

Draft
Stakeholder Engagement Plan
(SEP)
For

Jammu and Kashmir Sustainable Local
Economic and Tourism Development Project
(SLETD)

P513389

Appraisal
November 2025

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1. Introduction and Project Description

The World Bank will be supporting the Government of Jammu and Kashmir (JK) in implementing the Jammu and Kashmir Sustainable Local Economic and Tourism Development Project (SLETD) (the Project). The objective of the Project is to strengthen resilient service delivery and promote local jobs in selected tourism destinations.

Project Description: The proposed Project directly addresses the binding constraints to sustainable tourism development in the region. This will be done by strengthening destination planning, upgrading infrastructure, mobilizing private capital, and embedding climate resilience into tourism systems. By tackling these constraints in an integrated manner, it will transform selected destinations into engines of job creation, local enterprise growth, and inclusive development.

Component 1: Strategic tourism planning and local economic development (total: US\$60 million, of which IBRD US\$42 million) - This Component will identify and design tourism circuits and define the strategic and unique role of selected destinations within the broader tourism ecosystem. It will help create an enabling environment for private sector participation to bolster the development of selected tourism destinations. Key strategies and analytical studies will inform investments across critical aspects of tourism-led development. It has three subcomponents: (i) Destination planning and market positioning; (ii) Local enterprise and investment promotion; (iii) Strengthening local service delivery and tourism management which will include gathering of beneficiary feedback and development of community-based tourism value chains

Component 2: Service delivery for growth and local jobs (total: US\$486 million, of which IBRD US\$340 million) - This Component will support interrelated investments to enhance tourist sites and improve service delivery in host areas to ensure effective benefit-sharing. The aim is to enhance the tourist experience while improving liveability and livelihood opportunities for local communities. It has three subcomponents: (i) Improvement of tourist sites including signage and pathways; (ii) Integrated services development like walkable zones address peak-season service pressures and enhance climate resilience

Component 3: Project management (total: US\$29 million, of which IBRD US\$19 million) - This Component will cover the costs of project management and implementation. This includes staff salaries, the hiring of consultants, and training for staff and consultants in procurement, financial management, monitoring and evaluation (M&E) activities, as well as environmental and social management. It will include a perception analysis of key stakeholders to better understand needs and expectations, as well as a longitudinal study to establish a baseline and track the Project's impact from the tourist's perspective.

2. Objective of the Stakeholder Engagement Plan

The objective of this Stakeholder Engagement Plan (SEP) is to identify the different stakeholders who may impact or be impacted by the project interventions and develop strategy for engagement throughout the project cycle. These stakeholders have been categorized into the affected parties, other interested parties and the vulnerable and disadvantaged groups based on their impact, influence and vulnerability to the project activities.

- i) Affected Parties are those impacted or likely to be impacted directly or indirectly, positively or adversely by the Project
- ii) Other Interested Parties are those that may have an interest in the Project, who are not directly impacted, but whose interests can get affected by the Project and who can potentially influence the project outcomes.
- iii) Disadvantaged or Vulnerable Groups are those who are marginalised within the local community, and who may get disproportionately impacted or further disadvantaged by the Project if dedicated efforts are not made to ensure their equitable access of project benefits or protection from adverse impacts.

For a Project like SLETD, which seeks higher job creation, improved livelihoods and quality of life for the tourism dependent local communities along with access to resilient public services, closer and continuous engagement with the local community will be important, beginning with the planning phase, for their ownership, improved project outcomes and greater development benefits. This engagement will also be important as a risk mitigation strategy to address potential social and resource conflicts, opposition to type or location of project interventions by ensuring meaningful dialogue and discussion with the stakeholders through the project life cycle.

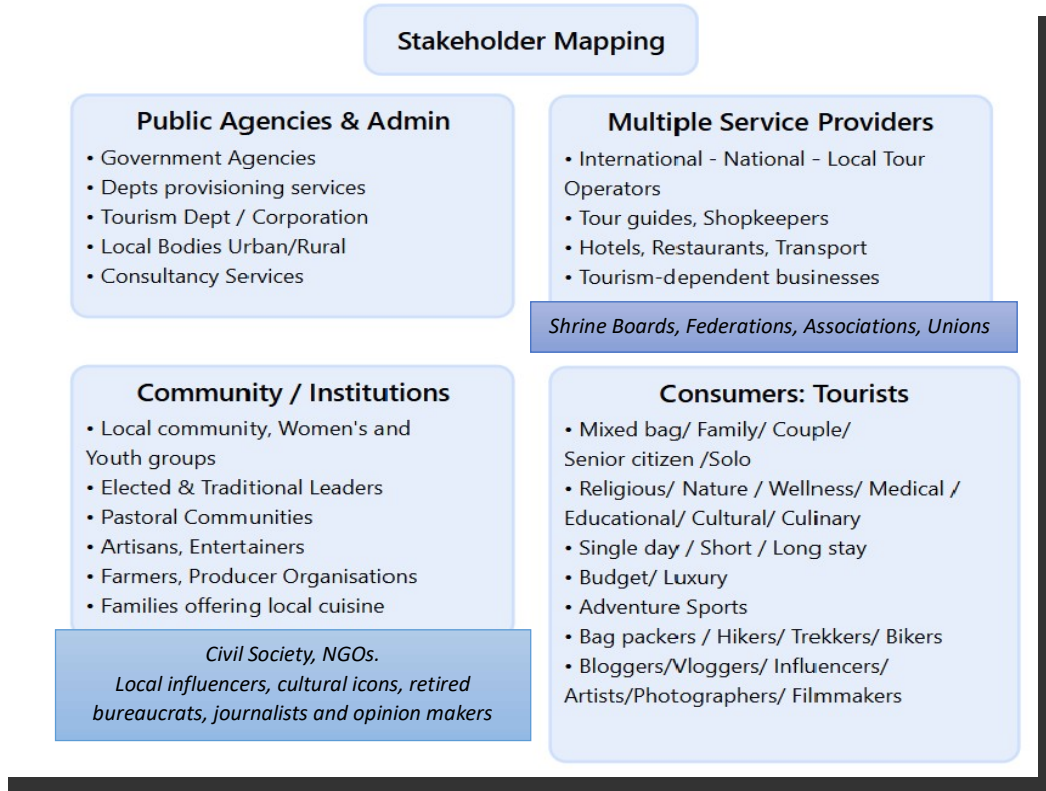
3. Approach and Methodology

The following approach has been adopted for the preparation of this SEP:

- Detailed mapping and identification of potential stakeholders based on the likely project interventions;
- Categorisation of the stakeholders based on their impacts, influence and vulnerability and their engagement needs with respect to the project;
- Identification of the engagement tools and communication channels to be applied to ensure effective, continuous, culturally appropriate and meaningful dialogue with the identified stakeholders;
- Assessment of the effectiveness of existing grievance mechanism/s being used by the implementing agencies and how it could be leveraged for developing projects GRM;
- Development of the proposed GRM for the project (with multiple uptake channels and mediums, considering accessibility for various stakeholders) leveraging the state- wide grievance redress systems;
- Identification of the timing and procedures for disclosure of project related information to the community and other relevant stakeholders;
- Assigning role and responsibilities for implementing the SEP to the project functionaries and other entities, including monitoring and reporting on engagement and grievance redressal.



