CHAPTER-IV
TOURISM ADMINISTRATION

An organisation is a must as it plays a vital role in planning, development and growth of an industry. Today almost all the countries have a tourism organisation, but the organisation of tourism industry in any country varies widely as there are a number of organisational set up. Rapidly growing awareness of the economic, financial and social advantages of tourism, has led many countries especially after the second world war to external and enlarge their direct interest in tourism.

4.1. CHANGING PROFILE OF TOURISM ORGANISATION IN INDIA

India was the first country to promote tourism in a systematic way in South and East Asian region. The first step towards the development of the tourism industry in India was taken in the year 1946\(^1\), when the Sargent Committee submitted its report and suggested that it would be in the interest of India to develop tourist traffic both internal as well as external. After this, an ad-hoc Tourist Traffic Committee was appointed in 1948 to suggest the ways and means to promote tourist traffic to India. According to its recommendations, a tourist traffic branch was set up in 1949 with regional offices in Mumbai (Bombay) and Delhi. In the next year a Central Tourist Advisory Committee was constituted and it proposed to constitute similar advisory committees at the state and local levels. The committee set up an American Tourist Promotion Group in 1950 and visitor bureau at the important tourist places. Again, in 1951, two regional offices were opened at Calcutta and Chenai (Madras).\(^2\)

During the year 1955-56, the Head quarters establishment was further expanded from one branch to four branches dealing with the (i) tourist traffic section (ii) tourist administration section. (iii) tourist publicity section and (iv) distribution section. The four branches as they developed during the year 1955-56 were functioning under one Deputy Secretary and two Under Secretaries. On March 1, 1958, a separate Department of Tourism was created in place of the Tourist Traffic Branch under the Ministry of Transport and Communication. The
new Department was put under the charge of the Director-General. Again, in 1958 the Tourist Traffic Advisory Committee was reconstituted into the Tourist Development Council.

The main function of the Council was to recommend measures necessary for the promotion of tourist traffic to India from other countries and from one part of the country to another. While the recommendations of the Council would be generally in respect of matters concerning the country as a whole, it would not be debarred from making recommendations in respect of measures for the development of tourist traffic to a particular place.

In March 1963, the Government appointed an ad-hoc Committee on tourism under the chairmanship of L.K. Jha, the then secretary, Department of Economic Affairs, Ministry of Finance. The Committee highlighted the need for certain organisational changes to meet the new situation and other measures to reverse the declining trend of tourists to India from 139804 in 1961 to 134036 in 1962.

India Tourism Development Corporation Ltd. (ITDC) with effect from October 1, 1966. On 14 March, 1967, by the Presidential order, the Department of Aviation and Tourism was converted into a separate full fledged Ministry designated as the Ministry of Tourism and Civil Aviation.

The Department of Tourism is presently under the charge of a full time Cabinet Minister. The Department became an attached non-participating office of the Ministry of Tourism and Civil Aviation headed by the Director-General of Tourism carried an ex-officio status of an Additional Secretary to the Government of India. Although an attached office, the Department is both a policy-making and an executive organisation and corresponds directly with the other Ministries and Departments of the Central Government and State Governments. The Director-General is assisted by one Additional Director-
General, one Joint Director-General, a Deputy Secretary and four Deputy Director-General, at the head-quarters.

4.2 POLICY INITIATIVES

In November, 1982, the Government of India announced for the first time its Tourism Policy. The main thrust was aimed at presenting India to the foreign tourists as the ultimate holiday resort. The objectives defined to develop tourism were:

(i) it becomes a unifying force nationally and internationally fostering better understanding through travel;

(ii) it helps to preserve, retain and enrich our world-view and life-style, our cultural expressions and heritage in all its manifestations. The prosperity that tourism brings must cause accretion and strength, rather than damage, to our social and cultural values and depletion of our natural resources;

(iii) it brings socio-economic benefits to the community and the state in terms of employment opportunities, income generation, revenue generation for the states, foreign exchange earnings and, in general, cause human habitat improvement;

(iv) it gives a direction and opportunity to the youth of the country, both through international and domestic tourism, to understand the aspirations and viewpoints of others and thus to bring about a greater national integration and cohesion, and

(v) it offers opportunities to the youth of the country not only for employment but also for taking up activities of nation building characters like sports, adventure and the like. Thus, as a programme for the moulding of the youth of the country, tourism is of inestimable value.

The policy recognised the importance of international tourism in earning foreign exchange and accorded high priority to its development. As regards domestic tourism it was stated that domestic tourists travelling within their country form the bulk of world tourist traffic. As regards to the relevance of cultural tourism,
it was acknowledged that the biggest element in attracting international tourists to India is our archaeological and monumental wealth. It was also mentioned that tourism would be a common endeavour not only of the centre and state sectors but of the private sector also, along with other agencies like educational and cultural organisation etc. The measures suggested in the policy included:

* granting export industry status to tourism
* adopting a selective approach for developing tourist circuits
* inviting private sector participation, and
* utilisation of national heritage for attracting tourists etc.

