

Inviting comments/suggestions from concerned stakeholders/ general public on the Goa Tourism Policy (Module 4 Report) under the Goa Tourism Master Plan and Tourism policy for the state of Goa.

Comments/suggestions, if any, may be mailed to goatourismpolicy@gmail.com OR dir-tour.goa@nic.in

Goa Tourism Policy - 2018

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1. Preface

'Pearl of the Orient' and 'Beach Capital of India' are common references made for Goa. A delectable mix of cultures, unique heritage and natural beauty, along with friendly and hospitable people, Goa is an attractive tourist destination.

Tourism is the backbone of Goan economy, with 40% of the population directly or indirectly dependent on tourism. The sector has shown strong growth with total tourist arrivals increasing from 2.3 million in 2005 to 7.8 million in 2017, an annual growth of 10.7%. The tourist mix is presently skewed towards domestic tourists contributing nearly 88.6% of total arrivals. In addition, peak season of October to December sees nearly 50% of total tourist arrivals during the year putting stress on tourism assets and infrastructure.

Government of Goa is developing Goa Tourism Master Plan (GTMP) to harness potential of tourism sector and to address existing challenges in a systematic and planned manner. The Goa Tourism Policy 2018 (Policy) provides the framework for implementation of the Master Plan. This Policy has been designed to facilitate achievement of the plan in a collaborative manner, keeping in mind the various stakeholders of the sector in Goa.

2. Vision, Cornerstone Principles and Objectives

a. Vision

“Make Goa the most preferred destination around the year for high-spending tourists in India by 2023, and a world-class international tourism destination by 2030”

b. Cornerstone Principles

The Goa Tourism Master Plan has been prepared considering the following cornerstone principles, which encapsulate the broad objectives of the Government, industry and other stakeholders who form an integral part of the consultative process.

- a. Sustainability: Develop and promote tourism infrastructure in an environmentally and ecologically sustainable manner through appropriate plans, programs and policies.
- b. Uniquely Goan: Showcase the unique historic, ethnic, natural, cultural locations and attractions of Goa to provide a wholesome and memorable experience for tourists.
- c. Safety: Make Goa one of the safest tourist destinations as per world-class standards.
- d. Ease of mobility: Provide fast, reliable, affordable and comfortable travel, transport and support services that ensure a seamless experience for tourists travelling in and out of Goa.
- e. Global visibility: Create awareness about Goa as a global tourist destination through innovative, focused and sustained marketing, promotion and communication initiatives in various target markets.
- f. Authenticity: Offer tourists an opportunity to experience the authentic Goan heritage and lifestyle, represented by its rich cultural, ethnic and social diversity.
- g. Diversity: Redevelop and rebrand Goa as a diversified tourism destination that offers a combination of culture, ecotourism, heritage, nature, coastal and entertainment based attractions for domestic and international tourists.

Objectives of this Policy

This policy aims to set out the governance, institutional and regulatory framework that would support implementation of the Goa Tourism Master Plan over the next 25 years.

The expected outcomes of the policy are set out below:

1. Help attract a healthy mix of domestic and international tourists to Goa on a sustainable basis.
2. Augment the capacity and quality of infrastructure facilities including accommodation, connectivity, power, water, wastewater and other support infrastructure services.
3. Give tourists a world-class experience characterized by distinct Goan hospitality, identity, diversity and local heritage.
4. Create a more sustainable tourism destination, where territorial development is more balanced between the coast and the hinterland, and opportunities are available for Small, Medium & Micro Enterprises and more employment generation for local Goans.
5. Incorporate technology, where pertinent in the tourism value chain to enhance quality of the tourism product, through research & efficient collection and utilization of statistics.

3. Governance & Institutional framework

This Policy shall define the role of the Goa Tourism Board, The Goa Tourism Development Corporation and the Directorate of Tourism.

The Goa Tourism Board shall be a statutory autonomous body and shall be responsible for laying down the policies as regards all spheres of Planning, development and marketing of Tourism in the State of Goa and its powers and functions shall be as defined under the statute creating the same.

The GTDC in addition to the performance of the functions envisaged in its Memorandum of Association and articles shall also implement all the specific policies and decisions made by the GTB, as mentioned in this policy.