Multiple rounds of consultation meetings were held with stakeholders to understand the regional, district and site/ destination level issues related to tourism in the project area to inform this SEP. Participants in these meetings included heads of departments and senior functionaries of departments and authorities, including Department of Tourism, Housing and Urban Development, Public Works (R&B) Department, Jal-Shakti Department¹, Agriculture, Horticulture, Floriculture, Forest , Ecology, Environment and Remote Sensing, Industries and Commerce (for handicrafts and handlooms), Power, Social Welfare, Rural Development, Panchayati Raj, Tribal Affairs apart from District administration, Urban Local Bodies, Tourism Development Corporation, Destination level Tourism Development Authorities and State Housing Board.



a. Affected Parties

In the SLETD project the affected parties that directly impact or get impacted by the project interventions include the project affected individuals and families residing in the project area and who may face temporary or permanent impact due to land take, economic displacement or access related restrictions, the local community, rural and urban self-governance institutions and their committees, traditional and elected leaders, Women’s Self Help Groups (SHGs), Handicraft/ Handloom Co-operatives, Producer Organisations formed around agriculture/ dairy/ forest produce, different categories of tourists, tourism service providers (private hotels – domestic or international chains, local lodges, restaurants – domestic or international chains, transport services) and operators, owners and staff of business establishments offering tourism-centred services.

This category will also include those directly impacted by tourism like tourism development authorities (TDAs), Shrine Boards Vaishno Devi, Amarnath, staff at Tourism Facilitation Centres apart

¹ Irrigation and Flood Control part of Jal Shakti

from the 'direct workers' or experts and consultants engaged at the PMU, PMC, IAs and the 'contracted workers' engaged for civil works and studies and assessments during the implementation phase.

b. Other Interested Parties

The other parties interested in the project will include non-governmental organizations working in the project area or the region on social or environmental issues, the local and regional media outlets, social media influencers, staff of departments of housing and urban development, agriculture, industry and forest departments, public works, public health, water resources, power, social welfare and tribal affairs, apart from industry associations and unions.

c. Disadvantaged/vulnerable individuals or groups

The vulnerable groups in the context of the project will be the pastoral or nomadic communities that practice transhumance and access the pastures and the routes that will be intervened in to improve accessibility and infrastructure at the selected destinations. Other vulnerable groups are the settled tribal communities living in and around the project areas, single women, elderly, youth-at-risk, households below the poverty line and people with disabilities.

4. Summary of Stakeholder Engagement During Project Preparation

As part of the stakeholder consultation discussions were held with the key departments and government agencies on the project design and the likely E&S impacts and mitigation at the regional level in Jammu and Srinagar. This included discussions with Tourism Development Authorities, Departments of Tourism, Housing and Urban development, Rural Development, Panchayati Raj, Social Welfare, Tribal Affairs, Forest & Wildlife, Pollution Control & Remote Sensing, Public Works, Power, Jal Shakti Department, Industry-MSME, Agriculture and allied to understand their current operations around the potential destinations, the processes being adopted by them to manage emerging E&S risks and key challenges. In addition, site level meetings were held with the District Administration and Tourism Development in a sample of localities (Sanasar, Reasi, and Kokernag botanical gardens). In Kokernag consultations were also held with a sample of users of the main tourism attractions (the botanical gardens), and representatives of local cooperatives of SMEs (e.g. honey and lavender producers). Interactions with select Private Hotel chains, handicraft entrepreneurs and international tourists were also held in Srinagar. See Annex 2 for details.

Another round of consultations were designed to engage with different categories of demand and supply side stakeholders to have a rounded understanding about the issues and challenges, their experience of past projects, as well as their concerns and suggestions on the future interventions. Annex 2 shows the consultations held with Representatives of Hotels, Crafts Producer Company, Travel/Taxi Federation; Representatives of Srinagar Tours and Travels; Hotel Federation (Srinagar); Operators, those offering Adventure Tourism, Artisans, Exporters, Works contractors, Consultancy firms as well as surveys undertaken with International and Domestic Tourists. Interactions at community level, with local governance institutions, prospective host communities, SHGs, farmers, pastorals, civil society and more service providers (lodges, restaurants, tourist guides, transport agencies etc.) and tourists will be undertaken in the coming months of preparation as well as within two months of project effectiveness. Based on that the SEP will be revised and finalized.

5. Stakeholder Engagement Needs and Implementation Strategy

a. Key Stakeholders and Proposed Consultation Activities

Project Stage	Stakeholders	Consultation Activities	Remarks
Preparation /Planning Phase	Local community, elected and traditional leaders, local bodies, tourism dependent local businesses, Producer Organisations, line departments- mainly tourism, roads & bridges, urban development, public health, Jalshakti, Tour Operators/Service Providers & their associations, tourists, vulnerable & marginalized groups.	Consultation for discussing the overall project objectives and proposed interventions, identify E&S risks and impacts, assess tourist expectations, disproportionate impacts on vulnerable, and seek suggestions and feedback on mitigation actions proposed.	Feedback received to inform the project design and the management measures proposed to address the likely E&S impacts.
Implementation / Construction Phase	Local community & local bodies around destinations, Producer Organisations, SHGs, tourism dependent local businesses, concerned departments, Operators & Service Providers, impacted landowners/ land-users, vulnerable & marginalized groups.	Consultation to discuss site specific interventions, site, scale and timelines of interventions, developing E&S profile of the area/people, undertaking perception survey and socio-economic survey for SIA, seeking suggestions and feedback on the different implementation milestones, inform about project and site specific GRMs. This engagement will continue throughout the sub-project cycle for each destination/ site.	Suggestions, information and feedback received to be incorporated in the ESIA/ESMPs, RAP, CHMP and other instruments, and for any mid-course corrections to the implementation strategy, if required.
Post-Implementation/ Construction Phase	Local community, local bodies, tourism dependent businesses, Producer Organisations, Tour Operators/ Service Providers & their associations, tourists, vulnerable & marginalized groups.	Consultation for assessing the a) perceived and actual benefits to local community and service providers, b) adverse impacts of tourism inflow, c) reduction of barriers to operators/ service providers, d) improved tourism experience for consumer.	Discussion with these stakeholders to inform the sustainability plan for destinations and the overall future state strategy on tourism.

b. Stakeholder Engagement Strategy

The project will ensure that principles of meaningful engagement and dialogue are adopted for its stakeholders. This will include adopting a life-cycle approach for holding public consultations, sharing

information, creating access to grievance redress mechanism and providing proactive disclosure of project-related information transparently in a culturally appropriate manner. In addition, it will provide adequate opportunities for stakeholders to share their feedback, suggestions and concerns. The project will ensure that the process of participation in these engagement activities is inclusive, all stakeholders are informed well in advance about the project and the engagement activities and they are encouraged to be involved in the planning and monitoring processes. During these consultations and discussions, information about the project/ sub-project, its rationale, scope, benefits, including potential social and environmental impacts and the mitigation measures, will be explained in detail by the project authorities.

Based on the nature of engagement need and the targeted stakeholders, following methods will be adopted:

- Public Consultations and meetings, including separate meetings with the disadvantaged and vulnerable groups (women, women’s groups, pastoral communities, tribal communities, youth-at-risk),at convenient time and accessible locations, especially for women and the marginalized,
- Focus Group Discussions,
- Perception and Experience Surveys, socio-economic census of the project affected parties.
- Orientation and consultation meetings,
- Training workshops and awareness programmes,
- Use of social, electronic and print media for information disclosure, including websites and portals,
- Government orders and public notifications,
- Specific Information, Education, Communication (IEC) material developed by the project like pamphlets, brochures, posters, flyers or reels in comprehensible language/ dialect- Dogri in Jammu region and Kashmiri/ Koshur in Kashmir region (script is Hindi and Urdu)or local dialects depending upon the location
- Disclosure of E&S instruments like ESMF, ESMP, RPF at relevant offices and on Department/project/ local body website,
- Grievance redress mechanism through its various channels- physical petitions, website, toll-free number/ helpline, site level complaint boxes/ registers, mobile based sms/app service.

