,
And waste its sweetness on the desert air.”**

- Thomas Gray (Elegy Written in a Country Churchyard)

MANIPUR TOURISM

Front Cover: *Loktak Lake*
Photo Courtesy: *RK Birjit*

INTRODUCTION

In a modern, globalized and borderless world, tourism has emerged as a major export industry which not only contributes to the shape of the economy but also determines the image of the land and people. The travel and tourism sector is the world's largest service sector industry and creates more jobs per million rupees of investment than any other sector of the economy. Tourism is no longer an appendix in modern government planning but rather a necessity to create employment opportunities, generate income & revenue and drive the inclusive growth of the economy. Several States and Nations all over the globe have *transformed their economies harnessing their tourism potential*.

According to the UN World Tourism Organisation, the contribution of tourism to economic activity worldwide is estimated at some 5% in 2011. Tourism takes the cake for creation of 6-7% job opportunities of the overall number of direct and indirect jobs worldwide. From 1950 to 2010, international tourism arrivals expanded at an annual rate of 7% reaching 940 million. The income generated by these arrivals grew at an even stronger rate reaching around USD 919 billion in 2010. The receipts generated have grown twice as fast, 'far outstripping' the growth rate of the world economy. While in 1950, the top destinations absorbed 88% of international arrivals, it was 55% in 2010, reflecting the *emergence of new destinations, many of them in developing countries*. UNWTO points out that developing country stand to benefit from sustainable tourism and should act to make this a reality. According to the Planning Commission, the earnings from T&T have made it one of the largest industries in the world and the fastest growing sector of global trade accounting for 10.4% of global GDP, 12.2% of global exports, 8.3% of global employment, and 9.5% of global capital investment.

India is fast emerging as an important tourism destination in the world. The **"Incredible India"** campaign which showcases the best that India has to offer to the tourists has now attracted worldwide attention. The Ministry of Tourism, Government of India, has noted that the number of foreign tourist arrivals in India in 2009 was 5.11 million at an annual growth rate of 3.3%. The number of domestic tourist visits to all States/UTs was 650 million at an annual growth rate of 15.5%. The foreign exchange earnings from tourism were US\$ 1851.1 billion at an annual growth rate of 8.3% contributing a significant 5.9% to the GDP of the country and creating 42 million jobs. By 2017, the industry is expected to contribute to rise to US\$ 3121.7 billion in absolute terms but percentage wise it will decrease to **3.4%** as per Planning

Commission. Andhra Pradesh topped domestic tourist visits with 24.2% and Tamil Nadu, in foreign tourist visits with 17.3%. Manipur recorded an insignificant data of 0.9% domestic and 0.3% foreign tourist visits. A concerted effort and actionable measures are therefore needed to take a piece of this tourism pie. Other than the tourism industry itself, the global spread of tourism has produced significant economic and employment benefits in many related and interlinked sectors too from construction to agriculture or telecommunications. Tourism as an industry is expected to **grow by 4.3% per annum between 2008-17** according to the Planning Commission. *This multiplier effects of tourism need to be tapped maximally to enrich the economy and society of the land.*

Manipur, with her comfortable climate, mystique cultural heritage and sublime natural beauty, located strategically in a hitherto considered disadvantageous geographical area, promises to be a huge potential for the growth of tourism. The majesty of the Loktak Lake, the strategic location of Moreh, the uniqueness of the Keibul Lamjao floating National Park & the Sangai Deer, the beauty of the Siroy & Dzukou Lilies, along with the naturally formed limestone caves, pristine green hills and valleys, meandering rivers, cascading rapids, exotic flora & fauna compounded by a rich arts and culture, folklore, myths and legends, indigenous games and artistic handloom & handicrafts, makes Manipur *a little paradise on earth* and a fertile ground for a tourist to explore. The Asian Development Bank has identified the region as a 'Key Area' due to its *'unrealized potential as an ecotourism product'*. The mystery of the Indian Classical Dance form *Ras Leela* with their intricate costume design, the wonder of the *Pung Cholom* (Drum Dance), the vibrant tribal dances are some of the precious treasures any tourist will find appealing. The exotic cuisines, the unique tribal cultures and the soothing native music can be an enchanting discovery for various tourists visiting the State. The birthplace of modern *Polo*, the indigenous games of *Yubi Lakpi*, *Kang Sanaba*, *Arambai*, *Thang-Ta* and *Mukna* will prove to be a thrilling experience for any enthusiastic tourist. The tourism industry should also encourage the growth of local handloom and handicrafts cottage industry. Weaving is a time-honoured occupation in the land and has been fine-tuned to an art form with its intricate designs most popularly the *Wangkhei Phee* and *Haophe*. Trade centres should be established and encouraged to showcase these products and attract the visiting tourists.

Healthcare is one aspect where Manipur is already well ahead in the region and if properly nurtured, can become a principal patient-tourist attraction from the neighbouring States and Nations. The State has a high percentage of qualified health specialists who can cater to different ailments both in terms of allopathic and ayurvedic medicines. Every new bed creates employment for 5 personnel directly and about 25 personnel indirectly. There is a huge requirement for health care workforce in India. Healthcare is expected to create 70 million to 80 million jobs in the next 10 yrs, adding 2 to 3 % p.a. to the Nation's GDP. In 2006, more than 2 million medical tourists availed medical services in South-east Asia from all corners of the world.

Because of the lack of adequate medical facilities in their country, most Myanmar patients also avail of medical treatment in Bangkok and Singapore. Comparatively, treatment in India is much cheaper than that in Thailand without compromising on the quality and technology of patient care, and all efforts should be concentrated on *attracting the Myanmar patients to Manipur* where some of the best treatments in the world are affordably available in our health care centres. Focus should also be given to the neighbouring States of Mizoram and Nagaland.

With regard to tourism prospects, the abolishment of the Inner Line Permit System from the State can be exploited to accelerate the growth of domestic tourism. Similarly, the relaxation and exclusion of Manipur from the Protected Area Regime since January 2011 can be a major boost to inflow of foreign high-end tourists to the State. However, further steps are required to modify the relaxation so that citizens of Myanmar, who are our primary foreign target, can visit the State beyond the mandatory 16 Kms to enable them to fully explore freely the land and also to avail medical facilities. This will also *boost the Indo-Myanmar Border Trade* to a great extent. Furthermore, Manipur, which was the great and last battlefield in World War II, can receive a big impetus in the tourism sector from many foreign tourists especially from Japan and the Commonwealth countries whose relatives, ancestors and countrymen lost their lives in the battlefield here.

Manipur and its tourism policies become all the more important in view of India's **Look East Policy** and the **Trans-Asian Highways and Railways**. The Government is keen to take advantage of these developments and therefore seeks to create a unique brand to market Manipur Tourism as the ***"Gateway to South-East Asia"*** in conformity with its modernity, relevance, competitiveness, strategic location and commercial aspects. It is the belief of the Government that once the appropriate infrastructure and services are suitably placed, Manipur is destined to become a rich commercial hub and a tourist hotspot in South-East Asia akin to Bangkok.

MANIPUR TOURISM

MISSION STATEMENT

- 2.1. The mission of this Policy is not to remedy a panacea but to create a direction that will drive the tourism industry in Manipur and to let the dynamics of the industry to take over thereafter. The Policy seeks to harness the tourism potential of Manipur and to present to the world as a ***“Tourism Hotspot”*** for attracting tourists and investments with the development of hotels & restaurants, resorts, transport & communication, heritage sites and handloom and handicrafts. This will ultimately help in creating jobs and revenue, and in contributing to the economy, development of backward areas, thereby reducing poverty.
- 2.2. The State intends to create a robust and vibrant tourism industry through planned, innovative and systematic approach producing an ***efficient tourism multiplier*** largely governed by *diversity of tourism products, lengthening the period & comfort of stay, and creating various spending avenues*. The planning approach shall be market based which takes into account the preferences of the tourists and service providers. Tourism in Manipur should be able to provide a unique opportunity for physical invigoration, mental rejuvenation, cultural enrichment and spiritual elevation for a memorable experience for the visiting tourists. The economic benefits of the Industry should be able to filter down to the backward sections of the society and bring all round development of the State.
- 2.3. All efforts shall be placed into the areas of Welcome, Information, Hospitality, Accommodation, Transportation, Safety, Leisure, Cooperation, Hygiene, and Environment. “Make the stay comfortable, Make the visit an endless temptation and Make everyday a new day with a fresh input” shall be the guiding framework for the Mission. The friendly nature of the people should be enthused into the industry for the spirit of “Meeting as a stranger and Parting as a friend”.
- 2.4. The tourism vision is to create a unique brand for the State to market, build critical infrastructure by prioritisation and manage its valuable resources in a sustainable and integrated manner to ***make Manipur a favourite national and international tourist destination by 2020*** so that the experience of the visiting tourists are enriched and the quality of life and economic benefits are filtered down to the backward sections and regions of our State for all round prosperity and poverty alleviation of the society.

THE ROAD AHEAD: AIMS & OBJECTIVES

Tourism has been denied the priority it deserves over successive State Plans because its potential as an engine of economic growth has not been fully appreciated resulting in low allocation of resources. This lack of awareness about the benefits that it can bestow upon the host population has been a major impediment to the growth of tourism in the State. Unless the host population and governance in both urban and rural areas is supportive of tourism, it cannot become a vibrant economic force. An unprofessional, ad hoc approach and the failure to measure up to growing demands and additional investment might lead to over-exploitation of existing facilities, discouraging potential tourists. A focussed, highly professional and result-oriented approach is necessary if Manipur is to avail of the opportunity that the current tourism market trends have to offer.

The Manipur Tourism Policy 2011 rests upon the following broad objectives:-

- 3.1. In a small remote land-locked State like Manipur where there is little scope for industrial development, but with a rich cultural heritage and God-given sublime natural beauty, tourism promises to emerge as the mainstay of creating employment opportunities, generating State revenue and alleviating poverty. The State tourism has already been accorded “*Industry status*” by the State Government in January, 1987, and is included under the Industrial Policy of Manipur, 1996 and will get all admissible incentives/support accordingly. However, further steps are required to adopt tourism as the main civil industry of the State through inspired political will, visionary planning and effective implementation and management.
- 3.2. The tourism industry seeks to provide significant direct & indirect employments. The employment creation potential for investment in tourism promises to be higher than in manufacturing & agricultural sectors. Tourism development shall help significantly in the development of cottage industries and handloom & handicrafts, and thereby promote backward area development and development of weaker sections of the society.
- 3.3. Mobilizing public support by creating awareness of the socio-economic benefits of tourism for the host community and involving the rural sector in tourism shall be a major objective of the Policy.