4.3. TOURISM AND PLANNING COMMISSION

In June, 1982, the Planning Commission recognised tourism as an industry. In the Seventh (1987-92) and Eighth Plans (1992-97) tourism planning got due importance. A National Committee on Tourism (NCT) was set up by the Planning Commission in July, 1986 to evolve a plan for the coming years. The Committee which submitted its report in 1988 had the following major recommendations.

i) The development strategy for the tourism sector would be based on the principle of low-cost economy, higher levels of productivity, improvement in efficiency of infrastructure, and promoting competition.

ii) A Tourism Finance Corporation with an initial outlay of Rs. 100 crores needed to be set up to provide loans to the tourism industry and cater to its specialised needs.

iii) In the fields of accommodation, it was suggested to encourage, through suitable incentives, to supplementary accommodation like private guest houses, tourist bungalows, forest lodges etc. and construction of yatri niwases and youth hostels in as many places as possible. It further stated that suitable incentives would be given to revive and maintain national assets like palaces, old havelis villas etc. in order to augment accommodation. The accommodation sector required to be provided with monetary incentives to ease the borrowing and repayment of loans;
fiscal incentives to improve the profitability and operational input incentives for greater efficiency in operation and management.

iv) In the field of transport a liberal policy would be adopted to allow foreign airlines to meet the projected demand of travel to and fro from India and adequate attention would be given for upgrading road transportation.

v) In order to increase India's share in International Tourism receipts attempts would be made to absorb a greater share in the spill over of tourism from Europe and North America which had reached a saturation level and technological development in the field of communications and computers required to be used for establishing a Tourist Information Network.

vi) In relation to checking the damage to environment it was accepted that no serious efforts had been undertaken earlier either to know the extent of damage or work for preservation. Thus assessing the carrying capacity of each area in which tourism was sought to be promoted and creating specific tourism zones within areas, where the majority of tourism activity could be concentrated was recommended.

vii) The existing organisational structure of the department of Tourism, Government of India would be improved to meet the challenges of the need of the time.

The Eight Five Year Plan (1992-97)

In may 1992, the Government of India tabled in Lok Sabha the National Action Plan for Tourism which formed one of the bases of the Eight Plan document. Some of the major Eighth Plan recommendations in relation to tourism were:

i) The future growth of tourism would be achieved mainly through private initiative.

ii) The role of the state in contributing to tourism could be:
   • planning broad strategies of development,
   • providing fiscal and monetary incentives to catalyse private sector investments.
• devising effective regulatory and supervisory mechanisms to project the interest of the industry, the consumer and the environment.

In fact, the basic thrust in the Eighth Plan document is on encouraging private sector participation and luring high spending tourists.

4.4. STATE ORGAN AND ITS ROLE

Modern tourism has emerged as big business providing employment to millions of workers in the host countries. Governments, therefore, are bound to play an active role in tourism. Tourism can cause damage to the eco-system of the host country or change the cultural pattern of the host communities, if allowed to develop unplanned and unregulated. Therefore, Governments take keen interest in the planned and harmonious development of tourism. The Department of Tourism is a new arrival in the expansion of Government activities. A small cell of Tourism was created in the 5th Plan period and it remained attached to the Department of Information and Publicity with one tourist officer. A new Department of Tourism was established only in the year 1981. The integrated Development of Tourism Industry in Nagaland is achieved through the activities of (i) Department of Tourism (ii) Department of Sports and Youth Affairs and (iii) Department of Industries. Its activities can be classified into the following four segments:

(i) policy formulation and administration;
(ii) planning and development of tourist product;
(iii) marketing (demand creating services); and
(iv) project financing and control.

Thus, the Department of Tourism, Government of Nagaland has to play a very important role as both the policy making body and in-charge of providing the facilities to the tourists visiting Nagaland.
4.4.1. Organisational Structure

The administrative set up is presently headed by an additional secretary and assisted by a joint secretary, an under secretary, a superintendent with subordinate staff. The Directorate is headed by a Director who is assisted by a Joint Director, a Deputy Director, two Assistant Directors, three Tourist Officers, a Registrar, an Office Superintendent and various categories of Ministerial, Technical and Grade IV service staff. Chart 4.1 exhibits the present organisational structure of the department.

4.4.2. Promotional Activities

For a remote state like Nagaland, massive publicity campaign is essential to attract the attention of tourists. For tourism publicity, the Department has produced some colourful tourist literature and posters which have been highly acclaimed at various conventions and seminar etc. at the national level. For tourism promotion and publicity, the department organises and participates in a number of festivals and fairs. From the table 4.1 it is evident that the expenditure incurred on participation in festival travel and tourism Fair from 1991-92 to 1996-97 amounts to 17.90 lakhs. Tourism Department of the Government in collaboration with the North-East Zone Cultural Centre (NEZCC), Dimapur and other Departments and Allied agencies organised autumn festival at Kohima in October 1992 and 1993 and generated considerable interest among tourists in the rich cultural traditions, handicrafts and various tribal folk-dance and surrounding area. The expenditure incurred in organising the fair in two consecutive years was 6.00 and 9.85 lakhs respectively.

In addition to the mentioned festivals, the Department took part in a big way in beauty contests, fashion shows and exhibition outside the state. For miss North-East contest held at Shillong which was a part of the Autumn Festival of Meghalaya Tourism in 1989, the Department sent a few girls from Nagaland.
The Department also, in collaboration with the Industries Department, organised a fashion show on Naga textile and clothes in the India International Trade Fair at Hotel Ashoka, Delhi for the first time in the month of November, 1989. This was very well received by all sections of the people. In February, 1990 held at Calcutta Tourism Festival which was a part of Tercentenary Celebrations of Calcutta, the Department sent a dancing troupe from Dimapur and put up an exhibition stall. The Nagaland pavilion was very well appreciated by all the sundry.