The Directorate of Tourism in addition to the performance of the functions envisaged in the Goa Tourist Trade Act 1982 shall also implement all the specific policies and decision made by the GTB, as mentioned in this policy.

In case of conflict as regards any decisions on the above subjects, the decisions of the GTB shall prevail.

Constitution and responsibilities of the Goa Tourism Board:

The Goa Tourism Board (GTB): GTB shall be constituted as a statutory autonomous body by enacting appropriate legislation and shall comprise of the following members –

- | | |
|---|---------------------------|
| a. Chairman – Tourism Minister, Government of Goa | |
| b. Vice Chairman – Nominated by the five representative members of GTB from industry bodies | |
| c. Chairman, Goa Tourism Development Corporation | <i>(Member)</i> |
| d. Secretary Tourism, Government of Goa | <i>(Member)</i> |
| e. Secretary Finance, Government of Goa | <i>(Member)</i> |
| f. Director Tourism, Government of Goa | <i>(Member)</i> |
| g. Managing Director, GTDC | <i>(Member)</i> |
| h. Representative from Ministry of Tourism, Government of India | <i>(Member)</i> |
| i. Chief Executive Officer – Qualified professional appointed by the Board | <i>(Member Secretary)</i> |
| j. Five eminent representatives of industry bodies from tourism industry | <i>(Member)</i> |

GTB will, inter alia, undertake the following key responsibilities (subject to approval from government, where required as per law):

- (i) Evaluate and prioritize tourism development initiatives identified in the GTMP and secure its implementation.
- (ii) Develop the broad guidelines and action plan for implementation of identified initiatives in the GTMP such as marketing and promotion activities, tourism education, development of infrastructure, new tourism services through State funding and private sector participation.

- (iii) Decide on preparation of sector-specific policies including amendments to the regulatory framework to achieve the overall objectives of the Goa Tourism Policy.
- (iv) Decide on specific actions to be undertaken on infrastructure development, marketing and tourism promotion initiatives, education, including providing necessary decisions to Department of Tourism (DoT), Goa Tourism Development Corporation (GTDC) and other implementation agencies with well-defined milestones.
- (v) Invite sector experts as special invitees to meetings to provide technical advice to aid decision making. This may include experts in sustainable tourism, safety, town and country planning, engineering departments etc. These invitees would not have the right to vote.
- (vi) Appoint Chief Executive Officer, a qualified professional having at least ten years of experience in tourism sector. The Chief Executive Officer shall be ex officio Member Secretary of the Board. The GTB shall prescribe and decide upon the qualifications of the CEO.
- (vii) Appoint Program/ Destination managers having at least ten years of experience in relevant sectors for management of individual tourism program development, flagship tourism projects, statistics and research activities, destination marketing, new product development and other specialized programs
- (viii) Appoint advisers for inputs on prioritization and selection of projects based on the GTMP
- (ix) Assess budgets and advise on the financing plan for implementation of identified tourism development initiatives
- (x) Periodically monitor progress of projects and programs including usage of funds on defined performance parameters
- (xi) Review and address issues and challenges faced by the implementation agencies

- (xii) Decide on specific actions for addressing the grievances of tourists and other stakeholders
- (xiii) Form appropriate committee/ sub-committees to assist in the functioning of the Board
- (xiv) Coordinate with the Goa Investment Promotion and Facilitation Board towards promoting private sector investments in Goa's tourism sector
- (xv) Issue Annual Reports of GTB to highlight works and initiatives carried out, and planned besides other data as required
- (xvi) Be the sole authority to decide on granting of permissions for tourism related events in the State.
- (xvii) Perform any other function as directed by the Government/competent authority

The CEO shall be designated as Member Secretary of the GTB. This person shall be responsible for conducting routine businesses of the GTB. This shall include arranging for the GTB meetings, inviting members, defining meeting agenda, preparing minutes of meetings and any other allied activities. The five representatives from the industry (as below) shall nominate a Vice Chairman. The Vice Chairman shall chair GTB meetings in the absence of the designated Chairman. In case a post is allotted to the Government/ its entities representative is occupied by the same person, the Government of Goa shall nominate an additional member to the GTB from the Government/ its entities to ensure six distinct votes are held by the Government of Goa/ its entities.