- 3.4. A main objective of the development of tourism in Manipur is to contribute to the State coffers by generating much-needed revenue. Exemption from luxury tax, VAT, Stamp Duties, etc. will defeat this very purpose and adversely impact the resources of the State without matching returns. However, as the commercial aspects of tourism growth progresses with time, certain exemptions may be considered to attract more investment & business opportunities, in consultation with Finance & Revenue Departments.
- 3.5. A unique *brand* to market Manipur Tourism has to be created in conformity with the modernity, relevance, competitiveness, strategic location and commercial aspects of the State. For this very specific purpose, the Government has come up with a catchy theme “*Gateway to South-East Asia*” to promote tourism in Manipur on a clientele model.
- 3.6. Focus to be concentrated on high-end domestic and international tourists in the immediate years. Patient-tourist from neighbouring States and Myanmar seeking sophisticated medical facilities should be maximally encouraged to avail of these in our Hospitals.
- 3.7. The next big wave of tourists visiting Manipur will probably be a different breed least bothered with the current unrest in the State. Many of them might be coming here not for our beautiful scenery or culture, but might be just passing through our land when the Trans-Asian Roadways & Railways become operational. The immediate challenge shall be on devising ways to cater to their needs and comfort, and persuading them to stay a little longer and spend effortlessly.
- 3.8. The Policy seeks to sensitize all stakeholders on the shared vision which is very essential for a highly efficient, responsive tourism industry.
- 3.9. Tourism is overwhelmingly an industry of private sector providers and their critical role shall be duly acknowledged. The Government shall work as a proactive facilitator and catalyst, and shall play a significant part in infrastructure development either directly or/and through *Public Private Community Partnership (PPCP) mode* in a mutually beneficial and conducive environment. The main focus of the Government shall be on providing security and offering attractive fiscal and financial incentives within a clear policy framework. People’s participation is also essential and qualified, local community shall be given preference to manage assets. Management of most of the essential infrastructures shall be given out to the private sector and community on a case-wise merit basis. Therefore, tourism in Manipur shall be *government-led, private-sector driven and community welfare-oriented*.

- 3.10. The tourism strength of the State has been identified and lies in *nature eco-tourism*, *culture* tourism, *medical* tourism and *adventure* tourism. These specific areas shall be given top priority and developed with renewed zeal and efforts. Focus shall also be given to promote *home-stay tourism*, *village tourism* and *camp tourism*. The idea behind this later aspect is to acknowledge and cater to the new class of nature and educational tourists who is not looking for luxury accommodations but for simple and clean places to stay. Being the birthplace of modern polo, Manipur has the added advantage to promote *Polo tourism* and a concerted effort shall be undertaken with related Associations to develop this unique form of tourism. Also, the comfortable climate and the lush, green landscape make Manipur an ideal place for *Golf tourism* and efforts shall be taken up to develop this. Furthermore, many foreigners especially from Japan and Commonwealth Nations are coming here as pilgrim-tourists to pay homage to their forefathers at different places where they died during World War II and every opportunity to develop and maintain these sites should be taken up for *Pilgrimage tourism*.
- 3.11. Maximal efforts shall be initiated to showcase and promote the nascent Manipuri Film Industry, 'Shumang Lila' and indigenous sports, cuisines and festivals including the RKCS Arts Gallery.
- 3.12. Tourism being a service industry, it is absolutely necessary to enhance its service efficiency and proficiency. The Policy shall strive towards excellence by introducing professionalism through training and re-training of human resources. A premier *Institute of Hotel Management, Catering Technology and Applied Nutrition* is being established and will help in essential manpower development and capacity building for catering to the professional needs of tourism in the State.
- 3.13. Efforts shall be placed to categorize, licence and label proper accreditation for all components of tourism/travel trade, infrastructure and services.
- 3.14. *Prioritisation of projects* both for destinations and infrastructure is absolutely necessary so that scarce resources are put to best use. The need of the hour is to ***create a few success stories*** and thereafter the momentum and dynamics of the tourism industry will pick itself up. The immediate foci shall be on creating world class accommodation infrastructure in Imphal, commercial avenues at Moreh and beautification of the Loktak Lake complex. Thereafter, Tamenglong and Ukhrul shall be developed into hill stations along with the development of Lamdan Adventure Complex, Dzukou Valley for camp tourism and other places of tourist interest. Special attention shall be given to develop Camp tourism sites at the Dzukou valley. Infrastructure development shall also include construction, renovation and maintenance of parks, monuments, museums, public conveniences, parking structures, etc.

- 3.15. The quickest and safest mode of transportation and communication within a predictable time period is necessary to attract and facilitate the entry of tourists. The Government shall endeavour to address the issue of poor connectivity and communication facilities urgently along with a constant monitoring and confirmation of this essential ingredient. The strength of tourism in Manipur lies in air connectivity and all efforts shall be taken up to maximize this.
- 3.16. A '**land bank**' is needed to be established to know exactly where land is available for infrastructure development of 'tourism units' at strategic and prioritised destinations. This will contribute in establishing a *Single Window Clearance System* for investment in the State.
- 3.17. Promotion, publicity and marketing are the cornerstone of tourism development and needs to be undertaken in conformity with tourist profiles and product characteristics. Systematic and innovative methods shall be adopted to develop and implement cost effective marketing strategies based on market research and segmentation analysis. The aim is to exploit every opportunity in local, domestic and international forums to promote Manipur Tourism jointly with other stakeholders. Awareness campaigns by establishing information networks shall be taken up. Tours and travel operators shall play a significant part of this game-plan.
- 3.18. The public, private and community stakeholders shall assume collective responsibility for laying down industry standards, ethics and fair practices. The ethics shall essentially include mutual understanding & respect between people & societies, individual & collective fulfilment, liberty of tourist movements, rights of workers and entrepreneurs in the tourism industry, and adherence & implementation of the Global Code of Ethics for Tourism. Legislations for fair tourist trade practices shall also be put in place.
- 3.19. The tourism industry is an industry free of noise and smoke. A sustained and responsible tourism is necessary to ensure preservation and protection of tourist destinations. All efforts shall be taken up to adopt environmental friendly solid waste management and methods. The service providers, the visiting tourists and the community shall be given specific instructions to follow green practices and any infrastructure development shall be mindful of in preventing any adverse impact on the fragile ecology and environment of the State. Necessary legislations, Rules and Regulation shall be put in place to affect this.
- 3.20. The safety and security of the tourists shall be paramount on the Government's agenda. A dedicated State Tourist Police Force shall be constituted to safeguard the visiting tourists and the tourist destinations. Effective legislations shall also be taken up to prevent harassment and touting of the tourists. Although there is an

unstable law & order situation prevailing in Manipur, promotion of tourism should not be stopped. Situation may likely be similar in J & K but that doesn't stop people from enjoying a boat-ride on Dal Lake and seeing other places.

- 3.21. The Government shall initiate and support special programmes and schemes for the development of tourism in the State.
- 3.22. The Government shall endeavour to include tourism as a non-credit compulsory subject in the syllabi from class VIII to class X standard in the State. This will inculcate among the youths of the State a sense of our traditional sense of hospitality and good mannerism for the development of tourism in particular.
- 3.23. Inter-departmental and inter-agency linkages are crucial to the development of tourism. Public Works, Public Health Engineering Department (PHED), Municipal Administration Housing & Urban Development (MAHUD), Rural Development, Power, Health, Home, Forest and Arts & Culture Departments are important departments which need to play a critical role. Close relationships shall also be established with NGOs, clubs, army, Assam Rifles, civil aviation and others.
- 3.24. The North-Eastern States of India is seen as a continuous region without borders from a tourist's point of view. Therefore, elaborate and effective co-ordination and cooperation with the neighbouring States shall be undertaken for joint development of tourism in the region and to facilitate easy, hassle free movement of tourists.
- 3.25. Ultimately, the *Tourism Policy must benefit people*. The multiplier effects of the industry must essentially filter down and help in creating employment opportunities for the youths, preserving cultural heritage, empowerment of women, encouraging local artisans, development of backward regions, enhancing income and elimination of poverty.

TOURISM IN MANIPUR: SWOT ANALYSES

The analysis of tourism in Manipur is necessary with respect to the business environment. The SWOT analysis seeks to develop a strategy by consolidating the strengths, overcoming the weaknesses, building on the opportunities and mitigating the threats of the external and internal environment and to provide a framework for further demand projections.

A. STRENGTHS

- (i) Wide variety of natural and cultural resources.
- (ii) Moreh border town assumes great significance given the Look East Policy.
- (iii) Loktak Lake is unique and so is the Keibul Lamjao floating National Park, home to the rare Sangai (Brow-Antlered) deer.
- (iv) Medical facilities and adventure activities are of high quality and profound.

B. WEAKNESSES.

- (i) Accessibility and transportation bottlenecks.
- (ii) Limited infrastructure of hotels, roads, water and power supply in terms of quality and service.
- (iii) Insufficient exposure in tourism generating markets
- (iv) No USP and poor brand positioning.
- (v) Travel Permits system requirement.
- (vi) Security situation.

C. OPPORTUNITIES

- (i) Moreh border town assumes significance because of the Look East Policy and the Trans Asian Highway. Trade and tourism can get a big boost by developing an international tourist circuit.
- (ii) The natural beauty of Manipur is unparalleled and can be explored for nature and adventure tourisms.
- (iii) The rich cultural heritage and the historical sites can be promoted for culture and pilgrimage tourisms.

- (iv) Opportunity to get the private sector, tour operators and local community involved in a major way.

D. THREATS

- (i) A potential increase in tourism activities in the State can leave a significant footprint on the fragile ecology and environment.
- (ii) Due to the present instable nature of the society in Manipur, tourists may face various issues of security and may also deter private investment.



THRUST AREAS: NICHE TOURISM PRODUCTS

Niche tourism products related to the special interests of tourist target markets shall be improved, developed and promoted to position Manipur as a unique and competitive destination for tourists both domestic and international.