As the brochures on 'Nagaland' printed earlier was exhausted during the year 1995-96. The Department intends to print new brochures, posters and picture postcards to publicise Nagaland as widely as possible to the outside world.

TABLE - 4.1

<table>
<thead>
<tr>
<th>Year</th>
<th>Name of festivals &amp; Fair</th>
<th>Place</th>
<th>Amount (In lakhs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991-92</td>
<td>Autumn Festival</td>
<td>Kohima</td>
<td>6.00</td>
</tr>
<tr>
<td>1992-93</td>
<td>Autumn Festival</td>
<td>Kohima</td>
<td>9.85</td>
</tr>
<tr>
<td>1995-96</td>
<td>Travel and Tourism Fair</td>
<td>Calcutta</td>
<td>0.50</td>
</tr>
<tr>
<td>1996-97</td>
<td>Travel and Tourism Fair</td>
<td>Calcutta</td>
<td>0.60</td>
</tr>
<tr>
<td>1996-97</td>
<td>India International Trade Fair</td>
<td>New Delhi</td>
<td>0.95</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td></td>
<td><strong>17.90</strong></td>
</tr>
</tbody>
</table>

Source: Department of Tourism, Government of Nagaland.

4.4.3. Developmental Activities

Tourism being an important factor in the growth of socio-economic prosperity of the people and with favourable climatic condition and natural scenic beauty, the Department realised to take up a number of schemes to develop tourism industry in the state. It necessitated the establishment of offices in all the districts and supporting infrastructure like office building, recruitment of staff
and training, development of more infra-structure facilities etc. In the process a tourist lodge at Dimapur constructed at an estimated cost of Rs 50 lakhs was commissioned during the year 1989-90. During the year 1990-91, a number of on going Centrally Sponsored Schemes to expand and improve the existing facilities in the tourist lodges at Kohima, Dimapur and Mokokchung were taken up. During the 1995-96, a 60 bedded Yatri Niwas was completed in Kohima. There were two mini tourist coaches under the command of Department of Tourism, Government of Nagaland. Out of these two coaches, one has been provided by the Government of India for Intanki wild life sanctuary.

The Government of Nagaland intended to initiate during 1996-97 the process of building a Second World War Kohima Battle Memorial Museum at Kohima. Government has been talking for many years about tourism potentials and the need to develop them in the state. In the year ahead Government intends to initiate the process of a model tourist village in the vicinity of Dimapur town. For the same reason, protection and development of Rangapahar and Intanki sanctuaries acquire greater importance. Presently, State Government has already commissioned the above mentioned proposals.

4.4.4 Way Side Amenities

As a promotional measure with full financial assistance from the centre, the Department of Tourism took up the construction of wayside amenities on the roads leading to or connecting with important tourist centres during last decade. Table 4.2 explains the location of wayside amenities at various places in the state. It is evident from the table that some projects had not been completed. This slow progress had resulted in cost escalation. The cost overrun was shown for cultural centre, Kohima. The revised cost of the project touched Rs.28.48 lakhs as against the original cost of Rs.16.59 lakhs, registering an increase of 71.67 per cent.
### TABLE - 4.2

Statement Regarding Centrally Sponsored Schemes (CSS), Department of Tourism

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the Project/Scheme</th>
<th>Nature and Location of the Scheme/ Project</th>
<th>Date of Sanction of Project/ Schemes</th>
<th>Target for completion of Project/ Scheme</th>
<th>Achievements</th>
<th>Estimated Cost (Rs.in lakhs)</th>
<th>Pattern of funding</th>
<th>Cumulative expenditure upto 7th Plan (Rs.in Lakhs)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Original</td>
<td>Revised</td>
<td>Central Assistance (%) Central Assistance State Assistance Others Total</td>
</tr>
<tr>
<td>2</td>
<td>Wayside Amenities</td>
<td>Doyang (wokha)</td>
<td>12.02.86</td>
<td>1989</td>
<td>1990</td>
<td>5.23</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>3</td>
<td>Wayside Amenities</td>
<td>Tsemenyu</td>
<td>08.01.88</td>
<td>1990</td>
<td>1990</td>
<td>5.23</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>4</td>
<td>Wayside Amenities</td>
<td>Changki</td>
<td>25.11.88</td>
<td>1990</td>
<td>1990</td>
<td>5.23</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>5</td>
<td>Wayside Amenities</td>
<td>Chazumba</td>
<td>25.11.88</td>
<td>1991</td>
<td>-</td>
<td>5.23</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>6</td>
<td>Wayside Amenities</td>
<td>Mon-Tizit Road</td>
<td>18.10.89</td>
<td>1991</td>
<td>-</td>
<td>6.18</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>7</td>
<td>Wayside Amenities</td>
<td>Lotha Bridge</td>
<td>18.10.89</td>
<td>1991</td>
<td>-</td>
<td>8.03</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>8</td>
<td>Wayside Amenities</td>
<td>Chindang Saddle</td>
<td>16.11.89</td>
<td>1991</td>
<td>-</td>
<td>8.03</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>9</td>
<td>Flood Lighting of War Cemetery</td>
<td>(Tuensang, Noklok Road)</td>
<td>06.08.87</td>
<td>1989</td>
<td>1989</td>
<td>3.73</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>10</td>
<td>Yatri Niwas</td>
<td>Kohima</td>
<td>23.09.87</td>
<td>1991</td>
<td>1991</td>
<td>37.73</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>11</td>
<td>Tourist Amenities, Valley view</td>
<td>Kohima</td>
<td>27.10.89</td>
<td>1990</td>
<td>-</td>
<td>10.37</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>12</td>
<td>Cultural Centre</td>
<td>Kohima</td>
<td>25.02.86</td>
<td>1991</td>
<td>-</td>
<td>16.59</td>
<td>28.48</td>
<td>100</td>
</tr>
</tbody>
</table>

