



USAID FIRMS PROJECT

Draft Tourism Policy Gilgit-Baltistan

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Abstract:

This report presents the draft Tourism Policy for Gilgit-Baltistan, identifying key priorities of the government for the next five years to develop the tourism as the priority sector and transform it into an engine of economic growth by making GB a preferred tourist destination for foreign and domestic tourism.

Acronyms

ACP	Alpine Club of Pakistan
AFP	Adventure Foundation Pakistan
AKCSP	Aga Khan Cultural Services Pakistan
BCF	Baltistan Cultural Foundation
BEE	Business Enabling Environment
DoT	Department of Tourism
FWO	Frontier Works Organization
GB	Gilgit-Baltistan
GBC	Gilgit-Baltistan Council
HEC	Hunza Environmental Committee
IUCN	International Union for Conservation of Nature
KARDO	Karakorum Area Development Organization
KIU	Karakorum International University
KP	Khyber Pakhtunkhwa
KTMS	Karimabad Town Management Society
NATCO	Northern Areas Transport Corporation
NGO	Non-Governmental Organization
PATO	Pakistan Association of Tour Operators
SCO	Special Communication Organization
USAID	United States Agency for International Development
SOW	Scope of Work
STFP	Sustainable Tourism Foundation Pakistan
TDC	Tourism Development Committee
WWF	World Wide Fund for Nature

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Executive Summary

Gilgit-Baltistan (GB) has enormous tourism potential but most of it has been untapped. The tourism sector in GB has been facing a host of challenges that have been impeding growth of the sector in GB.

GB Tourism Sector's constraints include low prioritization of the sector by the government, lack of a formal policy to facilitate development in tourism, outdated regulatory mechanism, poor tourism infrastructure, prevailing law and order situation, limited capacity of GB Council and GB Tourism Department, insufficient development of tourism human resource, low investment in marketing and promoting tourism, lack of private sector investment and stress on cultural and natural heritage.

Tourism sector has the potential to contribute to economic growth and improve the livelihoods of the local communities through sale of local goods and services and local employment generation. An integrated planning and development approach could harmonize between the long term ecological, cultural and development goals.

Currently the government of Gilgit-Baltistan does not have a clearly articulated formal tourism policy. However, considering that the tourism sector requires coordinated efforts by a number of departments and agencies the need for having such a policy is critical.

A well laid out tourism policy would demonstrate long-term commitment of government in the sector and would form the basis for shared understanding of tourism sector and synergized actions and coordinated planning by different stakeholders. Moreover, such a policy framework would ensure sustainable development of tourism in Gilgit-Baltistan.

This policy framework based around nine strategic thrust areas aims to address the key issues and provides broad guidelines and recommends various short, medium and long term actions to the government and other stakeholders to ensure sustainable tourism development and effective management of the tourism resources of Gilgit-Baltistan.

Over the next five years, the policy is expected to achieve the policy's vision through strong public-private partnership, improved institutional capacity, and adequate resource mobilization. In particular, the policy will address institutional issues that have traditionally impeded tourism development in the region and create an enabling business environment bringing about a paradigm shift in government's role by making it a facilitator and regulator, rather than implementer.

1. Introduction

1.1 Background and Context

Gifted with rich natural and cultural heritage and hospitable and peace loving people, Gilgit-Baltistan offers unique potential for tourism development particularly adventure, cultural and nature tourism. Moreover, its strategic location offers opportunities for trans-boundary tourism through promoting border trade, commerce, scientific, cultural and conservation exchanges.

Tourism sector has the potential to contribute to economic growth and improve the livelihoods of the local communities through sale of local goods and services and local employment generation. An integrated planning and development approach could harmonize between the long term ecological, cultural and development goals.

As discussed in the position paper, currently the government of GB does not have a clearly articulated formal tourism policy. However, considering that the tourism sector requires coordinated efforts by a number of departments and agencies such as Home Department, P&D Department, C&W Department, Finance, Excise and Taxation Department, Forest and Wildlife Department, etc. besides the Tourism Department itself, along with GB Council, the need for having such a policy is critical.

Moreover a well laid out tourism policy would demonstrate long-term commitment of government in the sector and would form the basis for shared understanding of actions and coordinated planning by different stakeholders. Moreover, such a policy framework would ensure sustainable development of tourism as most of the uncontrolled and haphazard development of tourism has negatively impacted on the social, cultural, natural and economic environment of tourist destinations in GB. Therefore, the draft policy is based on the principles of sustainable development with recommendations on short, medium and long term measures for its effective implementation to achieve tangible results.

This policy framework aims to address the key issues and provides broad guidelines and recommends various short, medium and long term actions to the government and other stakeholders to ensure sustainable tourism development and effective management of the tourism resources of Gilgit Baltistan.

In line with the National Tourism Policy and Tourism Master Plan, Gilgit Baltistan Tourism Policy provides a framework for addressing following major challenges and constraints related to tourism development in the region, including;

- Lack of clear policy and weak administration of tourism sector
- Inadequate tourism infrastructure
- Poor road and air accessibility
- Weak regulatory and implementation mechanism
- Insufficient investment in tourism development
- Insufficient research, information and knowledge about tourism potential, market trends and tourism products development
- Inadequate safety and security of visitors
- Insufficient human resource development
- Absence of a marketing strategy
- Inadequate polices, regulations and guidelines related to cultural, environmental and natural resource management
- Lack of awareness about impacts of tourism

Based on policy objectives and guidelines itemized below, the government of Gilgit-Baltistan may derive plans, strategies and programs for the whole region and selective destinations at district levels for the development of tourism.

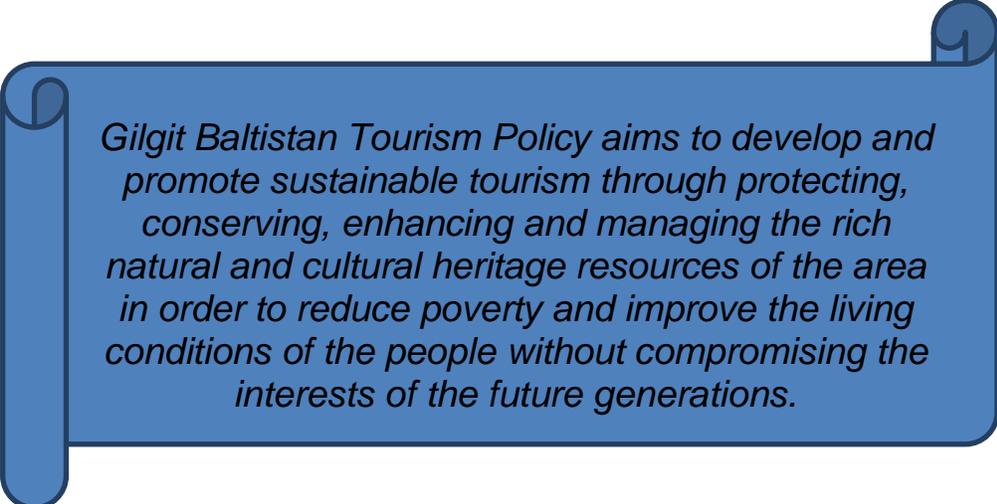
1.2 Policy Framework

The policy framework is based on the premise that the primary tourism resource base of Gilgit-Baltistan is natural, cultural and man-made attractions. In order to efficiently exploit these resources there is need to support enabling policy in the form of developing institutions, regulations, guidelines, controls and building capacities through human resource development and training.

Beside effective management of tourism, it requires community participation, mainstreaming sectoral development policies and priorities with tourism sector as complementing and supporting each other and provision of adequate funding.

The framework, therefore, also provides guidelines to develop minimum tourism facilities and services instruments like creating public-partnerships to provide tourist accommodation, amenities and access to air and road transportation, besides supporting infrastructure development like link roads, provision of utilities and telecommunications and internet services.