The Chief Executive Officer (CEO) shall be appointed by the Board for a period of 5 years. CEO shall be entitled to salary and perks as decided by the Board in accordance with the 7th pay commission or as per the applicable norms. CEO shall be responsible for day to day operations of the Board, including but not limited to, planning, implementation and monitoring of activities and tasks of the Board. The CEO can be removed from the position if a majority of members of the Board vote for the removal. If the position of CEO becomes vacant, the Board shall appoint a new CEO within a period of 3 months.

Five members shall be appointed to the GTB as eminent representatives of industry bodies from the tourism industry among the following:

- President/ Managing Committee Member of Travel and Tourism Association of Goa (TTAG)
- 1 representative from legally registered apex industry body for restaurants, permanent shacks, event managers/wedding planners of the State of Goa
- 1 representative from legally registered apex industry body for heritage accommodation or art galleries
- 1 representative from the legally registered apex industry body for hotels, travel agent, tour operators and river cruise operators.
- 1 representative from the Goa Chamber of Commerce and industry.

The representatives from the tourism industry bodies shall excuse themselves in case of perceived conflict of interest as regards the specific agenda item being considered by the GTB. These persons should necessarily have at least 10 years of work experience in the sector they represent, prior to appointment.

The qualifications and eligibility of persons to be appointed to the GTB from private Sector shall be detailed and specified in the Statute constituting the GTB.

The Goa Tourism Board shall convene at least once every quarter to conduct its affairs and review progress against the action plan, with quorum of at least 50% of members. Matters placed before GTB shall normally be decided through a simple majority, provided however that at least two representatives each from Government/ Government entities and industry bodies in the Board are in favor of the decision. The Chairman of GTB shall have the casting vote in case of a tied decision between the GTB members.

The State Level Marketing & Promotion Committee (SLMPC) and State Level Permission Committee shall be dissolved and activities of marketing & promotion shall be undertaken by DoT/GTDC, under directions of the GTB or can be undertaken on its own by the GTB. The High Powered Monitoring Committee for Tourism shall be dissolved and all its roles & functions shall be taken over by the GTB. The GTB shall recommend approval guidelines to the Single Window Permissions Committee constituted for according permission to tourism related events with respect to the types of events to be promoted in Goa, venue, scheduling of events, quality standards and allied characteristics. All roles & functions of state level permissions related to tourism will vest in the GTB.

Funding Mechanism and utilization

GTB shall recommend, administer and monitor the utilization of a ring-fenced dedicated tourism development fund (TDF) for specific projects and programs identified under the GTMP or any other priority programs for development of tourism infrastructure, as decided by the Government/ GTB. Sources of funds for GTB would include budgeted provisions made in the State annual budget, levy of cess on specific transactions, membership fees or other charges as identified by the GTB/ Government. Proceeds of such cesses and other charges will accrue to the TDF. The budgetary allocation to GTB shall be placed under the control of the GTB and the Board shall decide upon the manner and the purpose the funds shall be deployed. GTB may also suggest a one-time contribution to the TDF from the Government as an initial contribution. GTB shall be eligible to receive grants in aid from any Government Department or organization in furtherance of its objectives. In addition to the TDF, funds shall also be procured from State/ Central Government schemes and if required through external borrowings.

Role of Department of Tourism

Department of Tourism (DoT) shall be the primary agency for enforcement of tourism related policies and acts in Goa, as governed under individual policy and act. The key responsibility of the Department of Tourism, inter alia, will be -

- (i) Administration and enforcement of tourism related policies, acts and rules such as

Goa Registration of Tourist Trade Act, 1982 (Prescribed Authority under the Act),
Goa Tourist Places (Protection and Maintenance) Act, 2001 (Competent Authority
under the Act) etc. and their amendments thereof

- (ii) Acquisition of land for various tourism related projects of DoT as approved by the GTB
- (iii) Administration of Beach shack policy/ scheme including allotment of temporary shacks, deck beds & administering the beach shack policy on identified beaches of Goa. Also, regulation of temporary shacks, deck beds and private property shacks and huts in terms of quality of service, hygiene and safety standards.
- (iv) Levy of penalties and fines and suspension of registration/ licenses for violation under applicable tourism related policies, acts and rules
- (v) Procurement of works and consultants, as required
- (vi) Awareness, training and skill development activities
- (vii) Marketing and promotion activities, including market research activities
- (viii) Planning, including assessment of tourist feedback as part of the infrastructure planning and implementation of projects and programs
- (ix) Operation of Tourism Information Centers
- (x) Any other activity assigned by the Government or decided by the GTB