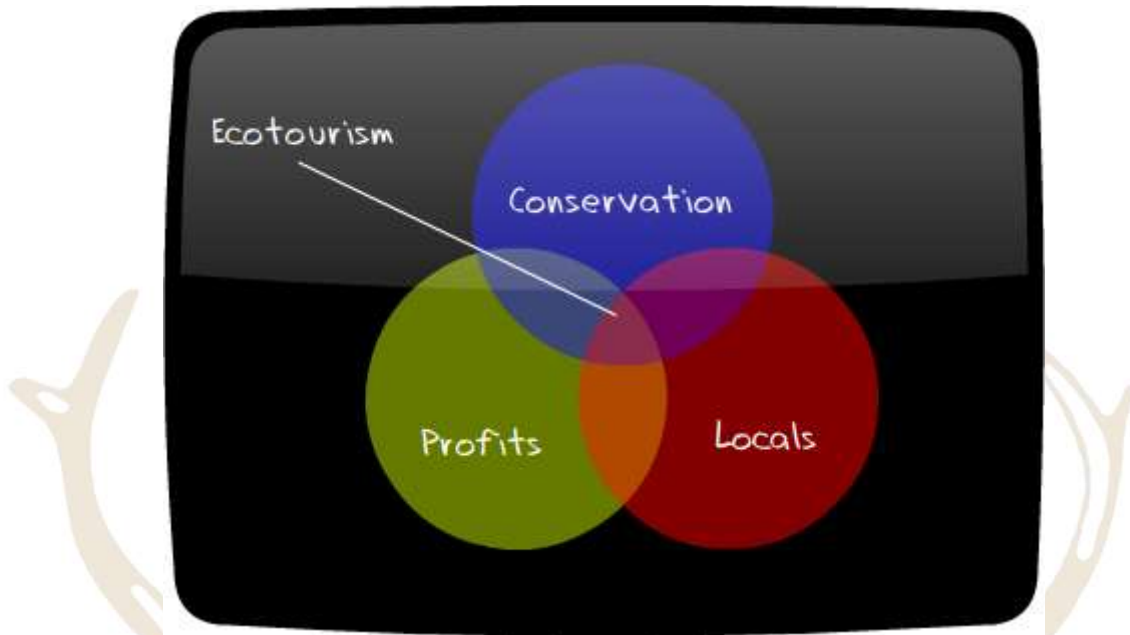
5.1. NATURE ECO-TOURISM

- (i) Nature tourism is the travel through and enjoyment of the natural world, its seasonal cycles and events, carried out in a manner that promotes the protection of natural and human communities. Community leaders, public officials, agencies, and others who are interested in sustainable nature tourism will find tools to get started and links to other helpful information. A sustainable nature tourism industry is directly related to the type, amount and quality of natural capital in community.



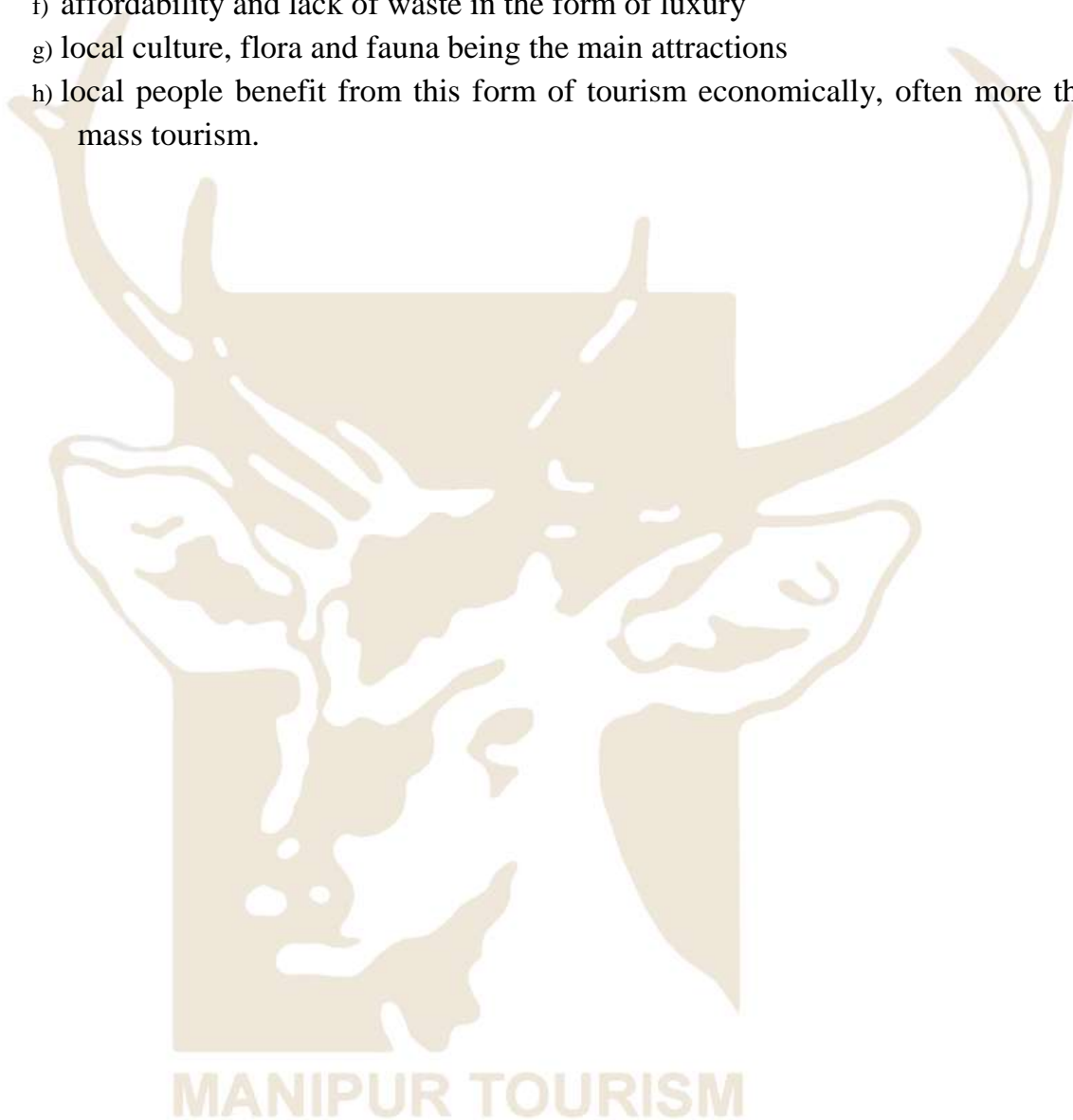
Fig 1. Nature Tourism – Capital Chart

- (ii) Manipur has a rich flora and fauna with a comfortable climate which can result in a variety nature ecotourism.



- (iii) Formulation of eco-tourism policy and a joint task force, which may include the adoption of regime for regulation of tourism activities in and around Keibul Lamjao National Park and Loktak Lake, in consultation with the Department of Forest and Environment, and Loktak Development Authority to focus on conservation and enhancing the eco-tourism experience.
- (iv) The Keibul Lamjao National Park which is the world's only floating park and the natural habitat of the Sangai (Brow-Antlered) deer shall be promoted as an integral part of Manipur's tourism product. Priority shall be given to the preparation of the site and visitor management plans and further enhancement of the quality of tourist facilities available at the Park.
- (v) Nature tourism *centred on villages* shall be promoted as the primary tourism product of Manipur to spread tourism and its socio-economic benefits to rural areas. Developing *educated Guides* for the Park – adoption by stakeholders. *Adopting sustainable tourism criteria*. All these 3 measures address one of the potential challenges to be addressed in the 12th Plan, i.e. managing the environment.
- (vi) The objectives of promoting Nature Eco-Tourism shall be realised by:-
- a) Conservation of biological diversity and cultural diversity through ecosystem protection.

- b) promotion of sustainable use of biodiversity, by providing jobs to local populations
- c) sharing of socio-economic benefits with local communities and indigenous peoples by having their informed consent and participation in the management of ecotourism enterprises
- d) tourism to unspoiled natural resources, with minimal impact on the environment being a primary concern.
- e) minimization of tourism's own environmental impact
- f) affordability and lack of waste in the form of luxury
- g) local culture, flora and fauna being the main attractions
- h) local people benefit from this form of tourism economically, often more than mass tourism.



5.2. CULTURE TOURISM

- (i) Manipur is uniquely rich in its culture and heritage of the people. The Government shall endeavour to develop, enrich and promote various forms of the cultural heritage which shall essentially include:-
- (a) **Various Exotic Dances** of the State viz., Ras Leela, Khamba-Thoibi Dance, Pung Cholom, Maibi Dance, Nupi Pala, Lai Haraoba Dance, and various tribal dances like the Kabui Dances, Kuki Thadou Dance forms, Bamboo Dance, and various Naga Dances, and various adapted dances.
 - (b) **Indigenous Sports** like Sagol Kangjei (Polo), Thang-Ta, Sarit Sarak, Yubi Lakpi, Hiyang Tanaba, Mukna, Kang Sanaba, Arambai, etc.
 - (c) **Indigenous Festivals and Fairs** namely Yaoshang (Holi) and Thabal Chongba, Kang (Rath Yatra), Ningol Chakouba, Cheiraoba, Heikru-Hitongba, Gang-Ngai, Kut, Lui-Ngai-Ni, Chumpha, Orange Festival, Pineapple Festival, etc.
 - (d) **Indigenous Music** includes Khullong Eshei, Pena Eshei, Khubak Eshei, Nat, etc.
 - (e) **Indigenous Cuisines**
 - (f) **Indigenous Fine Arts, Handloom and Handicrafts.**
 - (g) **Local Fairs** like Manipur Sangai Festival held annually from 21st to 30th November, Orange Festival, Pineapple Festival, etc.
- (ii) Integrated development of areas around cultural and heritage sites.

5.3. MEDICAL TOURISM

Patients prefer to travel for treatment for various reasons like lack of procedural insurance and seeking treatment for non-covered procedures, inaccessibility to good medical facilities and hospitals, long waiting time to undergo a surgery/treatment, leisure, vacation or convenient element during travel, non-regulatory approved treatment such as stem cell treatment, etc. and diasporas seeking treatment back in their native land. The Healthcare system of a land should essentially fulfil criteria like *better nursing facilities, faster personalized services, cutting edge technology and lower cost of treatment* to cater to the visiting patient-tourists.

Manipur today has the requisite medical expertise, equipments and professionals to fulfil these criteria. Immediate demand for medical tourism can be seen from neighbouring States like Mizoram and Nagaland, and also from neighbouring countries with underdeveloped facilities like Myanmar, Laos and Vietnam. Therefore, medical tourism is identified and proposed to be developed and nurtured into a niche tourism product of the State and a comprehensive plan shall be drawn up to encourage investors, entrepreneurs and healthcare professionals to boost medical tourism in Manipur. This form of tourism would also contribute to the overall tourism economy creating direct and indirect employment opportunities, enhancing income and improving the general healthcare quality of the State. Furthermore, it is intended to entice the visiting tourists, who come to admire the beauty of the Loktak Lake or enjoy the exquisiteness of the natural flora & fauna, to have a 'health' purpose to their vacation as well and moreover making the patient feel at home away from home. Thus, *medical tourism in Manipur shall ultimately seek to combine travel, tourism, leisure and treatment.*

Strategic Action Plans that need to be taken up to develop medical tourism in Manipur are as follows:-

- (i) The Government shall endeavour to accord "*Industry status*" to the accredited healthcare facilities in the State under the Industrial Policy of Manipur and to *get all admissible incentives/support accordingly.*
- (ii) Identification and accreditation by NABH (National Accreditation Board of Hospitals and Healthcare providers), Joint Commission International Commission (JCI) or ISO 9001:2000, which is the generic standard for Quality Management System across the world, of healthcare facilities is essential to improve the quality of services as well as to receive admissible support from the Government. In addition, the *Tourism Advisory Committee* mentioned elsewhere in the Policy will act as the accreditation body of the

Government setting the benchmark for quality and deeming a healthcare facility as a 'tourism unit'.