**Grand Total**: 116.23

**Total**: 116.23

Source: Draft Eighth Five Year Plan (1992-97), Planning and Coordination Department, Government of Nagaland.
4.4.5 Development of Human Resources

Human resource has been considered the most important resources by all. With the rapid changes in environment, sustaining and improving the utilisation of human resources has now become one of the biggest challenges before any organisation. The State like Nagaland does not have any institute for training and development of human resource in tourism and hotel sectors. However, the candidates at present are sponsored every year through the Department of Tourism for seeking admission in All India Institute which are located outside the state. Every year 24 candidates can be sponsored for different training/courses conducted by these institutes. In the mean time the State Government has already requested the centre to set-up a campus for Institute of Hotel Management, Catering Technology and Applied Nutrition in the state. As regards the rule of stipends for training in tourism, the Department awards Rs.150 p.m. per candidate as stipend and second class railway fares as approved for the candidates admitted in the Institute of Catering and Hotel Management during the institutional vacations. Indian Institute of Tourism and Travel Management from time to time provides training programmes in hotel and tourism related industries. The entrepreneurship training provided in water sports by National Institute of Water Sports during 1994 is one of the major break throughs in entrepreneurship development in hotel industry. Table 4.3 shows the quota for sponsorship of Tourism and Hotel related Institutes.

4.5. REGULATORY ACTIVITIES

The Department of Tourism exercises control by laying down norms and conditions for the operation of hotels, travel agencies, tour operators and tourist transport operators and maintain the system of approval of these agencies. There exists a system of inspection for these agencies who meet specified standards of performance and service to both the foreign and the domestic tourists.
TABLE - 4.3
Quota for Sponsorship to Tourism and Hotel related Institutes

<table>
<thead>
<tr>
<th>S l. No</th>
<th>Name of the Institute (s)</th>
<th>Place</th>
<th>Course</th>
<th>No of sponsored candidates</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Institute of Hotel Management, Catering technology and Applied Nutrition.</td>
<td>Guwahati</td>
<td>Diploma in Hotel Management</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>-do-</td>
<td></td>
<td>P.G. Diploma in Accommodation Operation and Management.</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>-do-</td>
<td></td>
<td>Craftsmanship Course in food production</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>-do-</td>
<td></td>
<td>Craftsmanship Course in Food and Beverage Service</td>
<td>1</td>
</tr>
<tr>
<td>02</td>
<td>Himalayan Mountaineering Institute</td>
<td>Darjeeling</td>
<td>Advance Mountaineering</td>
<td>1</td>
</tr>
<tr>
<td>03</td>
<td>Indian Institute of Tourism and Travel Management.</td>
<td>Bhubaneswar</td>
<td>Diploma in Tourism Management.</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td></td>
<td>21</td>
</tr>
</tbody>
</table>

Source: Department of Tourism, Government of Nagaland.

4.6 NON-TRADITIONAL TOURISM
With the object of exposing the younger generation, especially the students to the rich cultural heritage, history and antiquities of different parts of Nagaland, a new scheme “Know Your District” was introduced during the year 1987-88. The non-traditional tourism component comprises of adventure and wild-life tourism.

4.6.1 Adventure Tourism
To promote adventure tourism in the state, the Department of Tourism had provided financial assistance to different trekkers’ groups and mountaineering clubs. In some cases trekking equipments are hired out at a nominal rate and provided to the tourists. With the financial assistance from the centre, Trekkers
Huts / Equipment’s at Jakhama trekking routes was constructed during the Eighth Five-Year Plan (1992-97) by the Tourism Department. Owing to paucity of funds no worthwhile adventure activities could be undertaken during the year 1995-96. However, a minimal revenue Rs. 6245.00 was earned during the year 1995-96 by providing the hired trekking equipments.

4.6.2 Wild Life Tourism

To promote wild life tourism, facilities are provided in the form of forest lodges and transportation for viewing the wild life. The Forest Department has the provision of watch-towers for viewing wild life at Pungro and wild life sanctuary at Intanki.