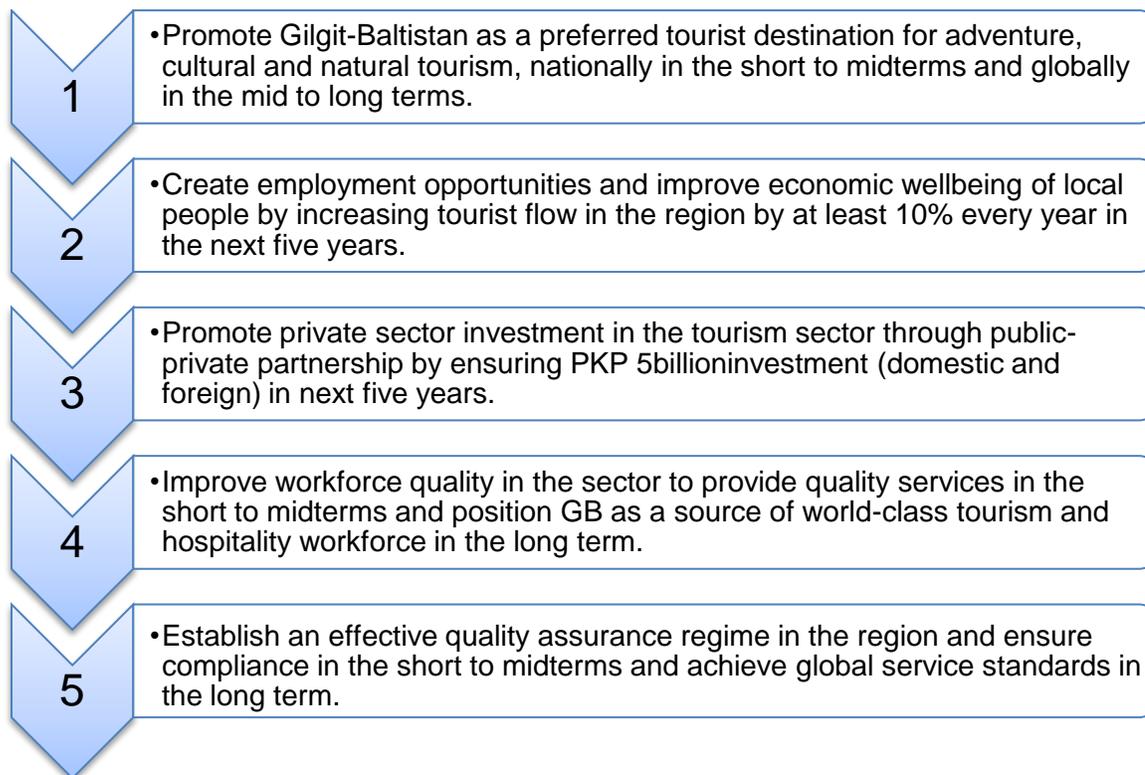
1.3 Policy Goal:



Gilgit Baltistan Tourism Policy aims to develop and promote sustainable tourism through protecting, conserving, enhancing and managing the rich natural and cultural heritage resources of the area in order to reduce poverty and improve the living conditions of the people without compromising the interests of the future generations.

1.4 Policy Objectives:

The key objectives of this policy include:



1

1.5 Developmental Philosophy

Gilgit Baltistan Tourism Policy rests upon the following development philosophy:-

- The development and promotion of tourism industry in Gilgit Baltistan will place emphasis on the region's natural, cultural and man-made resources.
- At the institutional level, a framework would have to be evolved which is Government-led, private sector driven and community welfare oriented. Both Government and the private sector would be required to safeguard the stability and also the social and economic advancement of the local communities.
- Tourism should be legitimate land use, a vital industry and critical development tool for the empowerment of the marginalized communities as well as a means of diversification of livelihoods of communities on both private and communal land.
- The industry should develop in a manner, which will preserve the pride and dignity of the people of Gilgit Baltistan, while simultaneously encouraging visitors to experience their way of life.

¹ Objective No.3: The basis for the specific number of PKR 5 billion is the Annual Development Plan (ADP) for Gilgit Baltistan for 2014-15 wherein allocation for tourism sector is PKR 1.79 billion. If this public sector allocation is increased by 10% each year, then in five years total public sector allocation for tourism will be approximately PKR 10 billion. If this money is spent through PPP framework, it can get at least four times more funding from the private sector (assumption: 20% public investment and 80% commercial investment, in line with the PPP transactions in developing economies). Moreover, the policy also provides the option for course correction after tracking progress against PKR 50 billion target).

- Tourism development requires a consultative planning process and subsequently the approved tourism plan must be implemented with monitoring by the relevant partners.
- In developing tourism products, infrastructure and related facilities, the government will take into account the need to stimulate the expansion of domestic tourism within all layers of the population in harmony with the drive to increase international tourism arrivals.
- Ensure the international competitiveness of the Gilgit Baltistan tourism product through the development of a safe, reliable, quality product and encourage competitive marketing by all stakeholders.
- The government will pursue a policy of exploiting the tourism market selectively; stressing to various target groups the uniqueness of the tourism product within the destination.
- The philosophy seeks to ensure that the industry evolves in a cohesive manner that permits the region to derive the greatest possible direct and indirect benefits from the investment of resources.
- The fundamental relation of tourism and our cultural and natural heritage should be fully recognized. Improvements and environmental upgradation of the protected monuments and the area around them should be considered as a key asset of tourism.
- Sustainability should serve as a guiding star for the new policy. The development and management strategies should be so worked out as to ensure that tourism largely acts as an eco-friendly industry and its ecological footprints remain as soft as possible.
- Effective linkages and close coordination would be established with such departments as Public Works, Home, Environment, Forests, Wildlife, NATCO, Civil Aviation, Health, etc.

2. Key Strategic Thrust Areas

Gilgit Baltistan Tourism Policy is built around nine core strategic thrust areas including development of tourism infrastructure; investment promotion and creating enabling business environment; better tourist facilitation; product development, quality assurance; workforce development; marketing and image building; institutional and regulatory reforms and resource mobilization.



Figure 1: Key Strategic Thrust Areas - GB Tourism Policy 2015-19

2.1 Development of Tourism Infrastructure

Having quality tourism infrastructure is a prerequisite to ensure quality visitor experience. Important components of infrastructure include access roads, airports, flights, road transport facilities, accommodation facilities (hotels, motels, youth hostels, etc.), restaurants, tourist attraction sites, tourist shops, roadside facilities etc.

- Tourism and allied infrastructure development would be top priority of the government to provide quality experience to the visitors. The government would not only rehabilitate existing facilities and repair existing infrastructure but would also look for new opportunities for development.
- Establishment of basic tourism infrastructure facilities like public toilets, stop over points along main roads, tourist information centers, amusement parks, fuel stations, police posts, first aid facilities, children play areas, shelters with seating and parking areas along the roadsides of the tourist destinations will boost tourists' flow to the region. Moreover, the government would mobilize private investment to build tourism infrastructure in the region.
- In particular, the government will improve/build access roads to tourist towns and tourist attraction places; ensure timely opening of roads to mountain resorts; improve electricity

supply in tourist areas and improve transportation facilities to tourist places of tourist interest.

- There are regulatory bottlenecks which are a major concern if air transportation services in GB are to be expanded and the entry of new service providers is to be encouraged. In order to enhance the reliability and reach of aviation services airport infrastructure in Gilgit and Skardu will be up-graded and regulatory barriers will be removed to allow entry of new airlines and starting direct international flight service to Skardu for boosting tourism in the region.
- Special importance should be given to domestic tourism, and it should be so designed that the infrastructure created under it serves as a backbone of foreign tourism in times to come.
- A new class of young tourists with marked preference for adventure tourism in emerging. This class is not looking for high class accommodation but only for simple and clean places to stay. The requirements of this class of tourists should be met through developing youth hostels and camping sites are suitable locations of GB.
- Integration of activities of line departments and local bodies is of prime importance to ensure quality basic infrastructure at destinations. Tourism Department will prepare infrastructure plans for major destinations in association with the line departments. Stakeholders from private sector have to be continuously consulted on the infrastructure requirements at destinations.
- The management of solid waste and pollution of water bodies due to tourism activities and infrastructure development is a major concern not merely from the point of view of tourism but also as general public health issue. Tourism Department, in association with concerned government departments, will take necessary steps to promote best practices of solid waste and sewerage water management among the communities and service providers at the destinations.
- Mushroom growth of hotel infrastructure at destinations is also causing damage to the natural environment and heritage sites. Tourism Department, in association with concerned departments, will prepare master plans of major tourist destinations to ensure sustainable eco-friendly growth of tourism at destinations. Tourism Department will also develop necessary guidelines for the development of various kinds of facilities as per international best practices of eco-friendly tourism.
- An important consideration in developing infrastructure is that the tourism facilities should be indigenized and should not lose the local touch since the tourists come to experience the local specialties.