- (iii) A healthcare facility which has a track record of service and catering to domestic and foreign patient-tourists shall be deemed as a 'tourism unit' and get all admissible incentives accordingly from the Government.
- (iv) Investment in the health sector through establishment of hospitals offering primary, secondary and tertiary level health care facilities including medical educational institute and allied services like pharmacies, diagnostics, pathological labs, training and skill development for para-medical services shall be given maximal priority.
- (v) Linked Departments and Agencies shall make earnest efforts to construct, improve and maintain star accommodation facilities, approach roads, power and water supply, garbage and bio-medical waste disposal, gas plants and patient-tourists facilitation at or near the healthcare facilities.
- (vi) Allopathy including diagnostic sciences, Naturopathy, Ayurveda, Unani, Siddha, Homeopathy, Yoga and traditional medicine are the identified areas for promotion of medical tourism in the State.
- (vii) The use of Information Technology and other IT enabled services shall be paramount in the game-plan of the Government in promoting healthcare tourism in Manipur.
- (viii) Several important players in the medical tourism sector are identified such as doctors, tour operators, hotels, hospitals and insurance agencies. A perfect coordination between all these players is absolutely essential to develop this sector into a booming business. While doctors play a key role in spreading the word about the medical services available in Manipur during their visits outside the State and abroad, *medical tour operators or travel facilitators* actually arrange the tours for interested parties and liaise with insurance companies. These facilitators shall be groomed and encouraged to have tie-ups with the doctors, hospitals, hotels and insurance agencies within and outside Manipur. Med Tour Pal, India Medical Tourism, Medical Tourism Corporation, Health Base, etc. are some reputed national and international medical tourism facilitator companies. The Government shall introduce new schemes and policies to approve and tie up with these companies and other local medical tourism service facilitators in coordination with the healthcare providers for a proper direction in boosting medical tourism in Manipur. *Participation in conferences* in key

markets shall be encouraged to forge networking with domestic and global health facilitators and insurance companies and referral points.

- (ix) Reputed doctors who are essentially well known inside and outside the State may be selected and appointed as *brand ambassadors* to promote and establish trust of patient-tourists coming to Manipur for treatment purposes.
- (x) *Public Private Community Partnership* (PPCP) highlighted elsewhere in the Policy shall be encouraged to develop and promote medical tourism in the State.
- (xi) *Healthcare Visa* is an important issue which needs to be taken up urgently with the Government of India to facilitate easy, hassle-free and friendly approach to foreign patient-tourists coming to Manipur especially from Myanmar for availing medical facilities. As of present, citizens of Myanmar cannot visit the State beyond the mandatory 16 Kms without further clearances and permits. Further steps are therefore required to modify the relaxation of RAP/PAP so that these tourists can fully explore freely the land and avail medical facilities. This will also *boost the Indo-Myanmar Border Trade* to a great extent. *Visas may be issued only to patient-tourists booked with a local licensed tour/medical service operator.*



MANIPUR TOURISM

5.4. ADVENTURE TOURISM

- (i) Through the spirit of Adventure Tourism, the Government seeks to explore and develop the scenic natural beauty of the State in a sustainable manner. Manipur has innumerable prospect for adventure eco-tourism as enumerated:-
- (h) *Loktak Lake* for water sports;
 - (i) Dzuko Valley located in Senapati District famous for the *Dzuko Lily*. It is also famous for the snow fall during the month of January & February. The highest peak of Manipur Mount Iso at an altitude of 2995 m above the mean sea level is also located behind this valley.
 - (j) In Ukhrul district *Shiroi hill* and its '*Shiroi Lily*'. A famous trekking site of Ukhrul is the Kangkhui cave Trekking. It is a remarkable natural lime-stone cave.
 - (k) The Tamenglong district is known for its deep gorges, mysterious caves, splendid waterfalls and exotic orchids. Interesting spots like Buning Meadow, Zeilad Lakes, Barak Waterfalls, kicha hill and the Tharon cave has interesting prospect for adventure tourism. The Tharon cave has more than 34 joints; this cave is 655.6 meters in length. It has five exits and a good ventilation system.
 - (l) Sadu Chiru Waterfall belongs to the Sadar Hills in the foothills of Bishnupur District near the Sadu Chiru Village. This is the newly open tourist spot of Manipur. Everyday more than thousand peoples came for picnic.
 - (m) Parasailing, paragliding, Rafting is also one of the exciting eco-friendly Adventure sports, which is also conducted at Koirengai Old Airfield, Chingnungkok of Imphal East District and *Barak River*, the biggest river of Manipur respectively. Canoeing, Kayaking and rowing are also conducted at *Kangla moth and Takmu* area of *Loktak Lake*.
- (ii) Regulations and certification for adventure tourism operators will be introduced so that the minimum standards of safety and conservation are met.
- (iii) National Level Guidelines for Adventure Tour Operators to be adopted.
- (iv) Use of latest technologies like GPS, Satellite phones, etc. to be encouraged for adventure tour operators recognised by the Government for client safety.
- (v) Insurance schemes shall be introduced for adventure tourists.

- (vi) Introduction of training courses for adventure guides and adventure tourism subjects in the Hospitality Institute being set up in Imphal.
- (vii) The Government shall work in tandem with certified and licensed organizations, agencies and NGOs like the Manipur Mountaineering and Trekking Association, etc. for developing and promoting a sustainable adventure tourism industry in Manipur.



5.5. OTHERS

- (i) **MICE Tourism**
 - a) Meetings, Incentives, Conventions and Exhibitions to be encouraged to tide over seasonal trends of nature tourism.
 - b) Facilitate setting up of Convention Centres in the State for development tourism.
 - c) Creation of a database of scientific, technical, medical associations, convention centres, and convention services.
 - d) Training manpower specifically for the MICE industry.
- (ii) **Shopping** shall be recognised and developed as an integral part of tourism. The development of **dedicated shopping centres** for traditional handloom and handicrafts designated along the lines of **village haats** like Dilli Haat and Shilpgram shall be encouraged and information on where to procure specific items made available through shopping guides.
- (iii) Special attention to popularize the unmatched variety of **Cuisines**. It is proposed to create a highly skilled workforce of indigenous culinary professionals through innovative incentive scheme.
- (iv) Imphal shall be positioned as the **Cultural Capital** of Manipur supported by an ongoing and vibrant calendar of cultural events.
- (v) Domestic tourism in India is mainly pilgrimage related and Manipur should take advantage of this opportunity. Travel facilities as well as facilities at **Pilgrimage Centres** need to be strengthened and made more tourist-friendly. Pilgrimage centres may be identified and integrated with new domestic tourist circuits wherein transport, accommodation, catering, and pilgrimage are all synergized to make pilgrimage tourism into a popular and comfortable mode. Sites like *INA Complex, Moirang; Japanese War Memorial, Maibam Lokpa Ching; War Cemeteries, Imphal; Baruni; Koubru; Kaina*, etc. may be promoted. Moreover, heritage sites like *Kangla Fort, Imphal; Govindajee Temple-Wangkhei Ningthem Pukhri-Ramjee Temple Complex* may further be developed and promoted.

STRATEGY & ACTION PLAN

Tourism, as a multi-sectoral industry, involves complex and close relationship with various interlinked departments, agencies, organizations and service providers. A systematic, planned approach is necessary to optimally allocate/utilize limited resources to optimal use, sensitize and guide all these stakeholders on a common, shared vision which is very essential for a highly efficient, responsive tourism industry. The multiplier effects and benefits of tourism can thus percolate to all stakeholders and the people.

The overall vision of the development of tourism in Manipur embodied in the new policy is endeavoured to be achieved through five key strategic objectives viz., Positioning tourism as a State priority, Enhancing Manipur's competitiveness as a tourist destination, Improving and expanding tourism product development, Creation of world class infrastructure and Effective marketing plans and programmes. Thus, the strategies and action plans to be adopted to fulfil the dream of making Manipur a '*tourism hotspot*' in the coming years are underlined as follow:-

6.1. PRIORITIZATION OF DESTINATIONS & INFRASTRUCTURE

Quality infrastructure is essential for developing tourist products and for providing better services to both domestic and international tourists. Creation of tourism infrastructure has favourable impact on overall economic growth and employment and on the preservation of art, culture, and heritage. Tourism projects like destination development are capital intensive, commercially unviable, and require financial support from the government. At the same time, it is necessary that such infrastructure is created with professional expertise of architects and landscaping experts and is then privately managed through a transparent process. Large revenue projects such as setting up of hotels, convention centres, golf courses, etc., normally have substantial gestation periods. These facilities need to be created by private initiative with the government acting as a facilitator and catalyst.

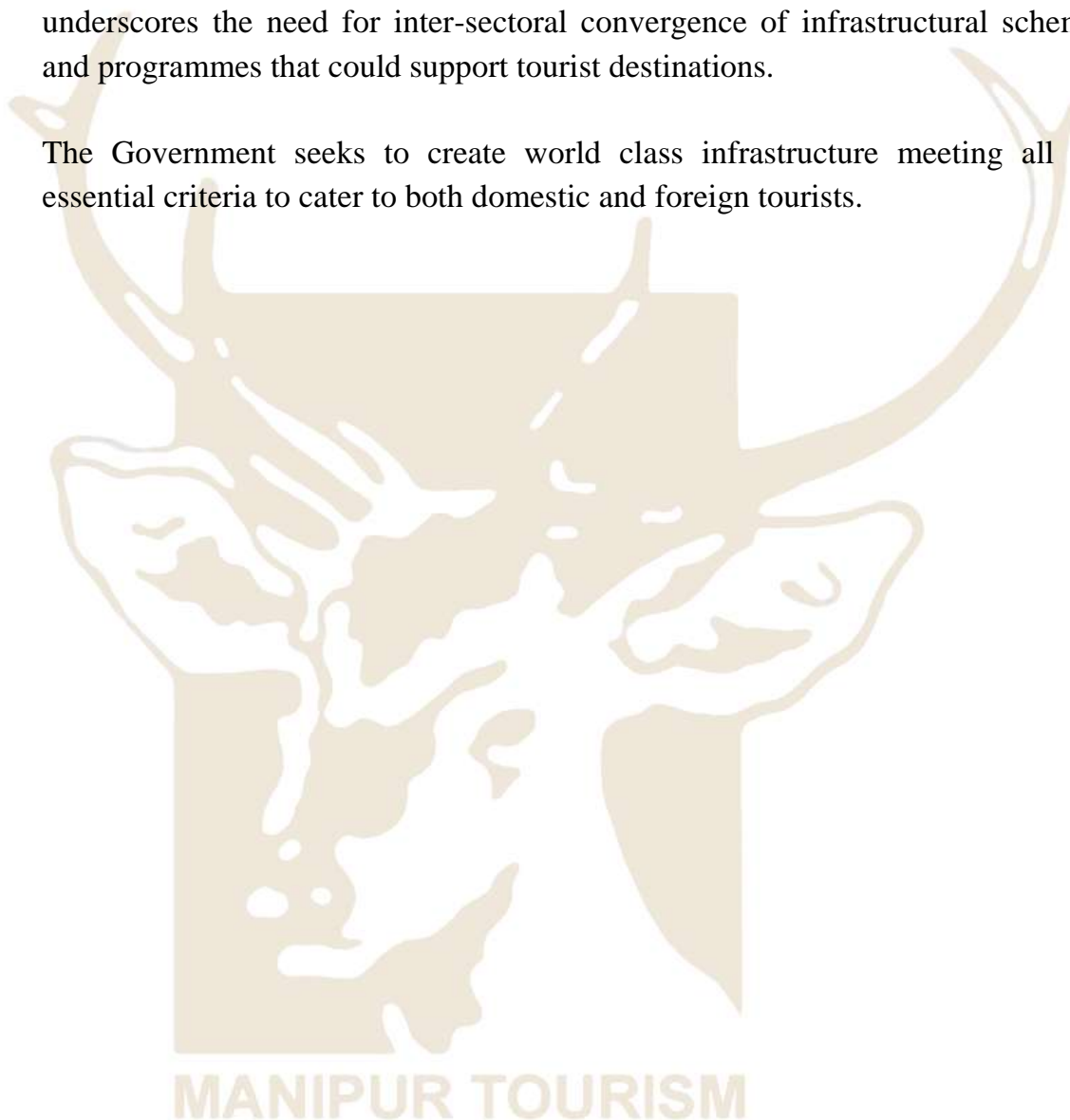
Prioritization of projects is absolutely necessary to put scarce resources to best use. The need of the hour is to *create a few success stories* and the momentum & dynamics of the tourism industry is expected to take over. Tourism in Manipur is proposed to be developed in a focussed and phased manner to create Special Tourist Zones/Clusters based on the *tourism index of scenery, accessibility, accommodation and safety*.