4.7 IMPORTANT ACTIVITIES UNDER DIFFERENT PLAN PERIOD:

4.7.1 Travel Circuit: A new Vista to Tourism Planning

The travel circuit approach was first referred to in the Sixth Five Year Plan (1980-85). The Plan document referred “In the development of tourism, the selected travel circuit approach would be followed and matching facilities will also be provided accordingly. Close co-ordination in regard to provision of facilities in the central, state and private sectors in the same areas and locations would be maintained to obtain the optimum results from the available resources. The approach will give flexibility in offering a mixed tourism package, to help region-wise tourist traffic and promote repeated visits to increase over all volume of the traffic”. Accordingly the Tourism Department, Government of India had identified 61 travel circuits covering tourist centres spread throughout the length and breath of the country. In Nagaland, in consultation with the State Government in June, 1981, 2 travel circuits were identified:

(ii) Dimapur - Kohima - Phek - Kohima - Dimapur.
The first circuit indicated above was developed as a cultural travel circuit while the second circuit was developed as a leisure circuit. In order to develop these circuits, it was necessary to develop the various centres of the circuit along with way-side facilities and other infrastructure like communication and transport. The circuits above were apparently based on considerations of distance. As there is hardly any infrastructure outside Dimapur, Kohima and Mokokchung, the circuits are redesigned as:

(i) Dimapur - Kohima - Dimapur
(ii) Dimapur - Kohima - Wokha - Mokokchung - Dimapur.

Moreover, with scanty budget allocation for the Sixth Plan period, it was not possible for the Government to include travel circuit schemes during the Plan. However, this was taken up only in the Seventh Plan period. But the progress is somewhat encouraging. In the meantime the centre has discussed among all the states of the North-eastern region with regard to the progress made in this direction and also suggested to explore the possibilities of active co-operation on reciprocal basis for promotion of tourism in north-eastern region.

4.7.2. Seventh Five-Year Plan (1985-90)
The total approved outlay of the Department for Seventh Five-Year Plan (1985-90) was Rs.400.00 lakhs but subsequently reduced to Rs.229.83 lakhs (Table 4.4). This resulted in dislocation of tourism plan as some of the schemes proposed or developed during the 7th Plan viz: tourist attraction spots, tourist cottages, development of travel circuits etc. could not be materialised. A major chunk of the allocation was spent for completion of projects on tourist accommodation spilled over from the Sixth Five-Year Plan. A substantial amount was also spent on tourist information and publicity and organising a tourism summer festival in May, 1990. During the period under review a total of 97 beds were added under tourist accommodation. Approximately 2,10,000 tourists visited the state during the said period. Some of the important achievements during the Seventh Five Year Plan were:
a) Full construction of tourist lodge at Wokha town which was taken up as a new project in the Seventh Five Year Plan and extension of tourist lodge at Kohima.

b) Information centre at Calcutta was opened to facilitate easy flow of tourists to Nagaland.

c) Commissioning of the 60 bedded Yatri Niwas at Kohima.

d) Completion of Flood lighting of war cemetery at Kohima.

### 4.7.3 Eighth Five Year Plan (1992-97)

With a view to achieving some tangible results in the development and promotion of tourism in the state the department intended to make all out promotional efforts during the Eighth Five Year Plan (1992-97) on schemes such as massive publicity campaign through advertisements, brochures, video documents, information leaflets, hoarding, organising and participating in fairs and festival and exhibitions within and outside the state. Side by side the department proposed to create additional accommodation facilities, develop tourist resorts and attraction spots; encourage adventure tourism like trekking, climbing and hang gliding etc. to attract larger tourist inflow into the state. Looking to these developmental projects, a budget provision of Rs.8 crores was made for Tourism Department during this plan period (Table.4.5)

New unit offices were planned to be created in the district head quarters and places where major projects/resorts were established New tourist information centres were opened at cities like Delhi, Guwahati etc. to disseminate up-to-date information to tourists. To manage these centres new posts were also created.

### 4.7.4 Ninth Five Year Plan (1997-2002)

The budget allocation for tourism industry in Ninth Five-Year Plan is 24 crores which, no doubt, an encouraging sign of development. The process of consolidation and up-gradation of tourism infrastructure initiated during the 8th Plan is being continued in the Ninth Plan. The ongoing project of
establishing Tourists village at Chumukedima which was taken up during 1996-97 has been accorded highest priority during the Ninth Plan. The facilities already created are being given a new boost to attract tourists. And due attention is also being given for organising conducted tours.

**TABLE - 4.4**

Public Sector Outlays and Expenditure in the Sixth Plan (1980-85) and Seventh Plan (1985-90), Government of Nagaland.

<table>
<thead>
<tr>
<th>Sector(s)</th>
<th>Sixth Plan (1980-85)</th>
<th>Seventh Plan (1985-90)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Plan outlay (Rs.in lakhs)</td>
<td>Actual expenditure (Rs.in lakhs)</td>
</tr>
<tr>
<td>Agriculture and Allied Services</td>
<td>2875 (13.67)</td>
<td>2901.03 (12.72)</td>
</tr>
<tr>
<td>Rural Development</td>
<td>1950 (9.27)</td>
<td>2215.35 (9.71)</td>
</tr>
<tr>
<td>Irrigation and Flood Control</td>
<td>1000.00 (4.75)</td>
<td>1063.34 (4.66)</td>
</tr>
<tr>
<td>Energy</td>
<td>1525.00 (7.26)</td>
<td>2333.76 (10.23)</td>
</tr>
<tr>
<td>Industry and Minerals</td>
<td>1200.00 (5.70)</td>
<td>1443.60 (6.32)</td>
</tr>
<tr>
<td>Transport and Communication</td>
<td>5550 (26.40)</td>
<td>5236.31 (22.95)</td>
</tr>
<tr>
<td>Science, Technology &amp; Environment</td>
<td>8.00 (0.04)</td>
<td>8.00 (0.04)</td>
</tr>
<tr>
<td>General &amp; Technical Education &amp; Social Welfare</td>
<td>5545.00 (26.37)</td>
<td>6385.94 (27.99)</td>
</tr>
<tr>
<td>General Economic Services</td>
<td>100.00 (0.48)</td>
<td>97.37 (0.43)</td>
</tr>
<tr>
<td>General Services</td>
<td>1200 (5.70)</td>
<td>1057.21 (4.46)</td>
</tr>
<tr>
<td>Tourism</td>
<td>73.00 (.35)</td>
<td>73.00 (.32)</td>
</tr>
<tr>
<td></td>
<td>21026 (100.00)</td>
<td>22814.21 (100.00)</td>
</tr>
</tbody>
</table>