Information to be disclosed	Target stakeholders	Tools of engagement & mode of disclosure	Frequency	Responsibility
1. Details about the Project purpose, key activities & implementation strategy	Elected leaders of local bodies, key industry and service associations, relevant government departments/ authorities, Producer Organisations, Cooperatives.	Formal orientation and consultation meetings and workshops, dissemination of Project IEC material, FGDs, project website and print and electronic media bulletins and social media	Multiple rounds during the preparation and early implementation phase	PMU, Tourism Department and TDA/ TO
2. Role of local communities in destination level tourism planning and accruing benefits of improved tourism	Local community, elected and traditional leaders, local bodies, tourism dependent local businesses, Producer Organisations, SHGs, Cooperatives,	Public consultations and meetings, FGDs, awareness programmes, dedicated consultations with vulnerable groups, perception survey, discussion and disclosure	Site-specific multiple rounds during the early implementation phase	PMU, Tourism Department and Design & Supervision (D&S) Consultant with support

quality	pastoral communities	of E&S instruments, including details of GRM and its access.		from IAs and TDAs/TOs
3. Participation in local destination planning	Local community, elected and traditional leaders, local bodies, tourism dependent local businesses, Producer Organisations, SHGs, Cooperatives, pastoral communities	Public consultations and meetings, FGDs, including dedicated consultations with vulnerable groups, trainings on participatory planning for local bodies and TDAs	Early implementation phase during destination/ site specific planning	PMU, Tourism Department and Implementing Agencies, TDA/TO,
4. Opportunities for local institutions and businesses to participate and benefit	Tourism dependent local businesses/ families, Producer Organisations, SHGs, Cooperatives, pastoral communities, artisans, farmers	Separate FGDs with each category of stakeholders for assessment of skills, skills gap and project support, training workshops	Implementation Phase	Concerned IAs with support from PMU, TDA/ TOs
5. Discussion on E&S risks, community level precautions and mitigation measures	Elected leaders of local bodies, key industry and service associations	Public consultations to inform preparation of documents and for discussion on draft instruments, Disclosure on Project/ Department and local body website, public awareness about project GRM channels and means of access	Planning phase for framework documents and implementation phase for site specific management / action plans	PMU, Tourism Department with support from IAs and TDAs
6. Conflict management with respect to resources and resource access	Local community, elected and traditional leaders, local bodies and members of disadvantaged and marginalized communities	Public consultations and FGDs, Discussion and disclosure of E&S documents describing resolution mechanisms	Implementation Phase Need based	PMU, Tourism Department and concerned IAs
7. Resettlement impacts & proposed mitigation measures	Local community, especially those affected by land take, economic displacement or access restrictions, members of the vulnerable and marginalized communities	Public consultations, FGDs, including dedicated consultations with project affected and vulnerable; socio-economic survey for developing SIA/ RAP, government notifications and orders, disclosure and discussion on draft SIA/ RAP	Implementation phase, well before physical interventions are initiated as per national law	PMU, Tourism with support from local bodies and TDA/TOs
8. GBV related provisions	Direct workers engaged in the PMU and IAs, contracted workers engaged by contractors	Awareness and sensitization workshops on key legal provisions, organizational requirements, refresher trainings, dissemination and familiarization with Worker's code of conduct, Contractor obligations in bid documents	Implementation Phase Periodic	PMU, Tourism, PMCand IAs

9. Grievance Redress Mechanisms under the project	Local communities, artisans, farmers, members of producer organizations, SHGs, Cooperatives, Tourism dependent local businesses/ families, pastoral communities, direct and contracted workers	Awareness and IEC about different GRM channels, site level display boards, complaint boxes/ registers, project and local body website	Implementation Phase Periodic	PMU, Tourism, PMC and IAs
10. Labor Management Procedures and Workers Code of Conduct	PMU and IA staff, Contractors, Contracted Workers	Awareness on provisions and requirements under LMP, Orientation training on Workers Code of Conduct, Bid documents	Implementation Phase	Concerned IAs to enforce with support from D&S Consultant; PMU, Tourism to oversee
11. Cultural Heritage Management	Local communities and Tourists	Awareness on specific cultural sites, their historic significance, responsible behavior for preservation	Implementation Phase	PMU Tourism Department, PMC
12. Tourism destinations, services available, booking information	Prospective Tourists	Awareness, services, Dos and Don'ts, information for any emergencies	Implementation Phase	PMU Tourism, JKTDCL, TDA/ TOs

All such engagement activities under the project will need to be duly documented by the project authorities and implementing agencies and summarized for including the periodic progress reports submitted to the World Bank. These summaries will capture the following: date and location of the engagement activity, number and profile of participants, form of engagement, key topics/ issues discussed, key concerns raised, and suggestions made by the stakeholder group, how they were addressed or responded to and any follow-up action required on the discussions/ consultations held. The Social Development Expert at the PMU will be responsible for ensuring that this information is collected and collated from all sub-project sites, reported periodically and necessarily follow up actions are taken.

The proposed Emerging Destinations also have **Tourism Facilitation and Development Centre** at select locations which play a series of functions: reception for tourists, information dissemination, visitor guidance, data on tourist footfall, lodging services or other services like Cafeteria, Health Club, Adventure activities, Amenities (toilets, rest sheds, parking facilities), Coordination with departments etc. The 8 to 10 Staff deployed includes Assistant Tourist Officer and Multi-Tasking Staff to support tourists, and the department. As a part of this project, the role and functionality of these centres would be assessed and expanded/streamlined to improve interface between tourists and service providers.

6. Information Disclosure

All relevant SLETD related information shall be disclosed either through public consultation and meetings or by making this information available on the project- department- local body website and by physically placing them at venues and locations frequented by the stakeholders, like the project site office, municipal or panchayat offices and the district administration in easily understandable format and in the local language. Such information will be made available as early as possible to allow the stakeholders, especially those belonging to the community to clearly understand the risks and impacts and the measure proposed to minimize or avoid those impacts.

The PMU and the line departments working on infrastructure improvement/ expansion and livelihoods/ skill development activities shall provide all relevant information related to E&S risk management and opportunities for benefiting from the project interventions to the local community, including producers, artisans, local businesses in a timely manner, and at an accessible place, for them to have sufficient time to respond or take advantage of the project related opportunities.

The latest, updated versions of the ESMF and RPF will be disclosed at the project website, providing opportunity for civil society organisations and other interested parties to raise objections or seek clarifications. Subsequent changes made to these documents during the implementation phase will need to be reflected in the disclosed versions. The executive summaries of the key documents, including the ESMF, RPF, and the full RAP with its entitlement matrix, shall be translated and made available to stakeholders on demand. These translated versions of documents will also be placed on the website. Any changes or recommendations received on these documents will be considered by the department and the PMU and if found pertinent, will be incorporated in the project documents. Written responses will be provided to all the stakeholders submitting suggestions and clarifications, either through the project GRM or outside it.

Following documents shall be made available at the regional offices of Tourism Department and the JKTDC, district administration and on the project/ department website.