Infrastructure projects shall be implemented in an integrated, time-bound and cost-effective manner and further maintained in an orderly fashion.

- i. **Phase – I (2011 to 2014):** The first phase shall include infrastructure development for *accommodation facilities at Imphal City* and surrounding areas, beautification and *commercial avenues at Moreh Town*, and *beautification and accommodation facilities at Loktak Lake Complex* especially at the Sendra Island.
 - a. Imphal City is the main entry point of tourists to Manipur. Since proper roadways and railways have not yet been effectively developed, air travel is the preferred mode of transportation of tourists to the State and herein lays the strength of tourism development in Manipur. Air travel needs to be further strengthened along with improvement of roads, and railways. Lack of standard accommodation facilities in Imphal City has been a major hindrance to the growth of tourism in Manipur. ***Upgradation of existing tourism infrastructure and infusion of fresh facilities in Imphal City and surrounding areas*** shall be passionately pursued. All measures shall be adopted to build only star category hotels and facilities. The makeover of Hotel Imphal to a five star category hotel is an endeavour in this particular direction. Infrastructure development shall also include construction, renovation and maintenance of parks, monuments, museums, zoo, public conveniences, parking structures, etc. Moreover, shopping complexes, trade centres, emporiums, leisure & entertainment multiplexes, arts & culture centres, amusement parks in the line of Dilli Hut in New Delhi, and adventure complexes shall be developed with renewed zeal. The historical ***Kangla Fort*** may be developed and renovated, and open to public as a significant measure to attract tourists. The Govindaji Temple, Bhagyachandra Open Air Theatre (BOAT), Commonwealth War Cemeteries and Khongampat Orchidarium are some places that should be nurtured for tourist interest.
 - b. There is an extreme interest of tourists arriving in Manipur to visit Moreh Town. In view of India's **Look East Policy** and the **Trans-Asian Highways and Railways**, Moreh Town assumes a great importance and a strategic advantage to the growth of tourism in Manipur. Furthermore, this border town is deemed to become a unique entry point to Manipur and India from the people of South-East Asian countries once there is equilibrium of trade and services between the neighbouring Nations. The Government is keen to take advantage of this opportunity and beautify and ***develop Moreh Town into a commercial hub***. Star category hotels and other accommodation facilities, trade centres, leisure avenues and beautification of the town shall be taken up earnestly and immediately.

- c. **Loktak Lake Complex** including the floating Keibul Lamjao National Park Islands, the INA Complex and the Sendra Island constitute a unique feature that is rare in the world. This Complex shall be beautified and accommodation facilities shall be constructed with vigour to make it a major nature tourism attraction. ***Star category resorts, time share resorts, stand alone catering units & restaurants, spas, yoga centres, hobby-fishing facilities, outdoor nature facilities like house boats, floating restaurants, etc. shall be developed with a planned, environmental friendly approach.*** Water sports like canoeing, kayaking, etc., boat rides, visits to the *Phumdis* (floating biomass) and safaris to the National Park shall be organised and promoted. A small part of the lake may be marked for the tourists to spend time getting associated with nature sitting calmly and fishing peacefully which could be an enriching experience.
- ii. **Phase – II (2014 to 2017):** The second phase will try to cover and establish Hill Stations at Tamenglong and Ukhrul Districts. In addition, the Lamdan Adventure Tourism Complex, Churachandpur District and the Dzukou Valley, Senapati District shall be developed into a world class adventure avenue and camping sites. Moreover, distinct war memorial sites and heritage places shall be identified and developed for pilgrimage and culture tourisms.
- iii. **Phase – III (2017 to 2020):** The third phase will try to identify and develop potential tourism sites all over the State. This will essentially include developing village tourism industry and ethnic living in places like Nambol and Tamei.
- iv. Simultaneously, infrastructure augmentation like way-site facilities, lodges, rest houses, etc. at identified tourist circuits/destinations focussing on these prioritised mega destinations shall be taken up.
- v. Convergence for mega projects with Jawaharlal Nehru National Urban Renewal Mission (JNNURM), Civil Aviation, Road Transport & Highways, Railways, Food Processing Industries, etc. The approach for large infrastructure development would thus be based on integrated development of tourism. This initiative addresses the 12th plan challenge of Managing Urbanization.
- vi. Planning for infrastructure development should adhere to the concept of *last mile connectivity* for electricity, water supply, approach roads, waste disposal, sanitation, etc. This is also in tune with the 12th Plan challenge of Accelerated Development of Transport Infrastructure. The ‘last mile connectivity’ shall also be proposed to be broadened to 30-40 Kms.

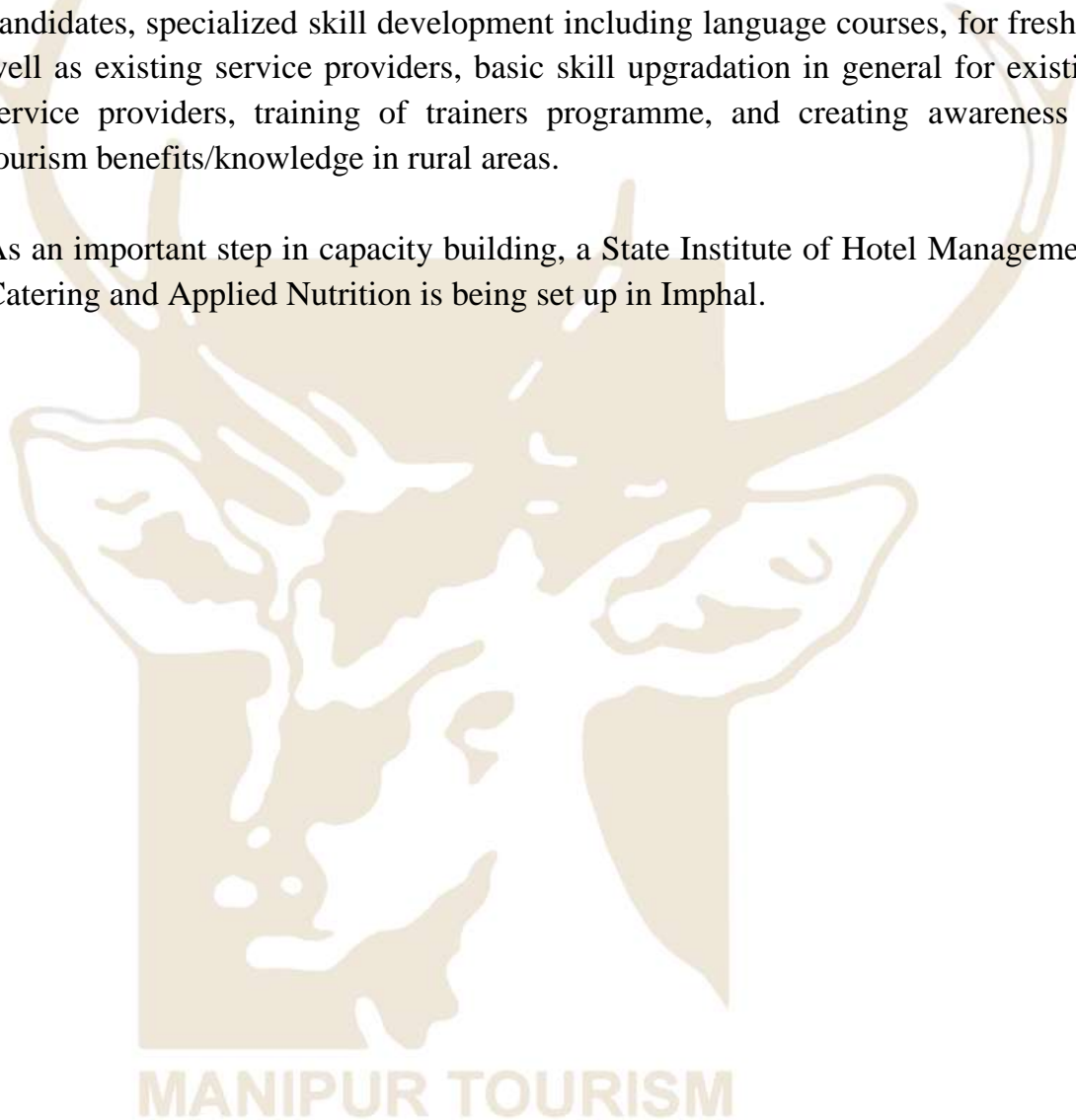
- vii. Introduction of contemporary international measures/standards for the hospitality sector by constant review of policies/guidelines.
- viii. Different measures to be taken up against high cost and low availability of land hampering growth of hotels.
- ix. The need for physical infrastructure for tourism ranges from modes of transport to destinations (airways, roadways, railways), to urban infrastructure such as access roads, power, water supply, sewerage and telecommunication. This underscores the need for inter-sectoral convergence of infrastructural schemes and programmes that could support tourist destinations.
- x. The Government seeks to create world class infrastructure meeting all the essential criteria to cater to both domestic and foreign tourists.