Source: Compiled from the information available in “Draft Five Year Plan” (1985-90 & 1990-95), Department of Planning and Co-ordination, Government of Nagaland.

Note: Figures in brackets are percentage to total.
**TABLE - 4.5**

Proposed outlay for the Eighth Five Year Plan (1992-97)

<table>
<thead>
<tr>
<th>Sl No.</th>
<th>Schemes</th>
<th>Amount (Rs. in Lakhs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Direction and Administration</td>
<td>265.00</td>
</tr>
<tr>
<td>2</td>
<td>Tourist Accommodation</td>
<td>115.00</td>
</tr>
<tr>
<td>3</td>
<td>Tourist Attraction Spots</td>
<td>90.00</td>
</tr>
<tr>
<td>4</td>
<td>Tourist Transport Services</td>
<td>25.00</td>
</tr>
<tr>
<td>5</td>
<td>Tourist Information and Publicity</td>
<td>115.00</td>
</tr>
<tr>
<td>6</td>
<td>Fairs and Festivals</td>
<td>70.00</td>
</tr>
<tr>
<td>7</td>
<td>Training and Adventure Tourism</td>
<td>5.00</td>
</tr>
<tr>
<td>8</td>
<td>Infrastructure on Centrally sponsored schemes</td>
<td>115.00</td>
</tr>
<tr>
<td></td>
<td><strong>Grand Total</strong></td>
<td><strong>800.00</strong></td>
</tr>
</tbody>
</table>

*Source: Department of Tourism, Govt. of Nagaland.*

### 4.8. TOURISTS COACHES

The Department of Tourism arranges conducted tour for the tourists by its coaches to different places of tourist interest within the state. From table 4.7, it is observed that some limited conducted tours were organised by the Department of Tourism during last seven years, i.e., from 1990 to 1996. The number of participated tourists who availed conducted tours drastically declined since 1993. It is interesting to note that tourists from West-Bengal mostly preferred the conducted tours.

**TABLE 4.6**

Proposed outlay for the Ninth Five Year Plan (1997-2002)

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Schemes</th>
<th>Outlay (Rs Crore)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Direction &amp; Administration</td>
<td>3.35</td>
</tr>
<tr>
<td>2</td>
<td>Construction of Building</td>
<td>2.22</td>
</tr>
<tr>
<td>3</td>
<td>Tourism Accommodation</td>
<td>4.29</td>
</tr>
<tr>
<td>4</td>
<td>Tourists Transport</td>
<td>1.16</td>
</tr>
<tr>
<td>5</td>
<td>Tourists Information and Publicity</td>
<td>2.72</td>
</tr>
<tr>
<td>6</td>
<td>Tourists Attraction Spots</td>
<td>3.08</td>
</tr>
<tr>
<td>7</td>
<td>Training /Seminar/ Adventure Tourism</td>
<td>0.30</td>
</tr>
<tr>
<td>8</td>
<td>State Contribution of Centrally sponsored</td>
<td>6.88</td>
</tr>
<tr>
<td></td>
<td>Scheme (CSS)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Grand Total</strong></td>
<td><strong>24.00</strong></td>
</tr>
</tbody>
</table>

*Source: Department of Tourism, Government of Nagaland.*
4.9. TOURISM PROSPECTIVE PLAN

The economy of Nagaland though making rapid strides' is still undeveloped. It is predominantly dependent on agriculture and forest products. Industry is practically non-existent. However, it abounds in wealth of scenic beauty, history and tradition, culture and places of invigoration climate. It is an ideal tourist destination but yet to be fully tapped. Realising the significant contribution that tourism can make to the economic foundation of the state and sizeable benefits which accrue to the people of the state, the Government requisitioned the services of India Tourism Development Corporation (ITDC) for preparation of Tourism Perspective Plan for the state in 1991.

TABLE - 4.7

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Tour Trips</th>
<th>Total Number of Tourist Participated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>4</td>
<td>72</td>
</tr>
<tr>
<td>1991</td>
<td>4</td>
<td>72</td>
</tr>
<tr>
<td>1992</td>
<td>NA</td>
<td>-</td>
</tr>
<tr>
<td>1993</td>
<td>5</td>
<td>90</td>
</tr>
<tr>
<td>1994</td>
<td>NA</td>
<td>-</td>
</tr>
<tr>
<td>1995</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>1996</td>
<td>1</td>
<td>25</td>
</tr>
</tbody>
</table>

Source: Compiled from the information supplied by the Department of Tourism, Government of Nagaland.