- a. Executive Summary of the project ESMF and RPF (English, Hindi, Urdu)
- b. Final and completed ESMF Report and subsequent updated/amended versions, if applicable (in English)
- c. Site specific Resettlement Action Plans, along with their entitlement matrix (English, Hindi, Urdu)
- d. All destination specific ESIs along with their ESMPs (English)
- e. Annual ESHS Monitoring Reports (English)

English versions of the following documents will be formally submitted by SLETD to the World Bank for disclosure on the Bank's website:

- a. Draft ESMF, Final ESMF, and any subsequent amended versions of ESMF
- b. Resettlement Policy Framework (RPF)
- c. Stakeholder Engagement Plan (SEP)
- d. Site-specific Resettlement Action Plans (RAPs)
- e. All site specific, sub-project level ESIs along with their ESMPs
- f. ESHS monitoring reports

7. Resources and Responsibilities for Implementing Stakeholder Engagement Activities

PMU directly and through the Project Management Consultant (PMC) will ensure that the necessary staff and budget to implement the Stakeholder Engagement activities are made available. PMU established during preparation phase, which will be supported by E&S risk management staff - environmental experts, forest expert, social development and resettlement expert, and a land collector will be responsible for implementation and monitoring of the environmental and social risk management activities, including the implementation of the SEP and the project grievance redressal systems.

The stakeholder engagement activities will be integrated in the project work-plan with the PMU E&S Managers ensuring that the SEP activities have resources available and implemented as per the outlined timelines. They will also be responsible for documentation and periodic reporting on the stakeholder engagement activities.

The key roles and responsibilities related to stakeholder engagement activities and their monitoring will lie with the PMU, Tourism Department with support being provided by the PMC and the E&S staff designated by Implementing Agencies (IAs) or those with the D&S Consultants. The following are the roles of the responsible agencies and officials with respect to the implementing the SEP and the project GRM.

Responsibility	Responsibilities for SEP and GRM implementation
Project Director	<ul style="list-style-type: none"> • Responsible for overall project management including the review and monitoring of SEP implementation • Head of State level Grievance Redressal Committee for the project. Supervising the reporting of activities to the World Bank
PMU (supported by PMC) – E&S Supervisors	<ul style="list-style-type: none"> • Provide guidance to IAs, local bodies, implementing agencies and contractors on activities planned under this SEP • Train them on the different GRMs available under the project and process of managing and reporting progress on the GRM • Address unresolved grievances escalated to the PMU in a timely manner • Ensure implementation of activities as per the workplans by different agencies and availability of resources for those activities • Periodically undertake a comprehensive review of the project GRM to assess its uptake and profile of aggrieved accessing it • Ensure that contractor responsibilities regarding awareness on workers GRM and Code of Conduct are incorporated in the bids floated by PMU • Develop ToRs for commissioning Perception and Experience Surveys and ensure their timely implementation • Ensure that all planned engagement activities, including IEC are culturally appropriate and in an understandable language/ dialect. • Ensure regular dissemination of project-related information to stakeholders using social and electronic media • Organise training of IAs and others on different aspects of SEP, including on participatory planning, conduct of FGDs, • Overall coordination, management and monitoring of SE activities in the sub-projects/ destinations

Implementing Agencies and E&S Specialists of Design and Implementation Consultant team	<ul style="list-style-type: none"> • Provide guidance and support to implementing agencies and contractors on SE activities to be implemented by them • Ensure adequate information about SE activities and the project to the local communities. Implement SE activities for which they are directly responsible • Regularly monitor the quality of SE activities being undertaken and provide guidance for improvement • Address unresolved grievances escalated to the IA in a timely manner • Collect data on SE activities undertaken and grievance handled for periodically reporting to the PMU • Liaise with local administration for effective functioning of the GRM
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Budget for Stakeholder Engagement Activities

Activity	Number	Unit Cost (Rs.)	Total Cost (Rs.)	Remarks
Stakeholder Consultations	280	10,000	28,00,000	Once a quarter for 7 years (4 times a year for 10 destinations)
Trainings & Workshops	60	25,000	15,00,000	2 per destination/ site per year for 3 years (for 10 destinations)
Setting up of GRM (collecting & maintaining grievance related database)	-	-	12,00,000	Lumpsum for 7 years
Awareness and IEC Material	-	-	10,00,000	Lumpsum for 7 years
Stakeholder Perception Survey	1	10,00,000	10,00,000	Once
Tourist Experience Surveys	2	7,50,000	15,00,000	Once in Year 1 and in Year 4/5
TOTAL			90,00,000	

8. Grievance Redress Mechanism

a. Current system

The state has several systems that provide citizens with a platform for filing grievances against public services and functionaries. These include the online portal - JK Samadhan², the CM's Public Services & Outreach Office³ as well as stand alone systems developed for on-going projects like Jhelum and Tawi Flood Recovery Project. Given the nature of SLETD, the need for interface with diverse stakeholders, and requirement of customized responses, and value addition of feedback for design and implementation, a dedicated GRM is being proposed. It will be ensured that the grievance redressal procedures are responsive, understandable and adopt a robust and transparent process that is culturally appropriate, timely and accessible to all stakeholders without any retribution. This GRM will have the following features:

²between the period July to November 2024, about 28,974 grievances were received, of which 19,239 were resolved.

³was established in December 2024 serves as a single-window interface for citizens. It has two wings: Grievance Redressal Wing (Raabita): Focused on resolving grievances effectively and Public Outreach and Evaluation cum Feedback Wing: Dedicated to public engagement and feedback collection. It adopts a hybrid communication model: Online Platforms (a centralized portal for grievance registration, tracking, and resolution); phone helpline providing operational, providing immediate assistance; Offline Platforms, grievance redressal sessions are held at the office.

- Fair transparent and accessible grievance settlement mechanism
- Gender responsive and accessible to all free of cost,
- Culturally appropriate, offering acceptable redressal actions aimed at the satisfactory redressal for the aggrieved,
- Multiple avenues and channels- physical and digital- for registering their complaints or resolving dispute that may arise directly or indirectly due to the project activities,
- Encouragement of customary conflict and dispute resolution systems as far as possible, for resolving local grievances
- Assurance that access to judicial and administrative recourse, in case the complainant is unsatisfied with the project level resolution.

b. Proposed System

b1. PROJECT LEVEL GRM

Stakeholders would be able to submit their grievances both offline and online through various channels like:

- Web-based on Project/ Department website or Portal,
- Telephonic helpline/ toll-free numbers,
- In-person verbal or written applications/ petitions to project authorities/ contractors/ elected leaders,
- Complaint boxes/ registers at site.

All grievances will be consolidated, recorded and tracked using the project's Management Information System (MIS). Grievances received at different levels- destination, local body, district or state will be recorded and directed to the concerned official, citing the timelines for redressal based on the nature of complaint. All offline complaints will be immediately digitised and dispatched to the concerned office/ official. There will be:

- An internal auto-escalation mechanism,
- Defined redressal timelines,
- alerts for generation pending/ unresolved grievances,
- response and closure protocols will be developed as part of this GRM.

Each complainant will be assigned a unique complaint number which will be communicated to the complainant for future reference and follow-up action. If no response is not received as per the defined timelines, the complaint will be escalated to the higher level.

b2. DESTINATION AND SITE LEVEL GRM

Grievances related to the project activities from the local community, workers and other interested parties will largely be addressed by the destination level GRM.