6.2. HRD & CAPACITY BUILDING

- i. Tourism sector in the Manipur should prepare for an exponential demand for the workforce at managerial, supervisory, skilled and semi-skill levels. This increase in growth will have a direct impact on the demand and supply mismatch for providing of satisfactory service to visiting tourists.
- ii. Human Resource Development for the hospitality sector and capacity building for the service providers are absolutely essential for the growth of tourism industry. The Government shall strive for excellence in the tourism sector by making necessary availability of trained manpower. Regular interactions and meetings with various stakeholders to maintain a continuous flow of ideas and taking new/corrective measures to perform its task efficiently shall be taken up. Knowledge and capabilities of the officers and staffs shall be enhanced by refresher training programmes, deputing them to national and international seminars/workshops on new areas of tourism development site visits to successful tourism spots, learning from the best practices around the world, etc. Workshops to assimilate success stories in-depth analysis to be conducted regularly. Training and professional education with necessary infrastructural support for generating manpower to meet the needs of tourism hospitality industry, both quantitatively and qualitatively and to put in place a system for the same. To provide in-service training/Upgradation to the existing service providers. Guides to be inducted and regular training programmes/refresher courses /workshops to ensure that guides remain updated. Skill testing and certification of existing service providers. Enhancing the skills of the stakeholders in private and community. Enhancing skills and faster generation of employment and providing improved access to quality education.
- iii. Tourism industry shall be run as an enterprise with professional inputs at all levels. The Hospitality sector in Manipur needs both extensive awareness of all communities and intensive capacity building of hotel staffs, tourist guides, drivers, cultural establishment and shopping centres. The Government seeks to put in place both long term and short term plans for capacity building not only in tools, techniques but also in changing perspectives, motivation and identity.
- iv. Tourism Entrepreneurship Development (TED) and enhancing professional skills of front and field manpower are the areas where priorities shall be received.
- v. Mobile training units for service providers in rural areas identified for the development of tourism.

- vi. For the young *untrained staffs* who continue to join the industry, the government should through short-term training programmes build capacities in order to provide quality service. A scheme is required to be mooted to examine and certify the large number of industry/conventional trained skilled manpower available in the State.
- vii. GOI's existing scheme of 'Train the Trainer' should be strengthened and implemented for boosting availability of adequate trainers for training.
- viii. The training programmes must cover the skill development in general for fresh candidates, specialized skill development including language courses, for fresh as well as existing service providers, basic skill upgradation in general for existing service providers, training of trainers programme, and creating awareness of tourism benefits/knowledge in rural areas.
- ix. As an important step in capacity building, a State Institute of Hotel Management, Catering and Applied Nutrition is being set up in Imphal.



6.3. PUBLIC PRIVATE COMMUNITY PARTNERSHIP (PPCP)

In a number of developing countries, tourism partnerships between the Government, private sector and local communities are becoming a growing phenomenon especially as communities are increasingly gaining rights to wildlife and other valuable tourism assets on their land through policy changes on land tenure. In other cases, partnerships are developing on private land as tourism operators recognise that not only is local support essential for the long-term maintenance of the tourism assets on which the industry depends, but that many communities have cultural resources which can greatly enhance or diversify an existing tourism product.

The strategic vision is to enhance the tourism potential of Manipur by integrated development of tourism infrastructure by tapping tourism potential along key tourism circuits and leverage the sectoral & product development through **Public Private Community Partnership** to achieve sustainable and economic development. This partnership shall be based on the following objectives and principles:-

1. The development of tourism in the State shall be based on a *common shared vision* involving a mutually beneficial and legally-binding contract among various stakeholders which shall include the Government, travel trade and hospitality sector, investors, venture capitalists, establishments and associations, scholars, domestic and foreign tourists, and the community. The partnership shall be focussed on the provision of assets and the delivery of services by allocating responsibilities and business risks among the various partners. Emphasis shall be on promoting integrated development of tourism facilities on Public Private Community Partnership (PPCP) and Special Purpose Vehicle (SPV) modes within a holistic framework covering the entire gamut of Hospitality/Tourism sector.
2. A Public Private Community Partnership seeks to provide an *opportunity* to improve service delivery, improve cost-effectiveness, increase investment in public infrastructure, reduce public sector risk, deliver capital projects faster, improve budget certainty, make better use of assets and poverty alleviation. Community partnership is essential so as to generate purchasing power in the hands of the weaker sections of the society and lead to their empowerment and social inclusion.
3. General guidelines for the partnership shall include identifying a partnership opportunity, finding out about prospective partners, selecting partners, getting assistance, negotiating the financial and non-financial components, deciding on the duration of the partnership, formalising the partnership, and monitoring, reviewing and amending the deal. The PPCP project cycle shall essentially cover

the inception, preparation period, feasibility study, project term, procurement, signing of the PPP agreement, development, delivery, exit, monitoring and review.

4. The partnership shall contain transitional arrangements; service and financial obligations; obligations of private party, including its residual functions, and those of the Government regulatory body; provision for leasing charges, rate adjustments and dispute resolution; and other contract conditions. *Transitional arrangements* relate to transfer of employees, liabilities/revenues, accounts receivable, facilities, existing projects, cash and marketable securities. *Service obligations* should provide coverage and quality standards. *Financial obligations* include size of equity investments, bond and the various fees intended to free the Government from subsidizing.
5. The government shall be actively involved throughout a project's *life cycle* from licensing, financing to regulation. The private sector shall be responsible for the more commercial functions such as project design, construction, finance, operations and management. In fact, *risk transfer* from the public to the private sector shall be a critical element of all partnerships. The goal is to combine the best capabilities of the public and private sectors for *mutual benefit*. Under this arrangement, the private sector partner is deemed to gain a relatively stable, long-term investment opportunity. Private firms also use their own strengths and abilities to add value to the arrangements by management efficiencies, innovation to offset risks and costs, and by potentially increasing its revenues through ensuring the most efficient vehicle flow possible.
6. Proceeding with a PPCP arrangement may be most appropriate when the following characteristics are available:
 - (i) There is a significant opportunity for private sector innovation in design, construction, service delivery, or use of an asset involving the community;
 - (ii) Clearly definable and measurable output specifications can be established suitable for payment on a services delivered basis;
 - (iii) An opportunity exists for the private sector partner to generate non-government streams of revenue, to help offset public sector costs;
 - (iv) Some risks can be transferred to the private sector and the community;
 - (v) Projects of a similar nature have been successfully developed using a similar method; and,
 - (vi) The private sector or/and community has sufficient capacity (expertise and availability) to successfully deliver project objectives.

7. The Government shall endeavour to *remove barriers to growth* to leverage private sector investment and other issues related to conceptualization, funding pattern and implementation process and possible dovetailing with GOI's Viability Gap Funding Scheme. Proposals to be made under the Scheme may be considered for providing Viability Gap Funding (VGF), one time or deferred, with the objective and conditions of making a PPP project commercially viable; delivering an infrastructure service on payment of user charges; the contract/concession is awarded in favour of a private sector company in which 51 percent or more of the subscribed and paid up equity is owned and controlled by a private entity; the private partner is selected on the basis of open competitive bidding and is responsible for financing, construction, maintenance and operation of the project during the concession period; and the project should provide a service against payment of a pre-determined tariff or user charge.
8. The modality of the PPCP shall be essentially *time-share* both in terms of period and rights of use to property in which multiple parties may be managing a particular 'tourism unit'. Units may be on a part-ownership or lease/"right to use" basis, in which the sharer holds *no claim* to ownership of the property.
9. *Role of Government* shall be defined as:-
 - (i) to provide a platform for corporate and community leaders to meet and exchange ideas.
 - (ii) to create synergies and a more proactive role in facilitating partnership projects and help in its success
 - (iii) to encourage industry
 - (iv) quick decision making on policy
 - (v) simplify procedures
 - (vi) convergence of government schemes
 - (vii) funding
 - (viii) solve problems.
10. *Role of Private Industry* shall be defined as:-
 - (i) Get Industry involved in the Project,
 - (ii) Contribute towards resource generation,
 - (iii) Contribute vital cost effective technological and management expertise
 - (iv) Achieve higher accountability and transparency.
 - (v) More result oriented and provide long term value for money
 - (vi) Better administration and day-to-day coordination
 - (vii) Safe, economic and reliable transport
11. *Role of Community/Clubs/NGOs / other civil society organizations*
 - (i) Chance to work in a more structured environment
 - (ii) Advise partners of local support, requirements and needs

- (iii) Educating Community about govt. schemes and how to access them
- (iv) Provide local communities support and give them confidence vis-à-vis industry role
- (v) Assist in capacity building

12. The selection of a private party or a community organisation shall be based on a fair and competitive bidding process.
13. Payment structure shall be in the form of either a minimum fixed fee for service paid by the Government, or/through fees collected from users/tourists or through a net revenue sharing model and payments related to the investment and success of the enterprise. In any case, the major investor/stakeholder shall have a majority share in the net revenue generated in either 60:40 or 51:49 formats.
14. Another important aspect is the issues of employment, recruitment and wages which shall be settled and negotiated with all partners involved.
15. Duration of contract/partnership/lease is absolutely essential for the success of the enterprise. Long lease of not less than 5 years is necessary for a credible partnership in terms of security, investment and success of the enterprise.



MANIPUR TOURISM

6.4. MARKETING, PROMOTION & PUBLICITY

1. Manipur needs to develop a *unique market brand*, image and position which cannot be held by any other competitor. The positioning statement should be able to capture the essence of its tourism product to convey an image of the product to a potential customer. For this very specific purpose, the Government has come up with a catchy theme “*Gateway to South-East Asia*” to promote tourism in Manipur on a clientele model. This unique *brand* seeks to market Manipur Tourism in conformity with the modernity, relevance, competitiveness, strategic location and commercial aspects of the State.
2. Identification of the most positive vibes of the State, nurturing and showcasing of the tourism products in full cooperation with interlinked stakeholders shall be the cornerstone of marketing and promotion in domestic and international forums with the goal of increasing tourist inflow to Manipur. The Marketing Theory involving 4 ‘P’s is essential and shall also be affected in the **Planning, Production, Promotion and Publicity** of tourism of the State.
3. **Planning** is absolutely necessary to enable a leading role in the competitive tourism market, to determine a vision, to anticipate problems, identify opportunities and react quickly to market changes. The Government shall endeavour to prepare a detailed feasibility study that includes all areas of the tourism business; prepare a detailed and realistic business; prepare plans and policies that cover the areas of management, marketing, finance and human resource management, and monitor the plans regularly and adapt them as required to meet unexpected market changes. Planning also involves developing excellent time and task management skills and identifying who is best suited to perform the different tasks involved in running the industry including outsourcing and PPCP mode.
4. **Product development** by undertaking research, market trends and prioritization of resources shall be paramount on the game plan of the Government. **Niche Tourism Products** like nature tourism, cultural tourism, medical & wellness tourism and eco-adventure tourism shall be vigorously developed and promoted. Various measures shall be taken up for enhancing the capacity for growth such as introduction of new themes like camping tourism, golf tourism, polo tourism, pilgrimage tourism, home-stay tourism and MICE tourism.
5. The mass tourism market comprises tourists from diverse backgrounds with varied interests, tastes and priorities. **Target Marketing** for Manipur is necessary to fragment this market into smaller, more specific target markets to identify customers who are likely to be interested in particular tourism products. *High-end*

tourists are the immediate target and the Government shall effectively tailor the products, marketing and promotions to attract new and repeat business, mainly by customizing products and personalizing services to suit the interests and needs of the identified market segments, and selecting methods of promotion that reach and appeal to these target markets.