2.2 Investment Promotion and Create Enabling Business Environment

The success of tourism in Gilgit Baltistan is based on the synergy between private and public sector. Government acts as a catalyst and facilitator to create enabling environment for private investment.

- Considering the peculiar geographical conditions of the region, government will give priority for small and medium level investments.
- An investment facilitation cell will be created in GB Tourism Department to provide necessary support to the investors in tourism projects. Special attention will be given to projects developed under Public Private Partnership scheme. Government will also offer land on long lease on subsidized rates for tourism projects in less developed areas.
- Recognizing the importance of tourism in stimulating the economic development of the country, the federal government has declared tourism as an industry in 1990 Tourism

Policy. GB government will maintain this status and tourism concerns will qualify for the same benefits, concessions and treatment as is extended to other recognized industries. If required government will enact legislation that will accord tourism the full status of an industry.

- Construction of hotels, motels, guest houses and resorts located at remote destinations will be encouraged by provide state land on low rates.
- In view of large investment requirements in the large scale tourism projects such as chairlift/cable car resorts, four and five star hotels/adventure activity centers, recreational parks etc. government will introduce special scheme to attract domestic/foreign investment for such project by introducing various incentives are concessions under Public-Private Partnership Scheme.
- Effort will also be made to attract donors funding for large-scale tourism infrastructure projects and for the conservation and development of natural and cultural heritage sites.
- Tourism Department will devise a scheme for the new investors in hotels, resort, tour operations to promote their services in the printed material and on the GB tourism website. The department will also encourage them to participate in national and international tourism promotional events by subsidizing their participant fee and travel cost.

2.3 Better Tourist Facilitation

- It is important to have facilities for providing quality information to visitors on tourism at every major destination and at main cities in domestic tourist generating markets. A chain of Tourist Information Centers (TICs) will be established at all major tourism destinations of GB and main cities in down country with IT enabled information kiosks and trained staff to cater the needs of visitors. These TICs will not only provide updated tourist information to the visitors but will also sell hotel reservations, transport bookings, package tours, services of tourist guides and tourism related publications.
- GB Tourism Department will also create an interactive Tourism Web Portal to facilitate visitors to plan their trips. This web portal will also provide updated tourist information as well as facility of online hotel and package tours reservations.
- Internationally accepted and recognizable way-finding sign boards are very important to facilitate visitors to reach at their desired destination without any hassle. Taking into consideration the need to constantly improve way-finding signage on roads and at tourist destinations, Tourism Department will prepare a specific project to introduce internationally accepted and recognizable direction and information signage in major destinations in collaboration with NHA and C&W Department.
- Most of the tourist destinations in Gilgit Baltistan are located in the remote mountains areas, which are presently not equipped to deal with any emergency situation. There are no trained mountain rescue workers or first aiders available at such places. Government will establish seasonal and full time Emergency and Mountain Rescue Units at tourist destinations on the line of Rescue 1122 to ensure provision of timely lifesaving assistance to the visitors and local communities.
- Government will also conduct training programs for hotel staff, jeep drivers, and other community volunteers to improve their skills in dealing with emergency situations and casualties at tourist destinations. It will also be ensured that during the tourist season at least one doctor and paramedic staff is available at all the BHUs located at tourist destinations in mountains areas.
- There is serious shortage of quality transport for the tourists at the destinations especially at mountain resort towns. To ensure the availability of good quality transport such as jeeps, mini vans, tourist coaches and buses, GB Tourism Department will

introduce a scheme to register all such vehicles, which are used by the tourists on rental basis. All such vehicles will have to pass a roadworthiness test and fitness certificate will be issued by the competent authority to only those vehicles which will meet the minimum standard set under this scheme for tourist transport. All the passed vehicles will be issued a special sticker by GB Tourism Department, which will be displayed on the wind screen of the approved vehicle.

- In order to facilitate movement of domestic tourists from down country, GB Tourism Department will also establish an effective liaison with NATCO to launch a daily tourist air-conditioned bus service for Gilgit from Islamabad/Rawalpindi and Naran (Kaghan Valley of KP) during the tourist season.
- The safety and security of tourists are of primer importance both from the points of view of tourism development and the regional pride. It will be, therefore, given high priority in overall security policy of Gilgit-Baltistan to provide safe and secure environment to the visitors during travel and at destinations.
- Unnecessary restrictions on the movement of foreign tourists will be abolished and an institutional mechanism will be established in GB Tourism Department to ensure fast track issuance of trekking, mountaineering permits and travel NoCs. Government will review all the security constraints and requirements to facilitate free movement of tourist in all tourist destinations. Where necessary, invisible foolproof security will be provided to the foreign tourists so that they could enjoy their holidays without any fear and worry.
- There are cases of harassment and misbehavior to the tourists and by the tourists at destinations. To strengthen the existing police system and address such issues, GB government will introduce the concept of “Tourist Police” at all major tourist destinations. The staff for Tourists Police will be selected out the best male and female staff available in Police Department and they will be especially trained in dealing situations/issues related with tourists. They will be placed in the existing police stations and posts to provide assistance and guidance to the visitors as well as community in maintaining the destinations hassle free.

2.4 Product Development

In order to enhance the interest of domestic and foreign tourists in visiting Gilgit Baltistan and increase the average length of stay of tourists it is important to pay special attention on the development of new products while improve the standard of existing ones.

- GB Tourism Department will assist and support tour operators to develop and promote multi experience package tours and products. New adventure, culture and nature tourism activities will be developed in collaboration with private sector stakeholders and specialized organizations such as Alpine Club of Pakistan, Adventure Foundation Pakistan, Sustainable Tourism Foundation Pakistan and Pakistan Association of Tour Operators.
- **Promotion Adventure Tourism** – Gilgit Baltistan region of Pakistan perhaps has one of the greatest adventure tourism assets in the world in the form of mighty mountain ranges of Karakorum, Himalayas and Hindukush, largest glaciers outside Polar Regions as well as its mighty rivers. Mountain based adventure (hard and soft) tourism products such as mountaineering, rock climbing, ice-climbing, low and high altitude trekking, mountain biking, paragliding, river rafting, kayaking and angling etc. will be developed and promoted in collaboration with private sector stakeholders and specialized organizations such as Alpine Club of Pakistan, Adventure Foundation Pakistan and Pakistan Association of Tour Operators. Government will make an all-out effort to develop necessary infrastructure at selected sites and introduce regulations and certification for adventure tourism operators so they meet minimum safety and conservation standards.

- **Promotion of Ecotourism** - The region of Gilgit Baltistan has unique and rich biodiversity, with a variety of extraordinary natural locations it has perfect conditions for the promotion of ecotourism. In this connection, ecotourism should be made a priority tourism product for GB. Nature tourism based products such as bird watching, wildlife viewing, nature photo safari tours etc. will be developed in collaboration with tour operators, conservation focused NGOs and local communities. Efforts will be made to develop necessary facilities and services in the national parks and other protected areas in coordination with concerned departments and conservation organizations.
- **Promotion of Cultural Tourism** – Gilgit Baltistan has a unique cultural heritage and number of historical interest sites. Government will take appropriate measures to preserve, protect and promote the cultural assets, art forms, crafts, indigenous festivals by involving all stakeholders and communities. Special effort will be made to minimize the negative impacts of tourism and maximize benefits of tourism for the local communities.
- **Development of Winter Tourism** - There is great potential to promote winter tourism in various areas of GB. Government will promote snow related sports such as skiing, snowboarding, snow trekking, ice climbing etc. in these areas. Special arrangements will be made to clear snow from the link roads leading to tourist destinations in designated areas during winter months develop necessary facilities at selected destinations.