NA: Not available.

The ITDC conducted extensive field survey and desk research for preparation of the perspective plan. Available information on the progressive development of tourism and the tourism potential was analysed. Based on these studies a development plan alongwith a marketing plan for promotion of tourism in Nagaland was drawn up. The investment priority was also indicated to reap
maximum benefits for the state from the development of tourism. Finally, the ITDC submitted its report in 1992. 10

4.9.1. Development Plan

Planned tourism development is yet to take off in Nagaland. Therefore, there is absence of data regarding the achievement in the field of tourism and it is not possible to develop a concept model to establish relationship between the efforts and the results. Both the domestic and the international tourist traffic to the State can either be for business (commercial) or for leisure (holiday/vacation). The business traffic is generally attracted to the major centres of economic activities, i.e., big cities and industrial towns, and is insensitive to price variations of the facilities. Its growth prospect is generally correlated to the economic development of the place.

In view of insignificant progress in the field of industrial development, the major thrust has to be promotion of leisure holidays tourism. Moreover, in order to ensure maximum benefit from development of tourism, the initial efforts need to be to attract high spending tourists at selected locations where they can spend about a week or so. The total responsibility for organising this package will have to be taken by State Tourism Department initially to instil the confidence among the prospective visitors, as there is no any other private entrepreneurship capable of handling such groups at present. Whether the Tourism Department of the State Government can handle such assignments within its present set up is a moot point. Either there should be more flexibility of operation within the present set up who can render professional services to the visitors according to market conditions or a Tourism Development Corporation may be set up. The proposed organisational structure for the State Tourism Development Corporation is exhibited in the Chart 4.2.
4.9.2 Phased Development

The development of tourism in Nagaland needs to be in two distinct phases. In the first phase major concentration is to be in the Dimapur and Kohima region. In the second phase, the development of other centres can be taken up. However, simultaneous development of Dimapur and Kohima region, and basic infrastructure for the other centres may be considered in phase I so that they will be poised for take off at a short span of time.

4.9.3 Land/Reception Centre

The Government is in the process of developing Kohima as the new and modern capital of the State of Nagaland. It is suggested that adequate provision may be made in the land use planning of the new capital for setting up hostels, restaurants and reception centre facilities. The old secretariat building is located in the heart of Kohima town. Because of its locational advantages, a part of this building/site may be acquired by the Department of Tourism, for opening a tourist reception centre along with a tourist complex comprising of accommodation, food provision, transport, publicity, tourist information etc. as and when this building is vacated by the present occupants.

The Dzukou, Dzulakie and Chedima Ridge are the places which can be developed around Kohima for promotion of tourism. In order to preserve the serene atmosphere of the valley, the whole valley may be put under land restriction to avoid unplanned development and constructions. The trekking after the motorway road may be developed for adventure tourism. Installation of Alpine huts in the valley may also be considered for overnight stay.

The regions other than Dimapur and Kohima may be opened up for the visitors in large numbers only when the State is ready with adequate tourist infrastructure.
PROPOSED ORGANISATION STRUCTURE OF STATE TOURISM DEVELOPMENT CORPORATION

Note: Other necessary supporting staff would also be required in addition to the above.
4.9.4 Marketing Strategy

Marketing is a demand-creating activity and considered a very important factor for development of Tourism. For developing a tourism product, the following marketing efforts are considered necessary:

i) sales organisation,
ii) advertising and publicity,
iii) aggressive sales promotion,
iv) public relations,
v) customers satisfaction, and
vi) market research.

Sales Organisation

- The channels of distribution of tourist product in the state may be regarded as the primary whole sellers, and the travel agents as the intermediaries between Nagaland’s tourist product and the tourists. Airlines and other forms of transport bringing the tourists to Nagaland would fall under the category of primary distributors.

- Setting up of sales offices within and outside the State may be regarded as tourist traffic feeders to the State. For this purpose appropriate budgets would have to be provided over a time period so that planned sales promotion trips and other activities can be undertaken by the travel agents.

Advertising and Publicity

Commercial advertising without adequate tourist facilities will prove unproductive. Therefore, after provision of the adequate tourist plant in the State, serious work may be started with wholesalers and travel trades. As a first step, travel trades press together with writings and illustrations by travel trade writers, and news stories need to be highlighted the potentials of the state to the tourists. A mail advertising campaign may also be resorted to in appropriate cases.
Aggressive sales promotion

Intensive sales promotion efforts may be started from the beginning over a period of time in co-ordination with the Central Department of Tourism, travel agents, airlines etc. For this purpose a tourist travel guide giving basic information about the tourist attractions and the facilities provided at each place of tourist interest in the state may be brought out for distribution. Beautiful posters and picture post-card may also be brought out for distribution and sale. A beautiful 'Travel agents manual' would also prove to be an excellent sales effort. The names of all those persons/ organisations to whom this manual is issued may be kept on the regular mailing list to keep them updated from time to time. Such a manual would be of great value to international/ national/ local travel agents/ air lines as well as other channels of distribution of tourist product of the State.