Role of Goa Tourism Development Corporation

GTDC shall be the primary agency for development and management of tourism infrastructure both State funded and through Private sector participation, marketing and promotion activities and development of tourism areas and new tourism products in the state. The key responsibility of the GTDC, inter alia, will be -

- (i) Development of tourism infrastructure and up-gradation of existing infrastructure including but not limited to hotels, convention centers, educational tourism, tourism hubs, commercial places, tourist facilities decided by the GTB, including through private sector participation/Joint venture/PPP mode.
- (ii) Operations and management of tourism infrastructure (by itself or through third party contracts)
- (iii) Monitoring of service quality and performance of O&M contracts
- (iv) Marketing and promotion activities as decided by the GTB.
- (v) Provide support for development of upcoming tourism products and tourism locations.
- (vi) Attracting private investment into tourism sector.
- (vii) Procurement of works and consultants, as required and providing tourism consultancy related services to the tourism sector.
- (viii) The GTDC Board of Directors shall be empowered to undertake all activities outlined for GTDC under Policy, under the supervision of GTB. Directors on the GTDC Board of Directors who are not Government employees should have at least 10 years professional experience in specific fields of the tourism sector, including:
 - Tourism infrastructure and allied sectors
 - Hospitality industry
 - Marketing and promotion
- (ix) The GTB may appoint subject matter experts as independent advisers to the Board of GTDC, as required in special cases.
- (x) Development of core tourism infrastructure through its project cell by availing financial assistance from the State/Central Government or borrowing of funds.
- (xi) Development of new tourism products like Adventure, Heritage & cultural tourism.

- (xii) Any other activity assigned by the Government or decided by the GTB

Since being constituted in 1982, GTDC has been instrumental in developing commercial activities such as operations of hotels, halls, renting of buses and taxis, organization of sightseeing tours and river cruises in the State. Given that these facilities and services have gained a significant market share, and are now well supported and managed by a vibrant private sector, GTDC shall disengage from the same progressively over the next ten years. Assets such as hotels, buildings, land and immovable assets and so on shall be redeveloped through private sector participation under long-term lease or licensing arrangements, for development and/ or operations & management. This process has already been initiated in the form of assets being developed through private investment mode on a license basis at Colva, Anjuna, Brittonna and Miramar. Existing staff employed in such activities shall be retrained by GTDC and redeployed as per needs identified. GTDC shall progressively play the role of facilitator and aid investments in the tourism sector and slowly disengage itself from commercial activities. This includes spearheading development of relevant modern infrastructure and innovative product interventions in the State, as advised by the GTB. Transfer of land/ properties from DoT to GTDC for the purpose of development of tourism infrastructure, as and when required shall be undertaken at acquisition rates for such land/ property.

Role of Industry bodies/ representatives

Industry plays a critical role in development of tourism and is an important stakeholder in implementation of Master Plan. Industry representatives shall have an equal representation as Members in the Goa Tourism Board and thus become a key stakeholder in planning of tourism development in the State.