6. Developing Strategies for Sustained and effective Marketing Plans and Programmes can be achieved by evolving and maintaining a *system of market research* activities to continuously receive, analyse, and respond to information on pricing, security issues, health, safety, quality of tourism services and products, etc., and making use of various technological tools, including the Internet, for advertising for greater and wider impact.
7. **Market research** shall be intensively undertaken to access information that can influence product development and sales to determine:-
 - (i) *Markets most suited to tourism products* by including customer characteristics, such as age, socioeconomic background, lifestyle choices and personal values.
 - (ii) *Origin of these markets* to find out a customer's place of origin so that promotions can be targeted.
 - (iii) *Customer travel style* to determine the way the tourism product is tailored, packaged and promoted by finding out the influences like whether the customer travels independently, with friends or family members, or in a tour group. All these forms of travel have different product preferences, time and cost limitations.
 - (iv) *Customer budget* to determine a customer's travel expenditure priorities, disposable income and perceptions on value for money are important considerations when pricing the product or package.
 - (v) *Customer transport choices*
 - (vi) *Cooperation and coordination* because most visiting tourists will not travel to a particular location simply to visit one attraction, but can be lured to the area if there is a collection of activities available making it essential to create packages for the region. Foreign tourists invariably prefer a package tour to an area which leads to several places in the State.
 - (vii) *Customer satisfaction* for feedback information that can be used to improve product quality and/or eliminate unpopular or unprofitable

products. Provide an opportunity on your website for customer feedback to ensure the tourism product is represented in the best way possible.

(viii) *Unique Selling Points (USP)* of the most appealing aspects of the product, as indicated by your customers, can influence the focus of the promotional material.

(ix) *Effective promotional tools* like appraisal of the content regularly read by the target market and testing the effectiveness of the current distribution methods by asking customers where they heard about the product; extent of repeat visitation; knowing what proportion of customers currently return, or intend to return, can influence product development decisions and promotions strategy; spending habits and priorities for customers change regularly, and considering how these changes can affect the tourism business and devise methods to adapt to meet the current trends.

8. Making the existence of the Manipur tourism products known in the marketplace is necessary to attract tourists. The strength of the presence in the marketplace will be very much dependent on choosing the most effective distribution channels to reach and then sell to the target markets. **Distribution** using a variety of channels is necessary to extend the promotion and sales of the products and is dependent on target markets.

(i) *Direct sales through the internet* are the most important tool of distribution. Worldwide usage and access to the internet is playing an increasingly important role in the travel planning and decision making processes of customers. Travel planning and booking are among the most popular online activities in major e-commerce markets. Research indicates that more travellers investigate their travel options online. The growth in online travel bookings has outpaced other online sales for many reasons, including access to extensive information to aid selection; perceived availability of choice; convenience of booking online (from home and out of business hours); and the perception of price advantage. The Government shall establish a vibrant website which essentially broadcasts the State tourism as information, marketing and purchasing tool including transaction and online booking system.

(ii) *Traditional distributors*, that play an important part in servicing customers namely *retail travel agents, wholesalers and Inbound tour operators (ITO)*, shall be effectively partnered based on reliability of the product and commission. The retail travel agents provide customers with an accessible place to book or enquire about travel products. These agents usually provide a shop-front office for customers in shopping centres and

local town centres. Wholesalers provide retailers with travel packages comprising two or more products supplied by different operators. These packages are put together in brochures, which are then distributed to networks of retail agents for display in their travel agencies. Wholesalers can also sell directly to customers. Inbound tour operators (ITOs) negotiate contracts directly with tourism operators on behalf of overseas wholesalers. They are responsible for developing itineraries specifically for international travellers. 'Makemytrip', 'Thomas Cook', 'Tripadvisor', 'Cox & Kings' are some trip organizers which the Government shall tie-up with.

9. **Advertising campaigns** including print and electronic advertising placed in local, regional or national newspapers, ethnic publications, trade and tourist magazines, journals or newsletters, and magazines relevant to your target market should be effective and create a competitive edge based on customer characteristics, timing, competition, value-added services, price, positioning, unique selling points (USP), media available, budget and previous advertising experiences. **Advertising alternatives** using cheaper methods including leaflets/flyers, canvassing, wholesaler programs, sponsorship of local community events which attract large crowds and significant media coverage and which participation can improve business exposure, listings and displays, e-marketing and editorial/added-value should be negotiated when purchasing advertising space with different media.
10. Steps shall be taken up to promote State tourism such as strengthening the tourism information offices outside with more manpower & infrastructure, participation in travel and trade fairs domestic and overseas, organising road shows, FAM (familiarisation) trips of media persons, TV teams, film makers, trade representatives, provide brochures/media support, distribution of literature, posters, calendars, newsletter, electronic, print and digital publicity, CDs, jingles, outdoor campaigns and publicity in malls, airports, and other strategic places; tackle visa issues; aggressive marketing of identified niche tourism products; national & international travel associations to be encouraged to have trips to Manipur; and, develop a website providing various information in an integrated and cohesive manner and having interactive features. Organising contests like photography and production of good promotional films needs to be undertaken. MICE tourism needs to be focussed on how to fill the low season months of the year. Medical tourism needs to be aggressively marketed and publicized.
11. Focus shall be on online publicity which has higher reach and is cost effective. The Tourism Department maintains two websites viz., **tourismmanipur.nic.in** and **sangaifestival.com** for online publicity. Mobile applications and social networking site like Facebook, Google Plus, etc. shall be used for quick and cost effective tourism marketing.

12. Efforts to make use of technology for higher productivity and improve the methods and processes of working in the tourism sector through ***e-governance, IT and IT Enabled Services*** besides significantly encouraging e-commerce portals to extend effective promotion and marketing support to investors, hoteliers, tour operators, medical facilitators, etc.
13. *Connectivity* is one of the impediments for the growth of tourism in Manipur. Air travel is the strength of Manipur and should play a critical role in enhancing Manipur's competitiveness as a tourism hotspot. Increased capacity and frequency of flights is necessary as well as improving the standard of facilities and services at the airport.
14. *Tours & Travel operators* shall be encouraged and sensitized for facilitating smooth movement of tourists within and across state boundaries.
15. Moreover, the Government will present awards and citations to excellent entrepreneurs, hoteliers, tour travel operators and other tourism related service giver to promote the tourism industry of Manipur.



MANIPUR TOURISM

6.5. COMMERCIAL APPROACH

1. The State tourism has been accorded “**Industry status**” by the State Government in January, 1987, and is included under the Industrial Policy of Manipur, 1996 and will **get all admissible incentives/support accordingly**. However, further steps are required to adopt tourism as the main civil industry of the State through inspired political will, visionary planning and effective implementation and management.
2. A main objective of the development of tourism in Manipur is to contribute to the State coffers by generating much-needed revenue. *Exemption from luxury tax, VAT, Stamp Duties, etc. will defeat this very purpose and adversely impact the scarce resources of the State without matching returns.* However, as the commercial aspects of the growth of tourism progresses with time, certain rationalization and exemption of luxury and other tourism related taxes may be considered to attract more investments & business opportunities, in consultation with Finance & Revenue Departments either for the whole State or for specific areas which need private infrastructure investment. In addition, the **tax structure for tourism units may not be based on announced tariff system but rather it is proposed to be based on the actual payment made by the clients.**
3. Similarly, incentives and subsidies may be considered in future for creating infrastructure in terms of “tourism units” in concurrence with the growth of tourism. The **subsidy/ incentives should be on the room created basis** and the procedure of disbursement of subsidy should be simple. Furthermore, it should be kept in mind that provision of tax holiday to the tourism industry will encourage investments from non-tourism sectors into the tourism sector.
4. Presently, a case shall be considered for providing incentives to the tune of **20% for a new “tourism unit” involving one crore rupees and above** in concurrence with Planning and Finance Departments. The 20% of the capital cost of investment on land, building, water supply, plant and machinery, **subject to a ceiling of Rs 35.00 lakhs**, shall be provided for all tourism related activities subject to the condition that the financial assistance will be released only after the completion of the “tourism units”. Further, it is stipulated that the hotel/amenities so established should run for a **minimum of 10 (ten) years**.
5. A **new “tourism unit”** shall mean one which commences operation of the project on or after April 2011, with prior approval in writing from the State Govt. It shall also include the expansion, modernization and diversification of existing “tourism unit”. Only projects approved by the Tourism Advisory Committee would be eligible for the incentives/concessions.

6. A “tourism unit” shall mean *private commercial establishments providing public services/facilities in identified tourism destinations* and shall include the following:-
 - a. Accommodation units including hotels, wayside amenities, cultural centres, convention centres, etc.
 - b. Tourist resorts and lodges, spas, yoga centres, restaurants.
 - c. Amusement Parks & Adventure Sports complex.
7. One of the major bottlenecks in creation of ‘tourism units’ especially hotel is non-availability of land for the purpose. A **‘Land Bank’** is needed to be established to know exactly where land is available for infrastructure development at strategic and prioritised destinations. The Bank seeks to provide for the allotment of land or allotment of land on lease, in the identified zone/areas/acquired land, for handing over to the Government/ investor for use in setting up the tourism unit. The *steps that may be taken are*: (i) Master Plan of Imphal City and district headquarters should mark commercial sites for construction of hotels, convention and exhibition centres, (ii) the hotel sites should be allotted on long-term lease basis or could be allotted under the PPP mode through joint venture, revenue sharing, etc., (iii) the hotels should be allowed higher Floor Area Ratio/Floor Space Index (FAR/FSI) so that more rooms and commercial spaces are created out of the same space and it also helps in generating sustainable revenues, and (iv) the land should also be allotted for building of guest houses in major tourist destinations.
8. **Royalties**, which are usage-based payments made by one party (the "licensee") and another (the "licensor") for ongoing use of specified State assets, shall be paid to the Government and the license agreements shall be regulated by the Government who is the resource owner. The royalty rates shall be determined by the Government with the interest of the stakeholders in mind. These specified State assets have been identified for adventurous activities and expeditions of Keibul Lamjao National Park, Lamdan Adventure Complex, Tharon Caves, Khangkhui Caves, Siroi Hills and Dzukou Valley.
9. A **Single Window Clearance System** needs to be established in the State to cut red-tape in bureaucratic procedure and ensure expeditious clearances and permissions of feasible tourism projects for various “tourism units” required from the State Government that will benefit both investors and the community. The **Tourism Advisory Committee** headed by the Chief Secretary shall be the High-Powered Committee looking into this matter. This system seeks to facilitate trade and investment by dealing with a single body for various items such as land, permits, power and water supply, and finance which are necessary for establishing a tourism unit. The stem shall allow investors to lodge standardized information and

documents once with a single entry point to fulfil all tourism related regulatory requirement.