- A local Grievance redressal committee (GRC) comprising representatives from the community, civil society, local body and implementing agencies will be constituted to handle such grievances.
- The GRC will have a minimum of 9 members and will have at least 30 percent representation by women members, with local Tourism Officer (TO) or Tourism Development Authority (TDA) represented in the GRC. The GRC should ideally be representative of various cohorts and interest groups in and around the destination to ensure fair representation.
- In case of intra- community conflicts, the GRC will try to ensure that the traditional dispute resolution mechanisms are used to the extent possible, before they are formally submitted for resolution by the project.

- iv. The destination level GRC will meet at least once every quarter, or earlier if required, to review the status of grievance redressal, redress complaints requiring urgent attention and to issue instructions to the implementing agencies and contractors.
- v. The GRC will ensure that all worksites have boards mentioning the name and mobile numbers of the grievance officer designated for that site.
- vi. The coordination with Tourism Resource Centres will also be developed as a part of the Destination and Site level GRM

b3. DISTRICT LEVEL GRM

At the district level, the implementing department/PIU will:

- i. collect off-line grievances
- ii. undertake a preliminary assessment on the relevance of grievances
- iii. digitize offline grievances
- iv. categorize them based on the nature of complaints
- v. route them to concerned duty- bearers
- vi. update the complainants about status of their grievance

A senior district level functionary will be designated as the Grievance Redressal Officer (GRO) responsible for coordinating and managing resolution of all the grievances received in the district from different destinations/ sites taken up under STLED. The GRO will:

- Submit monthly and quarterly reports on status of grievance handled to the PMU in an agreed format.
- Undertake periodic review and monitoring visits to the worksites/ destinations to assess the effectiveness of the GRM and suggest improvements
- Reviewing the meeting minutes of the site level GRCs and the site level complaint registers/ boxes.
- Designate one frontline staff from the department/Implementing Agency (IA) to ensure that the complaint boxes are opened in their presence and all offline grievances received at the destination are digitized and entered in the system within 24- 48 hours of their receipt.

b4. STATE OR PROJECT LEVEL GRM

A State level GRC will be constituted under the Project Director (PD) or a nominee at the PMU for reviewing the functioning of the GRM on a six-monthly basis. The GRC will have the Social Development Specialist at the PMU as the convenor and will have representation from the PMU, IAs and the key implementing agencies. The State level GRC will:

- i. redress all pending, unresolved and escalated grievances
- ii. periodically undertake a comprehensive review of the status of project GRM
- iii. suggest improvements or changes in the GRM based on this review to make the mechanism more accessible and to increase its uptake by the stakeholders.
- iv. take steps to improve overall awareness about the project GRM
- v. allocate funds to the district and destinations to improve awareness about the project and its GRM.

The PMU will have in- house or thirdparty managed call centre/ helpline to receive grievances of the stakeholders, including the tourists visiting the destinations. Upscaling this IVRS based helpline/ call centre to the entire state or limiting it to the project areas will be the decision taken by the State GRC or the State Steering Committee headed by the Chief Secretary.

c. Proposed Timelines and Escalation

- ✓ All grievances received by the project will need to be acknowledged and a unique complaint ID generated and shared with the complainant (within 1-2 working days for online and within 3-5 working days for offline)
- ✓ Non-project related grievances will need to be responded to within one week of its filing
- ✓ Project related grievances will need to be directed to the concerned office/officer within 2 days
- ✓ Resolution or response to be provided within one week.

Grievances of complicated nature, requiring field level investigation or coordination with other agencies will need to be resolved within 2 weeks, with intimation to the complainant about the extended timeline by the end of one week. All complaints unresolved or un-responded will be escalated to the higher level at the end of the first week, with the higher level having one week to resolve or respond to the grievance. All unresolved grievances will come to the State GRC for redressal.

d. For SEA/ SH Related Grievances

All Implementing Agencies and the PMU to have functional Internal Complaints Committee (ICC) for addressing any SEA/SH-related complaints at the workplace. The committee will be constituted as per the requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

The PMU will put in place necessary mechanisms and procedures for confidential reporting with safe and ethical documentation of SEA/SH issues at the project level. All employers, including contractors, as per the Act must ensure that the contact information of ICC is displayed in their respective offices and that regular trainings/orientation programs are organised for project staff and the contractual workers.

The PMU will:

- i. identify and train GBV focal points within the GRM, who will be responsible for GBV/SEA-SH cases and referrals as defined in the referral pathway.
- ii. Ensure SEA/SH related processes are overseen by the Social Development Specialist at the PMU
- iii. Ensure orientation of the E&S specialists and/ or E&S focal points at IAs and or Design Consulting Firms
- iv. Map GBV service provider/s nearest to the destinations
- v. Communicate SEA/SH referral pathways to GBV service providers to all project workers
- vi. Follow a survivor-centric approach when responding to a SEA/SH complaint.
- vii. Support survivors and aggrieved persons to register their complaints with existing channels such as Women Helpline (181), Emergency Helpline (112), LG Helpline, One Stop Centres or with designated NGOs.
- viii. Organise orientation and refresher trainings for District level GROs, select destination-level GRC members on handling anonymous grievances received from workers or GBV victims.

9. Monitoring and Reporting

The overall responsibility for the implementation of the SEP will lie with the PMU with Social Development Specialist as the focal point. Support for monitoring and periodic data collection on grievances being provided by the E&S specialists at the PMC and IAs.

- i. The Stakeholder Engagement Plan will be periodically revised and updated as necessary during implementation to ensure that the information presented is relevant.
- ii. The PMU will also ensure that the identified methods of engagement remain appropriate and effective in line with the project context and specific phases of the project-cycle.
- iii. Any major changes to the project-related activities and their schedule will be duly reflected in the SEP.
- iv. To implement the SEP, annual plans and budgets will be allocated for stakeholder engagement related activities, based on the budget provided.

Monthly summaries and internal reports on public grievances, inquiries, and related incidents, together with the status of implementation of associated corrective/preventative actions will be collated by the IAs and submitted to the PMU. The monthly summaries will provide a mechanism for tracking the status of complaints so that they are addressed in a timely and effective manner.

Information on public engagement activities undertaken by the Project during the year will also be monitored and reported in quarterly ESHS reports submitted to the World Bank. SEP monitoring will be integrated in the overall project monitoring and evaluation (M&E) arrangements.

Annex 1: Checklist for Stakeholder Consultations on Improved Tourism in J&K

A. Consultations to be organized

Category	Stakeholder
Public Agencies/ Administration	Destination level consultation with different government agencies Tourism Development Authorities District Administration
Community and Local governance Institutions	Destination level consultation with elected leaders/ traditional leaders/District Development Councils
Service Providers	Consultation with Tourism Service Providers- tour operators/ hotel- restaurant owners/ taxi operators/ guides Federations/Associations/ Unions
Producer Organizations and Collectives	Consultation with Handicraft or Handloom cooperatives, Farmer producer groups and SHGs (linked to tourism)
Consumers- Tourists	Consultation with Tourists (try to include a diverse group – religious/ adventure/ nature, those interested in heritage/ culture/ arts, domestic, foreigners)

B. Guidance for Facilitators:

- Organize minimum one consultation per category in each division and ensure diverse representation
- All consultations need to begin with sharing that the Department of Tourism is mapping experiences, feedback and suggestions of various stakeholders in the Tourism Sector. The idea is that for any new investments should be sensitive towards the concerns of the service providers and users to make the sector more organized. There may be investments to expand and improve public utilities and services related to water supply, sanitation, accessibility and connectivity to accommodate increased inflow of tourists to various destinations.
- Please take photographs of the consultation, document discussions and participants details. Output of each consultation should be a 1-2 page summary of the feedback received from stakeholders.
- No large gatherings, only one-on-one or small group interactions (max 8 people)
- A checklist is provided to help guide the consultations

C. Guiding questions for Consultation

1. Government Agencies

- 1.1 What are the works undertaken by your agency that contribute to tourism promotion in the region?
- 1.2 What has been their impact and learnings for future?
- 1.3 What according to you are the tourism related challenges of the region or destination?
- 1.4 What could be done to address those gaps and challenges?