4. Policy facilitation for focus initiatives under GTMP

A. Destination Development

Core Tourism Programs

Coastal Tourism

- (i) Sustainability shall be the key determinant for tourism development projects
- (ii) Regeneration of beaches, as identified and planned by Goa Tourism Board, shall be undertaken. Regeneration activities would include infrastructure development such as access, parking, urban sidewalks, promenades, public amenities etc. and services for providing cleanliness and security on beaches. Conservation of the character of the beach would also be a key measure therein, including safeguards for sand and water quality, adoption of preventive measures versus erosion, protection of sand dunes and ecologically sensitive areas.
- (iii) Blue flag certification or comparable standards for beaches shall be pursued for select beaches. This may then be extended to the coast, as per suitability in a progressive manner.
- (iv) Water sports area separate from swim zones shall be demarcated. Relevant norms to enable blue flag certification or other equivalent or better global best practices will be followed.
- (v) On beaches identified by the GTB, shacks at sufficient intervals on the edge of the beach, shall be granted as a special license. On such beaches, concentration of eateries/ shacks on the beach shall be limited.
- (vi) Shack location and licensing would be undertaken in accordance with applicable laws and guidelines. Quality labels and accreditations for Goan cuisine and special services shall be instituted. Shack owners and operators will need to meet specific guidelines to acquire these labels and accreditations.
- (vii) On beaches with constraints or restrictions in development as identified by the GTB, construction of beach huts shall be permitted on areas outside the beach, as a special license. On such beaches, concentration of beach huts shall be limited.
- (viii) In the vicinity of protected areas, GTB will work with respective agencies to identify development locations and regulations in accordance with applicable laws and guidelines.
- (ix) Development of ecotourism attractions in relevant coastal sites would be facilitated by DoT/ GTDC, and eco resorts would be facilitated by attracting acclaimed national and international brands at locations identified by the GTB.
- (x) Fishermen markets, and food & beverage (F&B) courts shall be developed in participation with local stakeholders with standards on cleanliness, hygiene, preparation and availability of Goan cuisine.
- (xi) Development of evolved tourist accommodation combined with luxury, lifestyle, music and fashion would be facilitated by attracting acclaimed national and international brands at locations identified by the GTB.
- (xii) Development standards and development guidelines would be specified for setting up small marinas and jetties at specific locations identified in the State.

Culture and Heritage tourism

- (i) Conservation, regeneration and promotion of Goan culture and heritage is one of the key initiatives of the GTMP
- (ii) The GTB would identify essential infrastructure and public amenity requirements for identified tourism assets of historical and cultural importance. This would include norms to address tourist needs like road access, walk-ways, disability-friendly services, illumination, signage, interpretation centres, information panels, washrooms, cloak rooms, parking areas, eating facilities, surveillance cameras, souvenir shops, accommodation, transport services etc.
- (iii) To encourage tourist visits to our villages, especially to explore traditional Goan houses the GTB would designate villages conducive for development as "tourism villages". Minimum standards applicable to designation of "Tourism Villages" would be specified, to encourage villages to vie for the same.
- (iv) In addition, special labels and accreditations for designated Tourism Villages, such as old Goan houses, handicrafts and Goan cuisine would be specified to help tourists explore the village based on their inherent character and variety of attractions or experiences on offer.
- (v) Standards would be set to enhance cultural tourism offerings through handicrafts.
- (vi) Voluntary certification schemes and labels for other specific services or facilities may be pursued by business entities and service providers interested in enhancing their brand or visibility. These labels can be used for the benefit of restaurants, cafes, shacks, spice plantations, homestays, food carts and other eating places. Self-certifications may be subject to an independent audit by a committee appointed by the GTB to review and confirm compliance, as necessary.

Nature based tourism

- (i) Ecologically sustainable and environmentally sound practices would be adopted in tourism development for Nature based tourism.
- (ii) Facilitate development of quality facilities and experiences in protected areas to increase the number of visitors and potentially overnight stays within the framework outlined, through applicable laws and regulations.
- (iii) Facilitate development of infrastructure, information and other services including signage and road access, parking, information centre, toilets, wireless internet connectivity, permanent electricity, water, sewage and telecommunications in tourist frequented areas in the vicinity.
- (iv) Identify nature clusters comprising key natural or cultural assets located in the vicinity of each other across the Goan hinterland for development.
- (v) Facilitate development of river cruises in small vessels across Goa's inland waterways subject to navigability constraints. Emphasis would be on eco conscious operations for boats, using small ports/jetties at strategic locations along the

demarcated river circuits for hinterland exploration. This would be governed by mandatory service, safety and quality standards for vessels.