2.5 Quality Assurance

In a highly competitive market, a tourist destination can flourish only by delivering quality service and improving customer satisfaction.

- The government of GB will endeavor to deliver high standard experience to all visitors, giving importance to provision of basic amenities in destinations, constant improvement in services in hotels, restaurants and resorts, up grading facilities in places of tourists interest and overall improvement in maintenance of manmade and natural attractions at tourist spots.
- In the first phase the government will introduce voluntary standards and quality regime for hotels, restaurants, tour operators, travel agencies and other tourism service providers. In this connection, necessary guidelines will be developed by Tourism Department and will be shared with the respective service providers. Once these standards are adopted at a relatively wider scale, the government would introduce certain mandatory standards for quality assurance, followed by a robust compliance regime. Over time, this standards and certification regime would also be linked with similar international regimes.
- In GB the international certification will be quite beneficial for businesses, consumers, government, local communities and not the least for the environment. For businesses, it would help to improve their quality, reduce operating cost and would also provide a marketing advantage. It will also provide tourists with environmentally and socially responsible choices. In addition of providing opportunities of economic benefits to local communities, it will also ensure respect for local culture. For government, the certification will raise industry standards in health, safety, environment, social stability and will also lower the regulatory cost.

2.6 Workforce Development

Availability of trained and qualified workforce has been a key constraint to tourism development in Gilgit Baltistan. The government recognizes this need and is aiming to address this challenge by taking following steps:-

- Establish a Tourism and Hotel Management Institute under the auspices of Karakorum International University. It should help as an apex institute to cater the trained human resources requirements of tourism and hospitality sectors. This institute will take leading role for preparing curriculum and designing courses that are needed for the tourism and hospitality sector after conducting a through training need assessment survey. Efforts will also be made to create linkages with similar national and international institutions to ensure quality education system and certification mechanism.
- Government will make an effort to integrate tourism and hotel management skill training in the courses offered by vocational training institutes. These institutions can easily offer skill based short courses in front office management, housekeeping, food and beverage service, food production etc.
- Government will encourage private sector to establish training institutes to offer skill based course in tourism and hospitality to unemployed youth. Special grant packages will be introduced to provide financial and technical assistance to the institutes established under this scheme.
- In order to meet the special needs of adventure tourism, government will encourage ACP and AFP to establish specialized adventure training institutes at Skardu and Upper Hunza where training in mountaineering, adventure tour guiding, expedition cooking and other such skills will be provided on subsidized rates to unemployed local youth.

2.7 Marketing and Image Building

There is a need to build the image of Gilgit Baltistan as a safe destination and renew the trust of tourists in its attractiveness. Image-building and branding would therefore form the crux of this tourism policy and the government will make all possible endeavors to project GB as a preferred tourism destination for domestic as well as foreign tourists.

- Besides building the image of Gilgit Baltistan as a whole, the government would also focus on destination branding; capitalizing on the role of traditional and social media; reaching out to domestic and international tourists; participating in international and national tourism fairs and events; and conducting and using marketing research. In particular, the government will develop a multi-pronged branding strategy, through using multiple touch-points; developing interesting and multilingual tourism information and promotion material and ensuring its wide distribution and regular update; developing a robust GB Tourism portal; promoting and developing public private partnerships for tourism marketing and joint branding campaigns; involving private sector stakeholders for an integrated role in tourism promotion; organizing cultural and sports events for tourism promotion; and enhancing participation in national and international tourism fairs and events.
- In the recent years, GB has started attracting increasing number of domestic tourists from all over Pakistan especially during summer holidays. There is need to further strengthen domestic tourism market by crating diversity of tourism products and also ensuring quality standards and keeping a good check on the rates of service providers. GB Tourism Department will conduct special surveys in key domestic tourism markets and prepare a strategy for further strengthening existing domestic tourism markets.
- Foreign tourists' security is a major concern of the government but once they are issued visas to visit Pakistan than there should not be any extra hurdle on their way to visit the places of tourist interest for which they have paid thousands of dollars for air travel and other ground arrangements. We need to facilitate them and provide them invisible security so that they could enjoy their holidays without any fear and worry. In this connection, special cell will be established in GB Council/Tourism Department to

coordinate with concerned departments and agencies and to facilitate hassle free security for the foreign tourists.

- After the economic boom in China it has become the biggest outbound tourism market in Asia. It has created a good opportunity for Pakistan to tap this market which also has great potential to attract foreign tourists. There is also lot of potential to attract tourists from Europe, Korean and Japanese Markets. GB Tourism Department will benefit from this opportunity by participating in international tourism fairs in China, Korea, Japan, UK and Germany. Special incentive package tours will also be designed in collaboration with private sector.
- The present method of collection of data of tourism statistics does not give correct picture and detailed input for conducting market research and marketing strategies. The system will be strengthened by incorporating collection of detailed tourist profile with the support of tourism accommodation providers, tour operators and other service providers. GB Tourism Department will make efforts to prepare a computerized data base system for this purpose.
- A task force will be constituted to continue the synergy of private public partnership in marketing and to formulate innovative marketing strategy to promote KP as an all season tourist destination.

2.8 Institutional and Regulatory Reforms

The government would develop a robust regulatory regime not only to ensure better quality tourism services provision but also to facilitate private investment in the sector. The new regulatory regime would be supported by institutional development efforts to build the capacity of the government to implement a host of initiatives under this policy and to ensure compliance of the regulatory regime.

- On the regulatory regime side, the government will make necessary amendments in the existing tourism laws and promulgate new laws to realize the objectives of this tourism policy. On the investment side, the government would come up with a Public Private Partnership framework and law to facilitate the private sector to invest in tourism development in Gilgit Baltistan.
- The new and improved regulatory regime would spell out the enforcement of licensing and registration requirements, considering that enforcement of existing statutes is uneven and generally ineffective. Natural beauty, environment, cleanliness, historic buildings/areas, artifacts and antiquities all attract tourists. Key laws, which regulate these Sectors, include the Environmental Protection Act, the Antiquities Act, 1976, the Local Government Act, and the Wildlife Act. A high standard of enforcement of these acts will lead to increased tourist activity in the region.

In particular:

- The Hotels and Restaurants Act would be revised to include detailed membership of the Advisory Committee for ensuring balanced representation of stakeholders; revised registration criteria and to make registration mandatory; define health and safety standards; and stipulate price fixation provisions.
- The Travel Agencies Act would be revised to include details of membership of Advisory Committee; bring focus on local tourists and introduce separate regulatory regime for travel agencies and tour operators.
- The Tourist Guides Act would be revised in line with the above statutes, besides introducing effective enforcement provisions.

- On the institutional development side, the government would rationalize the existing institutional setup, by delineating a clear responsibility and accountability regime for Gilgit Baltistan Council, Department of Tourism and other government entities. This would be followed by provision of adequate resources to these entities to enable them to fulfill their responsibilities. A key need would be to strengthen government's regulatory and planning capacity, coupled with arrangements to manage private sector transactions. To the extent possible, project development and management for tourist infrastructure development and services provision would be left to the private sector. In addition, government would also beef up its capacity to monitor the tourism sector, collect data and travel trends and closely assess the policy implementation.

Existing laws already provide for the establishment of committees to advise the government in the administration of these statutes. However at present these committees are not functional. The government would immediately operationalize these committees to provide necessary institutional support.