2. Guiding questions for Consultation with Local Community and Elected Representatives⁴

- 2.1 What are the main types of tourists who visit your area?

⁴Community living in the panchayats and municipal bodies that are part of any tourist destination and leaders that were part of the last local body, district level committees as well as traditional leaders. Please ensure fair participation of women in these consultations- at least 30 percent. If possible, undertake one consultation with the nomadic communities in Jammu region, to assess the challenges faced by them due to increased tourism and other difficulties faced during their seasonal migration and their suggestions on how these could be addressed. Please ensure representation from those directly dependent on tourism, farmers/ landowners, youth, women, poor households, homestay owners (if available) to capture diversity.

- 2.2 What has been the change due to tourism in the last five years?
- 2.3 What have been the benefits of tourism to the community and the village/ town?
- 2.4 What have been the challenges faced by the community and the village/ town due to tourism?
- 2.5 Are there any specific examples where tourist influx has adversely impacted on the local community or the environment?
- 2.6 Which sections of the community (e.g., youth, women, artisans, tribal groups) have benefited most/least from tourism so far? Why?
- 2.7 Are there any traditional livelihoods or natural resources that have been affected due to tourism or construction?
- 2.8 Are there public services (e.g., water, roads, waste disposal, electricity) that are strained due to increased tourism activity?
- 2.9 How can we ensure tourism protects the environment and respects local culture?
- 2.10 What could be done to better organize tourism in your area and maximize economic benefits to the local community?
- 2.11 Are there any local customs, sacred sites, or areas that you feel should be protected or kept undisturbed from tourism activity?
- 2.12 Do you think the community has a say in decisions related to tourism planning or infrastructure development? If not, how should this be improved?
- 2.13 What support (training, infrastructure, financing) would help the local community participate more in tourism-related activities?
- 2.14 How could local grievances or complaints related to tourism/tourists be handled more effectively?

3. Guiding questions for Consultation with Tourism Service providers

- 3.1 According to you, what has been the trend of tourism in the region that you operate in- in terms of
 - tourist numbers
 - type of tourism
 - duration
 - seasonality
- 3.2 What are the main types of services you provide?
- 3.3 What are the challenges that you face in your tourism-related work (e.g., operational, financial, regulatory)?
- 3.4 What kind of support do you get from the local administration and other government agencies?
- 3.5 What additional support from government agencies will help in better tourism promotion as well as better business for you?
- 3.6 What more could the UT do better promote, regulate and organize tourism in J&K?
- 3.7 What infrastructure gaps—such as roads, signage, sanitation, or parking—do you think are holding back tourism growth in your area?
- 3.8 Are there any environmental or social concerns you have witnessed due to tourism in your area (e.g., unmanaged waste, crowding, conflict with locals, water shortage)?
- 3.9 Have you or your staff received any formal training in hospitality, sustainability, digital promotion, or visitor safety? If not, what kind of training would you find useful?
- 3.10 Do you have any community-based tourism models—such as homestays, guided nature walks, or cultural events in your area? Please share examples.

- 3.11 Would you be interested in collaborating with the community for tourism?
- 3.12 What specific steps can be taken to improve the tourist experience while also preserving the cultural and natural character of your destination?

4. Guiding questions for Consultation with Cooperative Members/FPOs/SHGs

- 4.1 What kind of craft/s are the cooperative members engaged in?
- 4.2 What kind of support is available to members from the cooperative and government agencies?
- 4.3 What are the challenges faced in production and sales by members?
- 4.4 Are members able to display and sell their products to local tourists at the destination?
- 4.5 What more could be done to improve awareness about handicraft/handloom products and their sales?

5. Guiding questions for Consultation with Tourists

- 5.1 What factors influenced your decision to visit this destination?
- 5.2 What were your primary expectations about the quality of destination, its access, stay-experience, value for money? Were they met or not? Reasons for it.
- 5.3 What are the areas in which there is scope for improvements in this destination?
- 5.4 Can you cite one example from your domestic tourism experience that you consider to be a perfect holiday/stay? What aspects impressed you?
- 5.5 What were the challenges?
- 5.6 What are your suggestions for improvement? Do you know of any tourism helpline or centre? Would it be helpful to have one in addressing the grievances of tourists?

Annex 2: Meetings and Consultations held with Stakeholders

Date of meeting	Venue	Number of participants	Profile/ Organization of Participants	Key Points/Issues Discussed
10.07.2025	2 Botanical Gardens, Kokernag (Kashmir)	10	Civil society/beneficiaries Female university students, children and other visitors/users of the Botanical Garden	<ul style="list-style-type: none"> • High recreational value to the users of the Botanical Garden and its facilities • Persian garden with high historic and educational value for local communities and visitors • Most popular Botanical Garden perceived as a safe place for families, women and children to spend time outdoor and socialize during spare time • Need to improve visitors facilities, like convenience facilities, lighting, sitting areas, access to water bodies • Cleanliness of the gardens required both improved Solid Waste Management and hygiene public awareness
10.07.2025	TDA facility at Botanical garden	12	Representatives of local SMEs and local cooperatives of producers of organic products (honey, lavender, medical herbs)	<ul style="list-style-type: none"> • Innovation in production methods and types of herbs, packaging for e-commerce and benefits of exposure and training from international experts (e.g. Germany experience in production and drying of herbs) • Challenges of marketing and access to external markets to create business resilience during periods of external shocks, like COVID19. • Fragmentation of the many available incentives and benefit programs. • Well organized common facility center needed to provide common services to local SMEs
21.07.2025	Hotel: Vivanta Taj (Jammu)	20	ERA , Tourism (Jammu)	<ul style="list-style-type: none"> • JK ERA organization, its Structure, and functions. • Department of Tourism, its Structure, functions and Role of TDAs and coordination with district administration. • Master planning of tourism destinations vis-à-vis local bodies
22.07.2025	Meeting with the Ramban District Administration and Departments at Udhampur (virtual meeting at JK TDC office, Jammu)	25	JK ERA, Tourism District Administration Ramban and officers of other departments,	<ul style="list-style-type: none"> • Discussion over Tourism areas. • Authorities operating and their roles in the development of these areas. Schemes of PHE and Public Works (R&B) Department running, administration of villages coming under TDAs, including use, ownership and transfer of assets • Operation of Panchayats under TDA villages. • Permission required for construction of roads and other facilities in forest areas. • Discussion over agriculture, floriculture, availability of local labourers. • Discussion over involving women in cash crop cultivation, livelihood