- (vi) Identification and promotion of unique tourism assets including the myristica swamps, and freshwater crocodiles which have adapted to saltwater.
- (vii) Adventure and sports tourism shall be promoted through identification of minimum standards for facilities and services across activities in general, along with specific requirements for each type of activity.
- (viii) Certification schemes for companies, and training schemes for specialized guides / trainers shall be instituted.
- (ix) Tourism accommodation and activities based on the premise of eco-tourism would be designated and defined, with specialized quality labels and certification schemes
- (x) Spice plantations and agro farms involved in tourism trade would be designated and defined, with specialized quality labels and certification schemes

Leisure and entertainment

- (i) Minimum development guidelines would be specified for setting up family entertainment district/s at suitable location/s in Goa as per demand. Investment promotion and facilitation schemes would be employed to attract top international/national investors and brands.
- (ii) GTB will facilitate development of golf courses in the State on a case to case basis. Proposals for setting up golf-courses shall be evaluated based on international guidelines with a conscious consideration of best practices to limit negative impacts on the environment, that conform to the overall objectives of ecological sustainability. The mandatory guidelines and standards for setting up golf-courses will be recommended by the GTB.
- (iii) Development of waterfront promenade shall be undertaken at locations identified by the GTB. Special emphasis would be laid on surrounding infrastructure including road access, parking facilities, garbage management and public amenities.
- (iv) Relocation of offshore casinos to a more appropriate location, taking the opportunity to create an international class gaming cluster is envisaged. This includes identification and allocation of adequate area for the cluster, along with development and operations guidelines for a state-of-the art gaming cluster, either offshore (with some services onshore); or onshore; or mixed (offshore and onshore) use.
- (v) Voluntary standards and certifications for wellness centres to upgrade the offerings both in terms of facilities and manpower shall be facilitated

Meetings, Incentives, Conferences and Exhibitions (MICE) and Weddings tourism

- (i) Showcase existing mass events especially during the lean tourist season.
- (ii) Identify and promote new events that can become popular Goan attractions over time and sustain repeated tourist interest.

- (iii) Guidelines and facilitation for mass events including fees, locations, and approval procedures, supporting services, infrastructure access and other kinds of facilitation shall be set out for the sake of clarity.
- (iv) Facilitate development of international convention centre/s
- (v) Support on marketing and promotion of Goa as preferred destination for MICE and weddings in collaboration with industry.

B. Connectivity Infrastructure

Infrastructure is critical component for development of tourism and in ensuring a seamless and comfortable tourist experience. Goa Tourism Board will work with departments and stakeholders of Government of Goa for prioritization, planning, execution and monitoring of tourism related infrastructure projects. The role of Goa Tourism Board would be recommendatory in nature and envisaged to align development of infrastructure with the requirements of tourism sector.

- a. Road network: Advise on development/ expansion of road network and remove bottlenecks to improve access to tourism hotspot.
- b. Waterways: Advise on improving interstate and intra state connectivity through infrastructure improvements/ development depending on feasibility of routes. Advise on provisions to support Ferry Services, Catamaran Ferry, Sea Buses, Speed Boats and Seaplanes to ferry tourists.
- c. Air: Work with airport operators in Goa (Dabolim airport and Mopa airport) to improve air connectivity in the state. GTB and airport operators to coordinate on marketing and promotion activities to align efforts on improving air connectivity to identified geographies.
- d. Last mile connectivity: Last mile connectivity and ease in access is critical for balanced development of tourism across the state. In addition to the augmentation of road and inland waterway network, development of modes of mass transport between key tourism hotspots shall be undertaken.

C. Support tourism infrastructure

- a. Tourist Information Centers: Well-equipped tourist information centers shall be established at prominent tourist locations including tourist entry points. Tourist

Information centers shall be staffed with personnel trained for handling queries, grievances and providing support. Tourist Information Centers would have promotional material on tourism in Goa including schedule of events, provision for booking and technology based interactive kiosks.