2.9 Resource Mobilization



Figure 2: Resource Mobilization Plan

The implementation of this tourism policy would be reliant on availability of adequate resources. The government realizes this need and therefore, the resource mobilization is one of the key strategic thrust areas of this policy. The resource mobilization plan includes the following:

- Setting a minimum threshold in annual development fund to ensure certain quantum of public funding available every year. This would also ensure setting tourism development as a priority sector for the government.
- Mobilizing private sector investment into tourism development through a robust public private partnership regime and leveraging limited government resources to generate more funding.
- Establishing mechanism for the effective use of revenue generated from the royalties/fee from mountaineering and trekking permits.
- Introducing user fees in a number of infrastructure and tourism services to make these facilities viable in the long run. While the government continues to provide subsidies in

well needed areas, tourism being a leisure activity would be promoted as a viable economic sector through returns on investment by revenues collected from tourists.

- Mobilizing donor funding would be a key to implement this policy, whereby the government would hold a donors conference to invite multiple bilateral and multilateral donors to indicate the areas, where they would be willing to support.
- Efficiency improvement in existing facilities and organizations would be carried out to result in cost savings and diverting inefficient spent wastages and leakages to well needed areas.

Sustainable Tourism Development

The principle of sustainable development dictates that the level of development does not exceed the carrying capacity of the area. It will be government policy to ensure adherence to such limits through appropriate planning instruments, guidelines and enabling regulations and their enforcement. Efforts will be made to diversify the tourism products in such a way that it does not negatively impact on the natural and cultural environment of the destinations. Comprehensive perspective plans for developing sustainable tourism by assessing the existing tourism scenario in each tourist area with respect of availability of natural resources, heritage and other socio-cultural assets will be developed in consultation with concerned stakeholders.

3. The Role of Stakeholders

The role of key stakeholders for the successful implementation of this policy is envisaged as under:-

3.1 The Role of Government

At the Federal level, Gilgit Baltistan Council is responsible for formulation and implementation of policies, rules and regulations. Currently, it also grants permits of trekking and mountaineering in GB and collects royalties and permit fee etc. The Department of Tourism Services working under the CAAD of Federal Government, control the issuance of licensing of tour operation, travel agency, and hotel and restaurant operations in Islamabad Capital Territory is also performing same duty for Gilgit Baltistan region as there is no such mechanism available at local level. At the local level, Gilgit Baltistan Tourism Department looks after tourism affairs mostly related with publicity and promotion. For effective management of tourism sector the role of GB Council and GB Tourism Department needs to be redefined with clear demarcation of roles and responsibilities of each entity as mentioned below:-

3.1.1 Role of GB Tourism Council

- Formulation and implementation of policies, laws, rules and regulations for tourism and hospitality sectors in consultation with GB Tourism Department and private sector stakeholders.
- Coordination with GB Tourism department for effective implementation of policies, laws, rules and regulations.
- Coordination with various federal government departments and agencies on matters related with tourist facilitation such as visa policy, immigration, NOCs issuance, security clearance etc.

3.1.2 Role of GB Tourism Department

- Coordination with GB Council for effective implementation of policies, laws, rules and regulations for tourism and hospitality sectors.
- Coordinate with allied departments to provide basic infrastructure facilities including local planning and zoning arrangements.
- Create an enabling environment for responsible private sector tourism to operate throughout Gilgit Baltistan by creating investment incentives, providing guidelines and facilitation to prospective investors.
- Implementation and enforcement of regional and local tourism development plans through effective coordination with other departments and agencies of GB Government.
- Promote and market Gilgit Baltistan as a safe and tourist friendly tourist destination in national and international market.
- Regulate mountaineering and trekking in the region through the grant of permits to mountaineering and trekking expeditions.
- Regulate tour operation and hotel operation in the region through effective licensing and regulatory mechanism.
- Facilitate availability of trained manpower by preparing plans and strategies for tourism human resource development and coordinate with concerned public and private sector institutions for its implementation.
- Continuously improve tourism facilitation at tourist destinations throughout GB.

- Ensure that the type and scale of tourism development is compatible with the environment and socio-culture milieu of the area.
- Undertake research, prepare master plans, and facilities formulation of marketing strategies
- Initiate specific measures to ensure safety and security of tourists and efficient facilitation services.

3.2 The Role of Private Sector

The private sector represented by tour operators, travel agents, transporters, hoteliers, guides and porters has a key stake in the development of tourism industry. The private sector should be involved in the development of tourism in the following ways:-

- Contribute to the development of policies and plans for the tourism industry.
- Assist government in implementation of tourism development plans by building and managing tourist facilities at places of tourist interest as per the laid out industry standards, ethics and fair practices.
- Establish effective liaison with government to promote and market Gilgit Baltistan as a safe and tourist friendly tourist destination in national and international market.
- Ensure preservation and protection of tourist attractions and adopt best practices of responsible tourism at all levels of business operations.
- Involve the local community in tourism projects and ensure that the benefits of tourism reach to local community in right measure.
- Undertake industry training and manpower development to achieve excellence in quality of services.
- Participate in the preparation of investment guidelines and marketing strategies and assist in database creation and research.
- Facilitate in safety and security of tourists.
- Endeavour to promote tourism on a sustained and long term perspective.

3.3 The Role of NGOs

NGOs, particularly those with an environmental and community-based focus, are expected to play a vital role in the development and spread of responsible tourism practices. They are expected to play following roles:-

- Contribute to the development of policies and plans for the tourism industry.
- Assist government in developing standards for responsible tourism.
- Assist government, private sector and communities in implementing, monitoring and evaluating responsible tourism
- Source funding from donor agencies to develop specific community-based tourism projects
- Assist communities and community groups in getting organized, preparing themselves for tourism and implementing tourism projects.
- Assist government in conducting tourism and environmental awareness programs among communities and the tourism industry at large.
- Liaison between the private sector and communities to generate more community involvement in the tourism sector and stronger private sector commitment.
- Deliver education, training, and bridging courses to local communities.

3.4 The Role of Communities

Communities should ideally be seen as private sector players in the tourism industry. It is recognized that their entry is of a disadvantaged position and that additional efforts by all other stakeholders need to be made to achieve the overall objectives through tourism development.

Communities should be involved in the development of tourism in the following ways:-

- Organize themselves at all levels to play a more effective role in the tourism industry and interact with government and role players at all levels.
- Oppose developments that are harmful to the local environment and culture of the community.
- Raise community awareness of resource management and tourism.
- Commitment to developing tourism related enterprises to contribute to economic development of local community.
- Maintain and develop traditions and encourage cultural tourism.
- Enter into joint venture partnerships with private sector.
- Help in provision of creating conducive tourism environment.
- Actively participate in and promote responsible tourism.

4. Implementation Plan

4.1 Tourism Development Committee (TDC):

A high level Committee on tourism development will be formed with Chief Minister as Chairman and Minister/Advisor of Tourism as Deputy Chairman and Ministers of related line departments as members to oversee the implementation of tourism policy. TDC will also have representation of GBC, GB Tourism Department and other allied government departments. A fair representation of private sector will be ensured for effective participation of the stakeholders from private sector. The high profile committee would generate enough momentum to provide strategic guidance on the policy. GB Tourism Department would act as the secretariat of the Tourism Development Committee/Tourism Development Board.

Role of DoT:

DoT is mandated by the Government of GB to drive the tourism development agenda in the region and would support TDC for this purpose. At present the DoT has weak institutional capacity with limited resources. In order to implement this ambitious tourism policy, the government would revitalize DoT to drive the reform agenda and galvanize support and resources from donors and other partners.

4.2 Capacity Development of DoT:

DoT is in need of some serious capacity development support. For this purpose, the requirements will be assessed and will be consolidated into a PC-I for seeking funding from the government. DoT will then be staffed and resourced as per these requirements.

4.3 Tourism Reform Leaders:

In order to create a broad-based ownership of the tourism policy, TDC will also nominate a Tourism Reform Leader for each of the seven districts. These leaders would be members of legislative assembly of Gilgit Baltistan and would ensure removing any hurdles in reforms implementation and would advise TDC in devising appropriate strategies to address key challenges. These Tourism Reform Leaders will also chair the meetings of District Tourism Management Committees, which will have representations of local key stakeholder holders.