				generation programs, and opportunities.
23.07.2025	Meeting with District Officials in Reasi	40	Deputy Commissioner, Reasi, Heads of Departments from Panchayat, Public Works (R&B) Department, PhE, Forest, Wild Life, Floriculture, Agriculture, Tribal, Handicraft /Handloom Electricity /Power. Tourism and JK ERA	<ul style="list-style-type: none"> • Overview of the Reasi district tourist destinations • Discussion over road sector, PHE works, sewage, solid waste management, inflow of tourist and available resources, availability of water and water sources, Developing/renovation/architecture of buildings in local culture style (thematic buildings), current power supply requirements and in case tourist's footfall increases. • Nature based tourism, JFMCs, high value forest produce in the area, status of forest rights, location of tribal and migrant villages. • Building bylaws and permissions. • Crops production, irrigation sources, HADP, horticulture produce such as honey, garlic, turmeric and other plants. • Social welfare schemes for disables, BPL and women, Discussion over nomadic population and other tribes
24.07.2025	Civil Secretariat, Jammu	20	CEO JK ERA, Directorate Tourism, Jammu, Housing Board, Urban local bodies (Jammu), Rural Development, Handloom and Handicrafts, PWD (Jammu), Industries and Commerce, Agriculture (Jammu), MSME, Patnitop Development Authority	<ul style="list-style-type: none"> • Housing boards schemes and planning around the identified locations with respect to affordable housing, nearby colonies etc. • Handicraft and handloom initiatives, cooperative societies and their functioning, available grants and funds, training being provided to the locals, SHGs, CLFs, Producer companies, GI tagged products, Common Facility Centres in Kathua and Samba. • Discussion over Kani Pashmina shawls known as Kani shawls, Basholi Paintings, Bamboo products schemes, Tikri wood, • Discussion over linking farmers producer organization/companies, cooperatives and SHGs working in handloom and handicraft with tourist destinations so that post-project inflow of tourists can enhance their livelihood. • Discussion with rural development on key schemes and budgets, NREGS works, role of RLBs in sanctioning of works, SLRM status. • Discussion with agriculture department on key crops, eco/agro- tourism status. • Discussion with industries and MSME departments on industrial clusters, key industries, support received from government- infrastructure , credit, trainings, etc. • Discussion with urban development department on main works at proposed destinations, waste management status.
24.07.2025	Civil Secretariat,	10	Social Welfare Department,	<ul style="list-style-type: none"> • Social Welfare Schemes for Women, BPL, and minorities and vulnerable

	Jammu		Jammu, Tourism department	<p>sections including children.</p> <ul style="list-style-type: none"> • Scholarship schemes/programs for students, old age homes, • Discussion over GBV and available measure to curb the menace.
24.07.2025	Civil Secretariat, Jammu	15	State Forest Department -CCF Jammu, Environment, Ecology and Remote Sensing, Wildlife	<ul style="list-style-type: none"> • Status of forests and protected areas, key policies, Joint Forest Management Committees, NTFPs • Proposals from forest deptt to be taken up for funding. • Draft Eco-tourism policy of U.T., Eco trails, Management plan of the protected areas, Forest Clearances
25.07.2025	Civil Secretariat, Jammu	05	Department of Tribal Affairs	<ul style="list-style-type: none"> • Settled and nomadic tribals around identified locations, their migratory semi-annual movements, schemes, and welfare measures • Key issues and challenges faced by the nomadic tribes and state measures for their development • Tourism in tribal villages; scope and opportunities for homestays.
25.07.2025	Civil Secretariat, Jammu	15	CEO JK ERA and other offices, Tourism, Jammu, PWD officials of Pir Panjal & Chenab Zone	<ul style="list-style-type: none"> • Last year schemes / infrastructure project in the identified locations of Public Works (R&B) Department and Phe. • Current and future planning in and around identified alternative tourist destinations by Public Works (R&B) Department and Phe. • Discussion over sharing of ready to execute projects/DPRs.
25.07.2025	Civil Secretariat, Jammu	40	ACS Tourism, Director Tourism, Jammu, JK ERA team, Housing, Director Industries and commerce, Urban Local bodies, CCF-Jammu, Environment, Ecology and Remote Sensing, Wildlife, Forest, Divisional Commissioner Patnitop Development Authority, PW (R&B) Department, JPDCL/ ERA /Jal Shakti Department	<ul style="list-style-type: none"> • Proposed Project Design • Preparatory Guidelines • Sharing of the findings from the field visits and discussions • Progress made so far • Proposed governance structure for the project
28/7/2025	Achabal Garden	30	Kokernag Development Authority, ERA, Tourism Department, divisional Jal Shakti Department, Flori Culture, and Public Works	<ul style="list-style-type: none"> • Tourist footfalls and trends in Achabal garden, a Mughal-era garden • Facilities for tourists, including parking areas, drinking water and sanitation facilities • Development plans for improvement of the garden

			(R&B) departments and municipality	
28/7/2025	Kokernag Garden	35	Sub-divisional Magistrate, CEO of Kokernag DA and representatives from Tourism Dept and ERA and divisional offices of Jal Shakti, Public Works (R&B) Department, Horticulture, Forest and Wildlife.	<ul style="list-style-type: none"> • Tourist footfalls and trends to Kokernag garden and surrounding areas • Presence of forests and protected areas • Opportunities for eco-tourism and adventure tourism such as trekking routes, nature trails • Management of municipal solid waste and wastewater • Facilities for tourists, including parking areas, water supply and sanitation, hotels and homestays, and health care
29/7/2025	Manasbal Lake	20	CEO of Development Authority, and representatives from Tourism Dept and ERA and divisional offices of Jal Shakti, Public Works (R&B) Department, Horticulture, Forest and Wildlife.	<ul style="list-style-type: none"> • Eutrophication of the lake and required maintenance • Sewage and storm water management of the surrounding villages of the lake to minimize water quality degradation • Facilities for tourists, including parking areas, water supply and sanitation, hotels and homestays, and health care
30/7/2025	Department of Handicrafts and Handloom office	3	Director, Handicrafts and Representative, JKIDC	<ul style="list-style-type: none"> • Artisanal clusters in and around 5 new destinations in Kashmir region, economic status, number of people associated, current challenges, market seasonality, working days available in a year, Department's current involvements (Data received)
30/7/2025	Khadi & Village Industries Board, Kashmir division	4	Deputy CEO and staff, KVIB and JKIDC	<ul style="list-style-type: none"> • KVIB's intervention in and around 5 new destinations in Kashmir, schemes being implemented, number of beneficiaries, challenges, scope, other development partners (Data received)
30/7/2025	JK State Rural Livelihood Mission (JKSRLM), Umeed Program	3	Additional Mission Director and staff of JKSRML, JKIDC	<ul style="list-style-type: none"> • SRLM's intervention in and around 5 new destinations, number of people associated, Challenges, current programs being implemented (Data received)
31/7/2025	JK Forest Department, JKTDC office	1	Director, JKTDC	<ul style="list-style-type: none"> • NTFP (non-timber forest products) in and around 9 destinations in J&K • Number of people associated in NTFP based businesses, challenges, scope (Data received)
31/7/2025	JK Tribal Development, JKTDC	1	Director, Tribal Affairs	<ul style="list-style-type: none"> • Tribal knowledge-based products and services, farm and non-farm produces in and around 9 new destinations, number of people associated, challenges, scope (Data received)