- b. Signage: A clear, visible, permanent and consistent sign posting shall be adopted. Tourism signs and symbols shall express their meaning in the most universal and simple language possible using international standards, as mentioned by the UNWTO to facilitate tourism experience. Signage system shall be implemented at the Tourist Information Centers, ports of entry/ exit, tourism circuits defined in the Master Plan and locations identified for development of tourism products in Master Plan.
 - c. Cleanliness: Cleanliness of tourism locations including beaches is a necessity for attracting high spending tourists. Adequate infrastructure for ensuring cleanliness such as placement of garbage bins at convenient locations would be provided. GTDC shall have the responsibility of ensuring cleanliness of tourist locations and shall work with local authorities. Enforcement of cleanliness norms shall be undertaken by Department of Tourism.
 - d. Public amenities: Public amenities such as toilets, changing and shower facilities at beaches, cloak rooms etc. shall be provided at tourist locations under the Master Plan. Number and location of such facilities shall be determined based on tourist density and distance between such facilities. Such public facilities shall be disabled friendly. Operations and maintenance of these facilities shall be undertaken through third party contracts. Service quality and cleanliness will be a key consideration in such third party contracts.
 - e. Pedestrian walkways: Development of contiguous levelled pedestrian walkways, clearly segregated from vehicular traffic, shall be promoted along roads and at tourist locations including beaches and heritage assets.
 - f. Access for the disabled: Tourist locations identified under the Master Plan shall have access for disabled persons, where feasible.
- D. Utilities & other services
- a. Water and waste management: Poor waste management can cause a strain on tourism sector, affecting cleanliness, air and water pollution, odor levels and general hygiene limiting the attraction of Goa. Utilization of new age waste water disposal methods shall be evaluated, especially in mass tourism areas.
 - b. Electricity supply: 24X7 electricity would be provided at key tourism assets and establishments in the long term. In the short term steps shall be undertaken to provide 24X7 supply at tourist accommodation, flagship products and tourism hotspots.
 - c. Healthcare: Increased number of emergency healthcare and first aid services would be required at tourism hotspots with tourism growth. All tourism hotspots shall have quick access to ambulance services and contact of ambulance services shall be displayed with proper signage at prominent locations at tourism hotspots.

E. Promotion and Marketing

- a. Focus on creating and systematizing content for promotional and marketing collateral to ensure consistent storytelling on historical, heritage, cultural and other natural tourist attractions.
- b. Marketing by product/ clusters - Develop product clusters of public and private tourism service providers sharing the same customer target, the same product market (nature tourism, cultural tourism, cruise tourism, etc.); the same type or the same category. Structure the touristic offers and to help increase quality, in such a manner to provide easy marketable products and answer the expectation of the market customers.
- c. Marketing of Goa as the preferred tourism destination with an emphasis on –
 - i. Online channels – Website and mobile applications: Technology driven marketing and promotion activities would be a key endeavor of the Government. Usage of online channels to build the brand, create awareness, attract new customers, transmit experience and gather visitor information shall be taken up with relevant agencies and trade channels. Promoting mobile applications, customized digital content and real time information are going to be key focus areas.
 - ii. Tourism Information Centres: Key physical contact points including virtual kiosks, to understand, relate with and inform the tourists as specified under Tourism Infrastructure section. Place key physical contact points in strategic areas (airport, port, famous attractions) in order to guide, inform, educate and improve visitor experience.
 - iii. Press, Publicity & Programmatic Marketing: Segmented and efficient communication through traditional and modern
 - iv. Social media – Building promotional narrative, seeking feedback and addressing customer feedback and grievances through continuous engagement on social media
 - v. B2B meetings and events – Participation in domestic and global events and exhibitions, conducting marketing roadshows and events, facilitating focused B2B marketing and promotion activities
 - vi. Customer intelligence and market research – Creation of a tourism satellite account, collection of data, analysis and online reporting of tourism related statistics – foreign and domestic arrivals, hotel occupancy rates, average duration of stay, per-capita tourism spends, ticketing volumes, revenues, results of tourist surveys, international quality ratings, customer feedback etc.
 - vii. Building a Smart Tourism Destination - Bringing Smartness into Tourism Destinations by dynamically interconnecting stakeholders through a technological platform on which information relating to tourism activities could be exchanged instantly. This integrated platform shall be made amenable for access through a variety of end-user devices to share experiences and feedback. This initiative is expected to improve the effectiveness of tourism resources management across destinations.
 - viii. Building awareness among local stakeholders: Sustainable tourism development in Goa is a responsibility of everyone: civil society, public and private sector. Campaigns with state coverage should be undertaken to inform citizens and raise

their awareness on the importance of tourism and tourism hospitality. In addition, a civic pride campaign should promote the uniqueness, protection and the importance to conserve the natural and cultural heritages of Goa (either monuments or living culture and nature) while encouraging Goans to travel and visit destinations within their Taluka and others.

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5. Skill development

Human Resource Service Centres (HRSCs) shall be developed to cater to training and skill building requirement of the tourism sector. GTB shall set up a subcommittee to understand skill gaps and advice on training and skill development needs including syllabi and courses in consultation with industry stakeholder. HRSCs will be the focal point to provide the training, support and awareness required to meet the demand for skilled workforce Goa. Three HRSCs shall initially be set up in the state, and may be increased in number based on industry need.