4.4 Detailed Resourcing Plan:

Once DoT is fully staffed and resourced, it would also develop a detailed resource plan to fully implement the tourism policy, in line with the broader plan given above.

4.5 Implementation Plan Sign-off:

Although this implementation plan sets up the broader framework for the tourism policy implementation and a more detailed strategic area-wise implementation plan is also annexed at this document, there is a need to further refine this plan. DoT will therefore develop a detailed implementation plan for the Tourism Policy. Based on this implementation plan, the responsibilities of each organization/partner would be clearly delineated and signed off with TDC with clear timelines.

4.6 TA Mobilization Plan:

DoT will also develop a Technical Assistance Mobilization Plan. Capacity gaps in each participating organization/partner would be addressed through TA support provided by DoT and

international donors. International donors programs within the private sector development and tourism domain will also be managed/coordinated through DoT to ensure synergy.

4.7 Communication Plan:

DoT will also develop a comprehensive communication plan addressing the communication needs of the GB’s new Tourism Policy. This would include a comprehensive stakeholder mapping exercise, including both internal and external stakeholders; identifying communication needs for each stakeholder group (including whether it is one-way or two-way communication); design of communication campaigns to address the communication needs; and communication campaigns roll-out.

4.8 Monitoring and Evaluation:

Effective monitoring and evaluation will form the core of this policy and DoT will be responsible for overall monitoring, supported by monitoring units/wings/officials at each participating organization/partner. A detailed monitoring plan will be developed based on program results framework and monitoring capacity at each participating organization will be supplemented. DoT will also develop a monitoring MIS to keep track of results. The monitoring would be supplemented through a detailed evaluation plan, including timing/requirement for all 3rd party evaluations.

Following is the overall schematic of the implementation framework, followed by overall implementation plan. A detailed implementation plan, covering all strategic thrust areas is given at Appendix A.

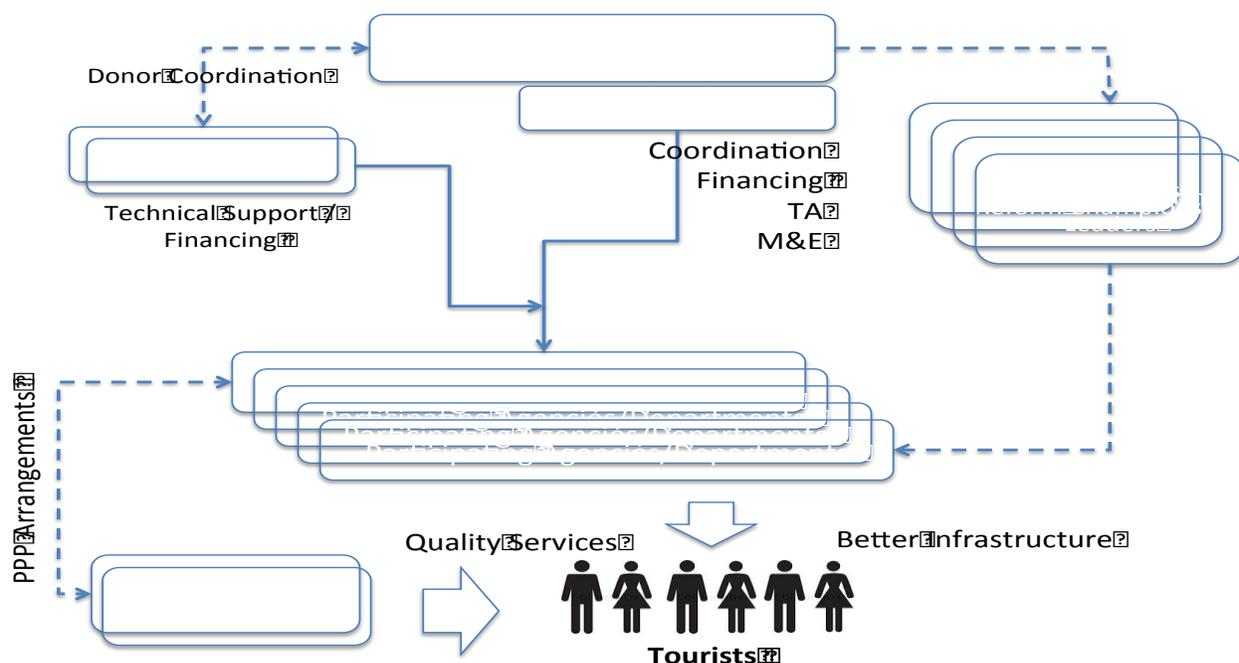


Figure 3: Implementation Plan



Figure 4: Effective involvement of all stakeholders is a key factor for the success in tourism development

5. Monitoring & Evaluation

Developing baselines of key interventions and monitoring the progress of major activities and results are a key part of this tourism policy. While each implementing agency/department will be responsible for monitoring its own set of interventions, the DoT will drive the policy and will work with departments/agencies to improve the quality, timeliness and analysis and also communicate analysis to the Tourism Minister and to the Chief Minister.

5.1 Capacity Development:

DoT would be strengthened initially to become a center for driving the tourism policy and the reform agenda under this policy. Donor support would also be sought to provide necessary resources to the department. DoT will then work with other agencies to develop their monitoring capacities, train their resources and help them develop tools for tracking various indicators.

5.2 M&E Unit at DoT:

The overall M&E plan would be developed and steered by DoT, however all departments/agencies and donors (for their components) will monitor the projects within their own domains for timely delivery of results. DoT would be reporting on policy-level objectives (desired outcomes, as stipulated above) after aggregating results from various components. DoT will have a dedicated M&E Unit to drive the monitoring and evaluation of the policy.

5.3 Monitoring MIS:

DoT/M&E Unit would develop a state-of-the-art MIS to keep track of various indicators, supporting the policy objectives. The MIS would be accessible to implementing agencies and partner organizations, where they can directly feed their information/data.

5.4 Monitoring Committees:

DoT would form Monitoring Committees for each strategic thrust area, with members from government, private sector, academia, media and civil society. These committees would be responsible for providing guidance for delivering results within their strategic thrust area and would drive timely delivery of results. These committees will:

- meet periodically with implementing agencies/departments/partners to assess progress towards policy objectives;
- conduct field monitoring missions to gauge achievements and constraints;
- identify any lessons or good practices;
- reflect on how well policy implementation is improving the quality of tourism assets and services;
- identify capacity development needs among partners, particularly related to data collection, analysis, monitoring and reporting; and
- Advise M&E Unit at DoT to provide capacity development support related to monitoring to implementing agencies/departments, as per identified needs.

5.5 Monitoring & Evaluation Plan

Table 1: Monitoring and Evaluation Plan

M&E Component	Activity	Responsibility	Timeframe
Monitoring	Results Framework for Tourism Policy and Strategic Thrust Areas	TDC (Through DoT Support)	Q1 2015
	Monitoring Plan Templates	M&E Unit/DoT	Q1 2015
	Monitoring Committees for Each Strategic Thrust Area	DoT/TCKP	Q2 2015
	Establishment of MIS	M&E Unit / DoT	Q2 2015
	Monitoring Plans for Each Thematic Area	Monitoring Committees	Q2 2015
	Third Party Monitoring for Special Projects/Interventions	M&E Unit at DoT	-
	Quarterly Monitoring Briefs	All Partners	All Qs
	Quarterly Monitoring Report	M&E Unit at DoT	All Qs
	Annual Monitoring Report	M&E Unit at DoT	Q4 2015 Q4 2016 Q4 2017 Q4 2018 Q4 2019
	End Term Completion Report	M&E Unit at DoT	Q4 2019
Evaluations	Baseline Evaluation	M&E Unit at DoT	Q1 2015
	Mid-Term Evaluation	M&E Unit at DoT	Q2 2017
	End-Term Evaluation	M&E Unit at DoT	Q1 2019
Reviews / Assessments	Review of Program/Projects/Systems, whenever required	M&E Unit at DoT and Other Agencies/Partners	-
	Impact Assessment	DoT	Q1 2022
Studies	As and when required to assess needs or assessments of conditions of a specified policy areas to tourism policy and/or define baseline indicators or milestones	M&E Unit at DoT / Other Partners	-