Public Relations

Public relations coupled with public relations instruments (publicity and other methods) are necessary to project a tourist activity in its proper perspective. It need not be used as a method to draw tourists but shall be geared to the customer's service and satisfaction.

Customer's satisfaction

Customer's satisfaction should receive the utmost consideration of the concerned agencies. His satisfaction is tied up with satisfactory tourism infrastructure by providing him neat and clean accommodation, hygenic food and beverages, efficient transportation and other connected services equivalent to his money's worth. A satisfied customer is in himself a publicity campaign which is carried out by the word of the mouth.

Market Research

Market research is an important tools for product development, better marketing and investment decisions. It calls for collection of basic data, its interpretation, analysis and dissemination. Collection of statistical data is very essential for keeping a watch on the health of tourism growth. Current data
can be compiled with the corresponding data for the previous year for comparison purposes. The format used by the Central Department of Tourism, Government of India for reporting the foreign tourists arrivals can be adopted by the state Government for collection of tourist statistics.

The tourist offices in the district head quarters of Mon, Phek, Zunheboto, and Wokha may be set up in phase I itself for market research, co-ordination and function as watch dog in the interest of tourist related programmes.

### 4.9.5 Phasing

The market plan of Nagaland need to be distinct in as much as it has to be selective keeping in view the development plan, budget and organisation structure. While an awareness can be created about the tourist potentials of the state, marketing need to be phased so that the traffic is ready to move when the product is ready. The initial efforts may be to tap high spending individual travellers who want personalised services of varied nature generating substantial employment and income to local people. Tourists have to be assured all the services from the point of origin to back like air bookings, surface transportation, hotel booking, side tours, entertainment facilities etc. Bulk domestic tourism will develop when private investment flows in and tourism becomes a commercial activity.

### 4.9.6 Investment Plan

The Tourism development plan as suggested earlier requires building of infrastructure for development of tourist circuits and general development of district head quarter centres. These would require a sizeable investment. Broadly, investment for tourism development can be classified into the following two categories:

i) Investment on basic infrastructure facilities such as acquisition and development of land, transport, roads, water, power, sewerage etc.

ii) Investment on commercial activities alike accommodation, catering, tourist transport, entertainment and shops etc.
**Infrastructure**

Investment on basic infrastructure facilities can not be expected to yield immediate commercial returns. The provision of these basic facilities is supplementary to other sectors of economy. These are in the nature of social obligations designed to improve the climate for investment in commercial activities. The responsibility for development of these basic infrastructure facilities is that of the State/ Central Government depending on the nature of the infrastructure and has to be discharged by pooling up resources of various sectors of the economy.

**Commercial Activities**

For investment in commercial activities, both the State as well as the Central Government have to put in investment for developmental activities initially. The private sector would automatically move in after a particular place is established as a tourist spot and profits are anticipated. It is a general misconception to thinly spread the investment fund for tourism over a large number of small projects so that the benefit accrues to wider area. In the process the State is saddled with a string of enviable and uneconomic units. Instead, efforts may be to build self-contained tourists resorts/ tourist circuits which can attract visitors on their own merit and are self-sustaining.

Keeping in view the development plan discussed earlier, it is felt that the following activities may be taken up in phase I.

**Tourist Resort at Dzulakie**

In order to make the resort economic viable it need to have at least 50 rooms/ cottages along with other ancillary facilities. Considering the problems of accessibility it is estimated that a 50 rooms resort will involve an investment of Rs. 4 to 5 crores. This project which need to be the pioneering one and may be financed by Government of India. As indicated earlier in order to ensure proper planning of the facilities blending with the surroundings and the ecology the resort should be designed by professional architect. It need to be managed and operated by trained staff and should preferably have linkage with some established hotel chain.
Tourism complex at Dimapur

A 50 room Tourist complex at Dimapur should involve an investment of Rs.3 to 3.5 crores. This may be a commercial project and need to be taken up based on proper techno-economic feasibility report.

Rope way from Science College, Kohima to Pulebadze

The investment required and the commercial success will have to be assessed by technical experts. However, it is felt that there will be a great attraction to residents of Kohima and visitors to Kohima alike. With proper tariff structure the project may be made self-financing.

Facilities at Chedema ridge

The recreation facilities and the proposed cafeteria may be financed by the Department of Tourism, Government India. Detailed scheme may be finalised by State Government after relaxation of restrictions on visiting the place. The peace camp need to be converted into a Museum.

Facilities in Dzokou Valley

The alpine huts proposed may be financed by Department of Tourism, Government of India. Other infrastructure like the approach road and the facilities required at site may be provided by State Government.

Hotels in Kohima

Kohima at present has a three-star hotel namely Japfu Ashoka. More hotels of star category need to have commercial ventures of either private sector or Nagaland Hotels Ltd., a subsidiary of Nagaland Industrial Development Corporation (NIDC).

Publicity and Promotion

In order to carve out a place for foreign tourists, Nagaland needs promotion through publicity media of Central Tourism Department. Such publicity before removal of entry formalities can, however, be counter-productive. The production of tourist literature, films and other promotional aides also need
subsidisation. The State Government may also plan familiarisation trips by travel writers, travel agents etc. They may also open dialogue with state Government from major tourist generating markets in India to promote groups visit to Nagaland. Organising of small conferences by commercial firms may also be explored.
References


5. Ibid