10. **Home-Stay programmes** under the Government of India Scheme of 'Incredible India Bed & Breakfast' needs to be promoted in Manipur too. These establishments should be treated as *non-commercial*.



6.6. LEGISLATION & REGULATION

Important legislations must include anti-touting rules, tourist trade practices, tourist police, etc.

1. Safety and security of the tourists shall be paramount on the Government's agenda and is an extremely important ingredient for promoting the growth of tourism and projecting Manipur as a safe tourism destination. A dedicated ***State Tourist Police Force*** shall be constituted to safeguard the visiting tourists and the tourist destinations. Necessary **Acts of law** may be passed for this special Force and other anti-touting rules. The deployment of this Force will be perceived as a very friendly step especially in curbing the menace of touts and many anti-social elements, to prevent cheating, overcharging, victimization of tourists, etc. These significant steps would negate and check these undesirable activities and malpractices by unscrupulous travel agents, tour operators and other travel agencies, thereby ultimately help in bringing a good image of the State.
2. **PAP limitations and Healthcare Visa:** These are important issues which need to be taken up urgently with the Government of India to facilitate easy, hassle-free and friendly approach to foreign patient-tourists coming to Manipur especially from Myanmar for availing medical facilities. As of present, citizens of Myanmar cannot visit the State beyond the mandatory 16 Kms without further clearances and permits. Further steps are therefore required to modify the relaxation of RAP/PAP so that these tourists can fully explore freely the land and avail medical facilities. This will also *boost the Indo-Myanmar Border Trade* to a great extent. *Visas may be issued only to patient-tourists booked with a local licensed tour/medical service operator.*
3. **Licences** to be provided and regulated to various service providers namely, tour operators, travel agents, travel transport, etc.
4. All efforts shall be put in, worked out and pursued with other departments to vacate all tourist centres presently being occupied by the security forces and other agencies.
5. **Travel Trade Code of 'Safe & Honourable' tourism** to be adopted in the guidelines of approval of service providers and hotels.

6.7. SUSTAINABLE AND RESPONSIBLE TOURISM

- (i) Development should not be at the cost of environment. Harmony between man and nature should be maintained at all cost. The tourists can be a great source of development but also lead to unmanageable pollution if not tackled properly. Amarnath Yatra is a fine example of tourism gone awry for environment with people polluting publicly into the river. The Government in perfect tandem with other stakeholders shall put in all efforts to minimize the ecological footprints due to development and growth of tourism in the State. **Best Practices** that promote sustainable & Green Technologies in the hospitality sector shall be adopted.
- (ii) Adoption of solid waste management, hygiene and sanitation standards as pre-requisites for local communities' health and visitor satisfaction.
- (iii) The *Tourism Policy* aims to create the conditions for the sustainable growth and development of tourism for the benefit of all Manipuris:-

Sl.No.	FOCUS AREA	WAYS IN WHICH POLICY SEEKS TO CONTRIBUTE TO ACHIEVEMENT OF THESE GOALS AND OBJECTIVES
1.	Create conditions for sustainable tourism growth and development	<ul style="list-style-type: none"> • Facilitating increased tourist volumes, tourist spend and geographical spread of tourism • Enhancing service quality levels • Facilitating investment in infrastructure and product development into tourism priority areas • Creating awareness of the economic potential and impacts of tourism • Promoting domestic tourism • Monitoring tourism trends and timely provision of information to the public and private sectors . Promoting black economic empowerment within the tourism industry
2.	Promote the conservation and sustainable development of natural resources	<ul style="list-style-type: none"> • Promoting ecotourism through policy development, product development and awareness creation . Encouraging community involvement and partnership in tourism development
3	Protect and improve the quality and safety of the environment	<ul style="list-style-type: none"> • Promoting responsible tourism practices within the tourism industry
4	Promote a State sustainable development agenda	<ul style="list-style-type: none"> • Promoting responsible tourism principles and practices through international tourism structures . Driving the role of tourism
5	Transformation	<ul style="list-style-type: none"> • Promoting black economic empowerment within the tourism industry through public sector procurement practices, training, tourism awareness creation and tourism enterprise funding instruments.

6.8. RESEARCH, ANALYSIS, MONITORING & EVALUATION

1. Resource allocation in the budget for tourism is very negligible. A realistic approach and allocation is necessary so that the State and the people can derive the benefits that flow from such investments in terms of foreign exchange earnings, employment generation and poverty alleviation.
2. Market research and impact studies to facilitate policies and programmes. Effective monitoring of tourism projects. Regular market surveys and studies will be carried out to understand the requirements of tourists as also the impact of past promotional measures to take requisite corrective or new policy initiatives.
3. Weightage marks shall be given to the following priorities:-

Sl.No.	Priority	Weight
1	Development of tourism infrastructure including accommodation	35
2	Human Resource Development	15
3	Marketing, Promotion and Publicity	15
4	Developing new tourism products	15
5	Commercial incentives	10
6	Market Research	10
	TOTAL =	100

4. The Tourism Advisory Committee will act as a State level monitoring committee and shall obtain reports on a regular basis and undergo periodical inspection of projects/sites and also through independent agencies having technical expertise.
5. **Economic impact methods** should be carried out by first estimating the change in the number and types of visitors associated with the policy or action being evaluated. Visits are translated into economic terms by estimating the amount of spending by these visitors in the local area. The spending can then be applied to a model of the region's economy to estimate the effects in terms of sales, income and jobs. Regional economic multipliers are used to estimate the secondary effects of visitor spending. Formally, *Economic impact = Number of Visitors * Average spending per visitor * Multiplier*. This simple model is usually elaborated further by:
 - (i) dividing visitors into distinct segments with different spending patterns (e.g. campers, day users, visitors in motels)
 - (ii) measuring spending in distinct spending categories (e.g. lodging, restaurant meals, gas, groceries)
 - (iii) allocating spending into the economic sectors that receive it and applying economic ratios and multipliers for those sectors.

6. Regular interaction with stakeholders of hospitality sector for review of guidelines on approval and classification every two years to incorporate best practices and to meet contemporary challenges.
7. Concrete and efficient compilation of tourism statistics by firming up a uniform methodology for formulation of policies and programmes and dissemination of data for use in industry, by stakeholders and research scholars and general public.
8. Dissemination of data through website for better citizen awareness.
9. Prepare panel of consultants for tourism related studies.
10. To establish systems to capture and analyze segregated data across all niche segments such as Nature, Cultural, Medical, Adventure, Wildlife, MICE, etc. thus allowing for greater understanding of the opportunities and needs of these segments.
11. Assess the requirement of manpower in Hospitality and Travel Trade Sector. Assess the effectiveness of financial incentives.
12. Performance management to achieve better development orientation.
13. To bring about a systematic improvement in monitoring mechanism and thereby contribute to better governance of projects, improve the outcome and timeliness of implementation. Devise ways and methods a mechanism for maintenance and proper upkeep of the tourism infrastructure. Inspecting the quality of tourism projects and suggests steps for improving the quality of tourism experience.
14. Stakeholder engagement through coordination meetings, conferences, etc. with Industry & Trade Associations, Approved Tourism Establishments, hospitality & Travel Institutes and other Govt depts. for prioritization, sharing of new ideas, problems & issues analysis, skill enhancement, etc.
15. State to play a pro-active role and approach in involving tourism stakeholders.
16. A Tourism Satellite Accounting System (TSA) to be adopted to gauge more precisely the contribution of tourism to the State economy.

6.9. TOURISM DEVELOPMENT COMMITTEES

A concerted effort will be made to arrive at a consensus on the role of tourism in the development agenda of the State.

1. A **State Level Tourism Steering Committee** under the chairmanship of the Hon'ble Chief Minister of Manipur shall be constituted to give crucial guidance and impetus for the development and growth of tourism in the State. This Committee is essential to improve policy integration and co-ordination. The **Committee** may consist of the following members:-

- | | | |
|--|---|------------------|
| 1. Chief Minister, Manipur | - | Chairman |
| 2. Minister (Tourism) | - | Vice-Chairman |
| 3. Minister (Finance) | - | Member |
| 4. Minister (Arts & Culture) | - | Member |
| 5. Minister (Commerce & Industries) | - | Member |
| 6. Minister (Revenue) | - | Member |
| 7. Minister (Hills) | - | Member |
| 8. Minister (Works) | - | Member |
| 9. Minister (Power) | - | Member |
| 10. Minister (PHED) | - | Member |
| 11. Minister (MAHUD) | - | Member |
| 12. Minister (Forests & Environment) | - | Member |
| 13. Chairman (Manipur State Pollution Board) | - | Member |
| 14. Chief Secretary, Manipur | - | Member Secretary |
| 15. Any other member(s) with permission of the Chairman. | | |

1. A tourism *think tank* shall be constituted for fostering inter-departmental and inter-agency cooperation & coordination, for advising on general policies and planning of tourism-related matters including infrastructure development essential to the development, promotion, monitoring, maintenance and growth of the Tourism and Hospitality Industry in Manipur. This will also include the accreditation of healthcare and other tourism related facilities, setting the benchmark for quality for deeming as 'tourism units'. Furthermore, this Committee shall also act as a High Powered Committee for **Single Window Clearance System**. This Committee shall submit feasible proposals of investment to the State Level Tourism Steering Committee which will serve both tourism interest and the community. The **Tourism Advisory Committee** shall consist of the following members:-

- | | | |
|-----------------------------|---|----------|
| 1. Chief Secretary, Manipur | - | Chairman |
| 2. Commissioner (Tourism) | - | Member |
| 3. Commissioner (Finance) | - | Member |
| 4. Commissioner (Home) | - | Member |

5. Commissioner (Arts & Culture) - Member
6. Commissioner (Commerce & Industries) - Member
7. Commissioner (Revenue) - Member
8. Commissioner (Hills) - Member
9. Commissioner (Works) - Member
10. Commissioner (Power) - Member
11. Commissioner (PHED) - Member
12. Commissioner (MAHUD) - Member
13. Commissioner (Law) - Member
14. Principal Chief Forest Conservator - Member
15. Director, Tourism. - Member Secretary
16. Representative of Hospitality Sector - Member
17. Representative of Tours & Travels - Member
18. Any other member (s) with permission of Chairman