6. Tourism Policy Implementation Plan

In order to successfully implement this tourism policy following activities will be undertaken as per given timelines:-

Table 2: Tourism Policy Implementation Plan

Tourism Policy Implementation Plan	Start	End
I. Establish DoT as secretariat for Tourism Development Committee to implement GB Tourism Policy 2015-2019.		
A) Development and approval of PC-I for DoT capacity development	Q1 2015	Q1 2015
B) Staffing and resourcing of DoT, as per the new requirements	Q1 2015	Q2 2015
C) Nominate a Tourism Reform Leader for each of the seven districts of Gb. These leaders would be senior legislators.	Q2 2015	Q1 2015
D) Complete the Resource Plan that will detail the resource requirements for delivering the cross cutting policy reform measures, including government's resources, donor support, private investment, etc.	Q2 2015	Q1 2015
II. DoT to develop a detailed implementation plan for the GB Tourism Policy 2015-2019. Based on this implementation plan, the responsibilities of each partner would be clearly delineated and signed off with clear timelines.		
A) Development of detailed implementation plan.	Q1 2015	Q1 2015
B) Development of detailed responsibility matrix and sub-matrices for each participating partner.	Q1 2015	Q2 2015
C) Signing off on responsibility sub-matrices with each participating partner.	Q2 2015	Q2 2015
III. TA Mobilization Plan to be developed. Capacity gaps in each participating organization would be addressed through TA support provided by DoT and international donors.		
A) Capacity gaps identified through consultations with participating departments/organizations.	Q1 2015	Q1 2015
B) Detailed TA mobilization plan developed.	Q1 2015	Q2 2015
C) Donor support identified and built into the TA mobilization plan.	Q1 2015	Q2 2015
D) Mobilization of technical assistance as per agreed plan.	Q2 2015	Q4 2019
IV. Communication Plan – DoT will drive a comprehensive communication plan addressing the communication needs of the GB Tourism Policy 2015-2019		
A) Comprehensive stakeholder mapping exercise, including both internal and external stakeholders	Q1 2015	Q2 2015
B) Identifying communication needs for each stakeholder group (including whether its one-way or two-way communication)	Q2 2015	Q2 2015
C) Communication campaigns designing to address the communication needs	Q2 2015	Q2 2015
D) Communication campaigns roll-out	Q2 2015	Q4 2019
V. Monitoring and Evaluation – DoT will be responsible for overall monitoring, supported by monitoring		

Tourism Policy Implementation Plan	Start	End
units/wings/officials at each participating organization.		
A) Detailed monitoring plan to be developed based on policy results framework.	Q2 2015	Q2 2015
B) Monitoring capacity at each participating partner to be supplemented.	Q2 2015	Q2 2015
C) Monitoring MIS to be developed, maintained and updated by DoT	Q3 2015	Q3 2015
D) Detailed evaluation plan to be developed, including timing/requirement for all 3 rd party evaluations	Q2 2015	Q2 2015
E) Roll-out of evaluation plan	Q2 2015	Q4 2019

NOTE: *Detailed Implementation Plan for Each Strategic Thrust Area is attached at Annex A.*

7. Annexure

Annexure A - Implementation Matrix

Implementation Plan – Gilgit Baltistan Tourism Policy					
Strategic Thrust Areas	Future Interventions	Responsibility	Timeframe	Expected Inputs/ Implementation Details	Expected Outcomes
I. Tourism Infrastructure Development	1) Tourist Asset Mapping	DoT	Short term	A) ToR Development for Comprehensive Asset Mapping Study B) TA mobilized through donors support C) Study Roll-Out D) Presentation of results to TDC	A) Better stock of existing facilities and prospective sites B) Improved planning
	2) Rehabilitation of Tourism Facilities	DoT	Short to Medium Term	A) Review of existing facilities B) Detailed engineering and cost estimates C) Opportunities for private investment and transaction roll-out D) PC-I preparation for publically funded projects E) Rehabilitation roll-out	A) Better tourist facilities B) Increased tourist traffic C) Investment in tourism sector
	3) New Tourist Facilities Development	DoT	Medium to Long Term	A) Site Identification (From Tourist Asset Mapping) B) Concept Note Development for PPP Projects C) Project Preparation D) Transaction Execution to Hire Private Partners E) Project Construction and Operation	A) Better tourist facilities B) Increased tourist traffic C) Investment in tourism sector D) Development of new tourist localities E) Economic growth and income generation

Implementation Plan – Gilgit Baltistan Tourism Policy					
Strategic Thrust Areas	Future Interventions	Responsibility	Timeframe	Expected Inputs/ Implementation Details	Expected Outcomes
	4) Allied Infrastructure Development/Improvement	Planning and Development C&W Department Support by DoT	Medium to Long Term	A) Priority List Development by DoT B) P&D Allocations in ADP and Prioritization C) PC-I Preparation D) Project Execution	A) Better access to tourist facilities B) Increased tourist traffic C) Greater interest to invest in sector D) Higher investment
	5) Existing Leases/Public Tourist Resorts	DoT/PTDC	Short to Medium Term	A) Review of Existing Leases B) On expiry, project preparation, with improvement plan with longer durations C) Transaction Execution D) Regulation of Contract	A) Better management of existing facilities B) Better returns C) Incentives for private sector to invest D) More competition and value for money
	6) Improve Electricity Supply	Energy and Power Department	Medium to Long Term	A) Priority Areas with No/Low Load shedding B) Captive power plants C) Power generation through wheeling charges and micro hydel	A) Tourist satisfaction increased B) Greater investment C) Increased tourist traffic
II. Investment Promotion					
III. Improved Tourist Facilitation	7) Better Tourist Facilitation Services	DoT Communication & Works Department	Short to Medium Term	A) Services improvement plan development (Site-wise) B) Construction of public facilities C) PC-Is for Tourist Facilitation Centers at key points D) Licensed tour operators E) General tourist guides and destination guides for tourists	A) Tourist satisfaction increased B) Greater investment C) Increased tourist traffic
IV. Product Development					

Implementation Plan – Gilgit Baltistan Tourism Policy					
Strategic Thrust Areas	Future Interventions	Responsibility	Timeframe	Expected Inputs/ Implementation Details	Expected Outcomes
V. Quality Assurance	1) Baseline Assessment of Quality and Standards	BOS	Short Term	A) ToRs development B) Mobilizing TA C) Execution of study D) Results presentation and decision making by TDC	A) Improved planning B) Better quality services and improved tourist satisfaction C) Increase in tourist traffic D) Greater investment
	2) Voluntary Service Quality Codes	DoT	Short to Medium Term	A) Development of manual for service quality codes B) Awareness campaign and training for service providers C) Facilitation in voluntary compliance D) Service Standards improvement plan	
	3) Compliance Regime Implementation	DoT	Short to Medium Term	A) Building capacity of DoT, along with SOPs development for ensuring compliance B) Supervision of compliance regime implementation C) Complaints redressal mechanism D) TA for adoption of service standards for service providers E) Wider availability of service providers ratings on web portal	
	4) Mandatory Standards Requirements	DoT	Medium to Long Term	A) Regulatory notifications (sub-statutory) with reasonable and practical quality levels B) Progressive quality standards plan for the next 5 years – Awareness campaign C) Reporting and feedback mechanism for non-compliance	
	5) International	DoT	Medium to	A) Fact finding	