01/8/2025	JK Handloom and Handicrafts Department, Jammu, Department office	3	JKICD, KVIB and JKSRLM Jammu division	<ul style="list-style-type: none"> • Artisanal clusters in and around 5 new destinations in Jammu region, economic status, number of people associated, current challenges, market seasonality, working days available in a year, Department's current involvements • SRLM's intervention in and around 4 new destinations in Jammu region, number of people associated, Challenges, current programs being implemented. • KVIB's intervention in and around 4 new destinations in Jammu, schemes being implemented, number of beneficiaries, challenges, scope, other development partners
4/8/2025	Meeting with the JK ERA and Tourism department, Kashmir Division	25	JKTDCL, JK ERA, Tourism Department, EY Team	<ul style="list-style-type: none"> • Discussion over Project Concept and development objectives, expected results, and a component-wise structure for sustainable tourism in J&K. • Investment under Components 1, 2, and 3 was discussed, focusing on strategic tourism planning, strengthening service delivery, and building a robust project management system. • Local enterprise and investment promotion were emphasized through PPP models, support for MSMEs and startups, skill development programs, and women's entrepreneurship with gender tagging. • The need to improve local service delivery was underlined as essential for enhancing visitor experience and long-term sustainability of destinations. • Action points included collecting comprehensive data on transport networks, compiling reliable information on solid waste management, and mapping gender-disaggregated skills through NRLM. • A review of projects under line departments recommended focusing on DPR-ready or sanction-stage projects with land availability, ensuring convergence with existing investments and avoiding duplication.
5/8/2025	Meetings at Srinagar in August	25	Local and revenue administration- Kokernag, Tourism Development Authority, Public Works (R&B) Department, Forest, Wild Life, PHE	<ul style="list-style-type: none"> • Replacement of worn-out pipes in Kokernag TDA area, Parking facility, Construction of Clock Tower in Kokernag market. Beautification of market and Kokernag garden. • Linking of Kokernag with other major nearby tourist destinations • Solid Waste Treatment Plant Proposal, Cultural Tourism.
5/8/2025	Meeting with Tribal Affairs - Srinagar (Virtual)	10	Tribal Affairs JK ERA Tourism directorate, Jammu	<ul style="list-style-type: none"> • Semi-annual Transhumance movement routes, interaction with mainstream populations, schemes, and welfare measures • Applicable Acts and protective measures for tribals. • Tourism in tribal villages and training of village youth; scope and

				<p>opportunities, including piloting of Tourist Tribal Village Programme</p> <ul style="list-style-type: none"> • Community Forest Rights (FRA)-2006
6/8/2025	Taj Srinagar Lalit Srinagar	5	Representatives of Taj and Lalit at Srinagar	<ul style="list-style-type: none"> • Post covid years have seen a significant increase in Indian tourists and MICE Tourism, the latter seeing significant uptick in last two years. • Hotels have witnessed 100 percent capacity bookings at INR 30,000 per night (pre-April 2025) • Key target groups for high end hotels are Indian and NRI tourists, MICE tourism and weddings. • International tourists are not the main target group for the next 3-5 years. • Need for creating physical and tourist infrastructure at destinations as well as skilling local population. • Licensing, certification challenges • Need for revisiting master plans as well as state tourism policy • Need for creating physical and tourist infrastructure at destinations as well as skilling local population. • Licensing, certification challenges • Need for revisiting master plans as well as state tourism policy
10/9/2025	Noorbagh, Srinagar	10	Noor Aari Crafts Producer Company (an artisan community-led enterprise established under the JTFRP project to restore and strengthen livelihoods in Srinagar)	<p>The visit aimed to understand the value chain development pilot's effects on nonfarm livelihoods and explore scaling opportunities and challenges within artisan clusters.</p> <ul style="list-style-type: none"> • Economic growth in artisan cluster: The intervention generated Rs 3.00 Crores in business benefiting 600 artisans, with average monthly incomes rising from Rs 3,000-3,500 to Rs 8,000-10,000. • Social empowerment outcomes: The project established J&K's first community-led, artisan-owned producer company with 98% female membership, enabling members to work independently from middlemen and enhancing their business and leadership skills. • Organizational progress and challenges: The company is registered with relevant government bodies, holds an import-export license, and complies with legal requirements, yet faces challenges including low business volume, limited marketing channels, and lack of working capital for stock creation
9/9/2025	Meeting with private travel and tourism agencies federations	8	Representative, Trave/Taxi Federation;CEO, Srinagar Tours and Travels; Representative, Hotel Federation (Srinagar); Operator, Adventure Tourism	<ul style="list-style-type: none"> • New destinations are required to be added. • Lack of master plans and infrastructure in smaller destinations resulting in lack of quality hotels • Government must plan ringfenced destinations and as per carrying capacity. Overcrowding is a new phenomenon in Kashmir which only occurred between

				<p>2022-2025 (March).</p> <ul style="list-style-type: none"> • Lack of basic services in new as well as existing destinations is a major cause of pollution/degradation (example: poor septage management in dull lake, little or no waste management in tourist destinations, poor road access, lack of availability of filtered water). • There is a lack of trained entry level professionals. JK development center (JKEDI) provides generic entrepreneur training. The curriculum should be modified to include front office management, food, tourist guides etc. Market driven course curriculum design in consultation with people in industry. • Rail connectivity to tourism is expected to increase tourist footfall significantly • Currently, destinations are “destinations for everybody” versus unique destinations with unique selling propositions. • Government can consider small loans for MSMEs and small hotel owners.
8/9/2025	International adventure tourists - Lalit Hotel	4	Representatives of group of international tourists of aHimalayan Overland Adventure tour	<ul style="list-style-type: none"> • Kashmir attractiveness beyond expectations • Quality of accommodation and hospitality facilities • Feedback form high-spending tourism segment
9/9/2025	Meeting with exporters	5	Owner, Artisan Center; Exporters, pashmina shawls and wool garments	<ul style="list-style-type: none"> • Most embroidery and textile related handicrafts are now undertaken by women • Many women prefer to undertake these works from their homes • Pashmina wool is brought from Ladakh and other countries. Weaving of shawls and embroidery is undertaken in Kashmir. • High end shawls are mostly exported to other countries. Exporters of pashmina shawls face issues at customs to verify the wool used in the shawls/garments. GI testing labs in Srinagar would greatly help in this. <p>Handwoven and hand embroidered garments now face significant competition from machine made and embroidered wool garments.</p>
14/10/2025	Early Market Engagement	22 firms (hybrid mode)	Works contractors, Consultancy firms.	<ul style="list-style-type: none"> • Certain concessions should be allowed for local firms for their capacity building as applicable under other Government of India guidelines. • CVs should be given more weightage and strict provisions should be there to restrict frequent changes of experts by the firms. • Presentation of the methodology to be made a part of the evaluation. • Details regarding the tender issuing Authority. • Details on the Implementation Structure of the Project.

10-16/10/2025	Tourist Survey (preliminary survey)	126 responses	International and Domestic Tourists	<ul style="list-style-type: none"> • 97 percent of the respondents were Indian tourists and 3 percent were international tourists • 50 percent of the tourists were from Jammu and Kashmir, followed by Delhi (14 percent) and Maharashtra (11 percent). Limited tourists were from southern India. • 70 percent of the tourists were youth/under 35. Tourists between ages 18-25 years comprised 30 percent of total travelers and between 25-35 comprised 40 percent of total travelers. • Hospitality of the state was rated highest and infrastructure and connectivity rated lowest in terms of experience. • Almost all tourists were visiting on account of nature and adventure experience. Heritage and culture followed by spirituality were other key reasons for visiting the state. • Summer months followed by winter are the key times for visit.
<p><i>More consultations with stakeholders, including service providers/tourism dependent businesses, tourists, civil society organizations, etc will be added as they are continued to be carried out continued to be carried out in the coming months, the early stages of implementation and throughout the life of the Project at regular intervals, as needed.</i></p>				