HRSCs shall have three major functions:

a. Awareness programs –

- i. Grass root engagement through awareness programs and seminars on the tourism sector development planned, and maintaining general safety, cleanliness and hygiene standards in the locality.
- ii. Platform to interact with local stakeholders.
- iii. Design of implementation strategies based on local strengths and opportunities
- iv. Seminars may also be held to inform school students/ teacher on maintaining general safety, cleanliness and hygiene standards in the locality. This would be a long term measure adopted with a view of educating today's youth into conscious citizens.

b. Training programs

- i. Train and up skill current and future professionals composing the tourism workforce
- ii. Specific programs designed around master plan program requirements
- iii. Tourist guide certification courses
- iv. Taxi driver training courses emphasizing on hospitality and promotion
- v. Tourist police/ security force training courses
- vi. Facilitation of specialised programmes for adventure sports – land and water based
- vii. Identification of local Goan dishes and preparation methods, to develop and administer training courses and certification programmes
- viii. Emphasis on skill development programs to train local stakeholders involved in tourist trade, e.g. homestays, spice plantations, heritage houses, village walks, etc.
- ix. Skill development programs for persons involved in handicrafts to increase tourist amiability to their offerings

c. Support programs

- i. Help create Micro and Small Enterprises to bridge gaps that exist in the rural tourism sector.
- ii. Help increase employment in the tourism sector

6. Regulatory Framework

A. Regulation of Tourism Acts

The Goa, Daman and Diu Registration of Tourist Trade Act, 1982 and The Goa Tourist Places (Protection and Maintenance) Act, 2001 with amendments thereof

- a. The Registration of Tourist Trade Act will be replaced by The Regulation of Tourist Trade Act to reflect the role played by the Act.
- b. Enforcement of policy and regulation shall be one of the principal roles of the Department of Tourism.
 - i. To enable the Department of Tourism to enforce the Acts, provisions on inspections, penalties, fines and suspension, cancellation procedures etc. shall be detailed in the Tourist Trade Act. The new and amended provisions to support the policy objectives shall be recommended by the GTB.
 - ii. Department of Tourism as the Prescribed Authority under Tourist Trade Act shall have powers to terminate the licence, seal and close tourist facilities such as hotels etc. if the said facilities if not compliant with the provisions of the Act or if such registration has been cancelled by the Prescribed Authority.
- c. Setting up of Goa Tourism Board and provisions on its functioning and powers shall be included in the Tourist Trade Act.
- d. Quality norms and certification standards in respect of classification of accommodation under Tourist Trade Act shall be amended in line with nationally and globally recognised classification standards.
- e. Tourism hotspots as envisaged in the Master Plan shall be included in the list of places notified under the Tourist Places Act on recommendation of the GTB.
- f. The tenure of registration for tourism activities such as tenure for registration of boat rides / water-related activities shall be reviewed by GTB. Increase in tenure may be proposed considering business viability requirements and applicable rules and guidelines.

B. Framework for GTDC

- a. The key responsibilities for GTDC as envisaged under this policy include –
 - i. Development of tourism infrastructure as decided by GTB
 - ii. Operations and management of tourism infrastructure (by itself or through third party contracts)
 - iii. Monitoring of service quality and performance of O&M contracts
 - iv. Marketing and promotion activities as decided by the GTB
 - v. Provide support for development of upcoming tourism products and tourism locations
- b. To achieve the objectives, Scheme on Pattern of Assistance to Goa Tourism Development Corporation (A special purpose vehicle) for development of Tourism related infrastructure in State of Goa dated 2.7.2013 shall be modified to include -
 - i. Implementation of tourism infrastructure as decided by GTB,

- ii. Assessing financing requirements and annual budgets to implement projects identified by GTB
- iii. Utilization of budgetary funds under the Scheme in a time bound manner by following Codal procedures
- iv. Submit utilization certificates from time to time
- v. Provide timely progress reports to the Board of directors of GTDC and GTB on implementation of projects decided by GTB
- vi. Undertake operations and management of such infrastructure (on its own or through third parties)

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