Implementation Plan – Gilgit Baltistan Tourism Policy					
Strategic Thrust Areas	Future Interventions	Responsibility	Timeframe	Expected Inputs/ Implementation Details	Expected Outcomes
	Certifications		Long Term	missions B) MoU with international certification bodies C) Adoption facilitation TA D) Compliance mechanism	
VI. Institutional and Regulatory Reforms	1) Revisions on Existing Laws	DoT Law Department	Short to Medium Term	A) Revised draft laws B) Consultations with stakeholders C) Approval by legislature D) Sub-statutory notifications	A) Robust and private sector friendly regime B) More interest from investors
	2) Promulgation of New Laws (PPP Law)	P&D Finance Department	Short to Medium Term	A) Draft law development B) Approval by legislature C) Institutional arrangements	A) Private sector interest B) Investment in sector C) Risk reduction through PPPs D) Improved services
	3) Capacity Development of DoT	DoT	Short Term	A) Capacity development plan B) Mobilizing TA C) Roll-out	A) Better resourced department B) Improved sector management
	4) Operationalizing Statutory Committees	DoT	Short Term	A) Agreement on membership of committees B) Notifications C) Periodic meetings of the committees	A) Broader stakeholder decision-making B) Greater ownership
	5) Establishment of Tourism Development Committee	Cabinet DoT	Short Term	A) Agreement on membership of TDC B) Notification C) Periodic meetings of the committee D) DoT as Secretariat of TDC (Notification)	A) Momentum for reform B) Top level ownership
	6) Capacity Development of Board of Statistics	BoS	Short to Medium	A) Capacity development plan	A) Better information

Implementation Plan – Gilgit Baltistan Tourism Policy					
Strategic Thrust Areas	Future Interventions	Responsibility	Timeframe	Expected Inputs/ Implementation Details	Expected Outcomes
		P&D DoT	Term	B) Mobilizing TA C) Roll-out	collection B) Improved planning C) Impact assessment more objective
VII. Marketing and Image Building	1) Marketing and Image-Building Strategy Development	DoT	Short to Medium Term	A) ToRs development B) Mobilizing TA C) Execution of study D) Strategy presentation and decision making by TDC	Improved image of GB, becoming preferred destination
	2) Social Media Strategy and Web Portal	DoT	Short to Medium Term	A) ToRs development B) Mobilizing TA C) Strategy development D) Results presentation and decision making by TDC E) Social media tools and platform development	
	3) International Fairs and Exhibitions	DoT	Short to Medium Term	A) Identifying prospective list of national international fairs B) TA support for participation C) Material development to make maximum use of these opportunities	
	4) Joint Marketing Campaigns with Private Sector	DoT	Short to Medium Term	A) Joint marketing campaigns with airlines, bus operators, FMCG firms, etc.	
	5) Collaboration with PATO and PIA and Pakistani embassies and other govt. organizations	DoT PATO PIA Foreign Ministry	Short to Medium Term	A) Coordination with PIA, PATO and Foreign Ministry B) Dissemination of GB tourism marketing materials through these channels	

Implementation Plan – Gilgit Baltistan Tourism Policy					
Strategic Thrust Areas	Future Interventions	Responsibility	Timeframe	Expected Inputs/ Implementation Details	Expected Outcomes
VIII. Workforce Development	1) Capacity Development of KIU and Other Training Institutes	DoT	Short to Medium Term	A) Capacity development plan B) Mobilizing TA C) Roll-out	A) Better quality workforce B) Higher retention C) Lower turnover D) Greater tourist satisfaction E) Increase in investment
	2) Curriculum Needs Assessment and Improvement Plan	DoT	Short to Medium Term	A) ToRs development B) Mobilizing TA C) Study execution D) Results presentation and decision making by TDC	
	3) Tourism Sector Workforce Assessment Survey	DoT	Short to Medium Term	A) ToRs development B) Mobilizing TA C) Study execution D) Results presentation and decision making by TDC	
	4) MoU and Collaboration with International Centers of Excellence	DoT	Medium to Long Term	A) Fact finding missions B) MoU with international certification bodies C) Work plans for implementation	
IX. Resource Mobilization	1) Annual Development Fund Ceiling	TDC P&D DoT	Short to Medium Term	A) Initial consultation with Finance Department and P&D B) Sub-statutory notifications C) ADP formulation guidelines D) Medium term funding projections	A) Increase in resource availability B) Greater private investment
	2) PPP Project Pipeline	PPP Unit/P&D TCKP and DoT	Medium to Long Term	A) Identifying PPP opportunities B) Concept Note Development C) PDF Funding D) Project Preparation E) Transaction	C) Better tourist services

Implementation Plan – Gilgit Baltistan Tourism Policy					
Strategic Thrust Areas	Future Interventions	Responsibility	Timeframe	Expected Inputs/ Implementation Details	Expected Outcomes
				execution and private partner selection F) Project construction and management	
	3) User Fees and Sustainable Management	DoT PPP Unit	Medium to Long Term	A) Management plan development for DoT and other organizations B) Additional funding requirements and financing through ADP C) Introduction of user fees and charges	
	4) Donors Conference	DoT/P&D	Short Term	A) Concept note development B) Donor assistance matrix development C) Financing arrangements from donors	
	5) Efficiency Improvement Plan	DoT Finance Department	Short to Medium Term	A) Efficiency improvement plan development for DoT B) Plan roll-out	

ANNEXURE B – List of Persons Consulted

USAID Firms:

1. Mr. Suleiman Ghani, Sr. Policy Advisor, USAID Firms
2. Mr. Taimur Khan, Senior Business Enabling Environment Specialist, USAID Firms

KA & GB Division and GB Council

1. Mr. Shahid Ullah Baig, Secretary KA& GB Affairs
2. Mr. Ajmal Gondal, Joint Secretary, GB Council
3. Mr. Ramzan Malik, Deputy Secretary, GB Council

GB Tourism Department:

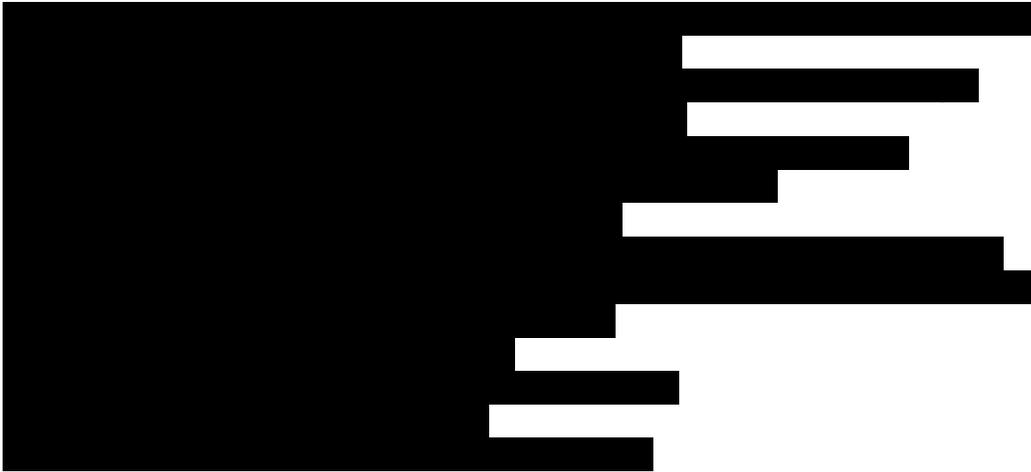
1. Sadia Danis, Advisor on Tourism, Culture and Youth Affairs
2. Syed Akhtar Hussain Rizvi, Secretary Tourism, Culture and Youth Affairs
3. Mr. Hussain Ali, Deputy Secretary Tourism, Culture and Youth Affairs
4. Mr. Sajid Hussain, Assistant Director Tourism
5. Mr. Kashif Hussain, Assistant Director Tourism
6. Mr. Safiullah, Assistant Director Tourism
7. Mr. Rahat Karim Baig, Assistant Director Tourism
8. Mr. Iqbal Hussain, Assistant Director Tourism

Allied Departments, GB:

1. Mr. Jabbar Khan, Deputy Secretary to CM GB
2. Mr. Azam Khan, Deputy Secretary Admin, Finance Department
3. Mr. Nazir Ahmed, Deputy Secretary P&D Department
4. Mr. Najeeb Alam, Deputy Secretary Home Department

Private Sector:





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