बौद्ध सर्किट THE BUDDHIST CIRCUIT

ADVISORY SUPPORT FOR THE DEVELOPMENT OF THE BUDDHIST CIRCUIT IN SOUTH ASIA

Strategy to Generate Economic and Job Opportunities for Local Communities

JOB CREATION AND WOMEN'S PARTICIPATION IN TOURISM: MAIN CHALLENGES AND ENTRY POINTS FOR ACTION

Final Draft, January 2018

WORLD BANK GROUP

EMERGING 360

Acknowledgements

South Asian Buddhist heritage is indisputably some of the most important in the world.

Several places in the region are directly linked to the historical Buddha's life and the spread of his philosophy around the world. Despite the spiritual value of these places and their historical linkages, they have not been successfully developed, managed or promoted as an integrated whole in the way that other, similarly significant places around the world have.[1] As a result, only a small fraction (0.005%) of the world's estimated 490 million Buddhists visit the key Buddhist sites of South Asia each year.

Recognizing this, South Asian countries are committed to developing their Buddhist heritage as a holistic and inclusive pilgrimage route and tourism product. To this end, countries across the region have requested the World Bank's advisory and technical support based on its long experience in unlocking tourism for lasting poverty reduction and inclusive growth goals. In response, the World Bank, with the financial support of the Government of Australia, has formulated and is implementing a Program for the Development of the Buddhist Circuit in South Asia, which this study is part of.

This report was prepared under the coordination of Stefania Abakerli (Coordinator, Program for the Development of the Buddhist Circuit in South Asia, World Bank) by a team of specialists from Emerging360 including Seth Fleisher (Project Leader, SME Expert), Dama Yarcia (Lead Economist), Muhammed Nahar (Tourism Lead), Marjorie van Strien (Value-Chains and MSME Tourism Lead) and Deepa Shakya (Gender Lead). Guidance throughout the research was also provided by Sanjay Saxena (TSCPL), Hiska Reyes and Vincent Palmade (World Bank).

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Introduction

India, according to forecasts of the World Travel and Tourism Council (WTTC), will be the fastest growing destination in the world for leisure-travel spending in the next decade, faster than Thailand or China. Among Indian States, Uttar Pradesh is one of the top destinations for foreign arrivals. In terms of domestic tourism, which comprises 98% of total tourist arrivals, Uttar Pradesh ranked 2nd and Madhya Pradesh 4th.

Sarnath, Sanchi, and Khajuraho, the focal points for this research study, represent three distinct types of heritage tourism destinations across a spectrum in India. Khajuraho, while not a Buddhist Circuit destination per se, currently plays a role in providing the only direct point of air connectivity linkage between Sarnath and Sanchi. Furthermore, these three distinct destinations are seen as representative cases for many other sites along the Buddhist Circuit.

1.1 Inclusive Economic Growth

With inclusive economic growth, we seek to advance equitable opportunities for economically active populations by ensuring sustainable income opportunities and by reaching the most vulnerable segments of local communities. Local people in this research study are defined as those living within 15 km of the cultural heritage sites, in the urban and surrounding rural areas. Within that population, our research focuses on opportunities for disadvantaged groups: women, youth, and those below the poverty line.

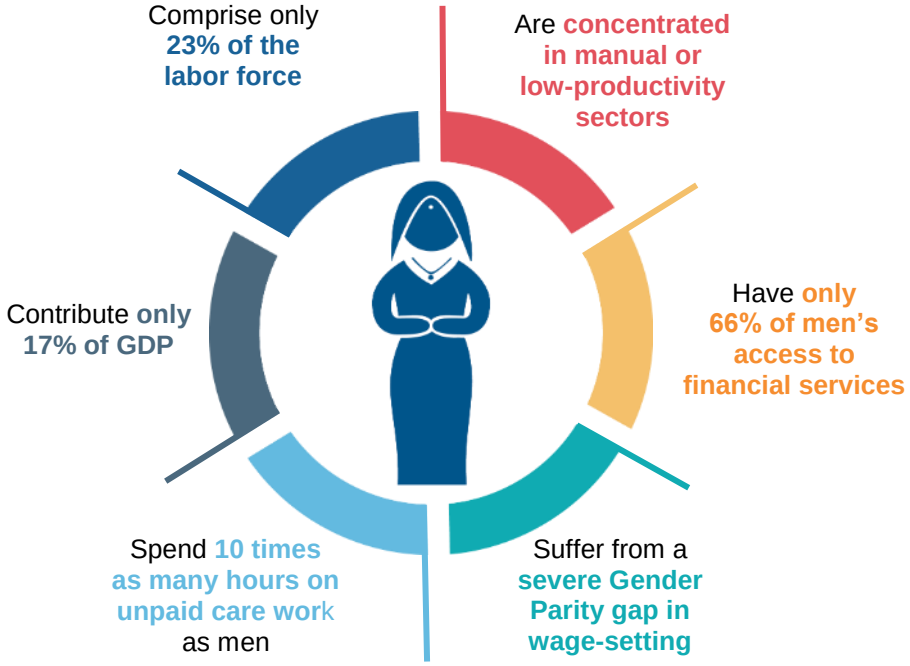
The host communities (local people) of Sanchi, Sarnath and Khajuraho are generally interested in being involved in, and seek to benefit from, tourism--through both entrepreneurship and gainful employment. They are also an important asset to the uniqueness of the tourism destinations. However, they face a multitude of constraints to fully accessing the tourism industry.

Women - A study in 2014 by the United Nations World Tourism Organization (UNWTO) and the International Labour Organization (ILO) confirms that tourism is a key job-generating sector with almost twice as many women employers as other sectors. And the tourism sector serves as an important entry point for those entering the labor market and those without opportunities in other sectors. In addition to creating opportunities for high-skilled workers, the industry plays a key role in creating opportunities for low-skilled workers, minorities, migrants, youth, the long-term unemployed, and women who prefer part-time work due to family responsibilities[1]. This is particularly relevant for our areas of study, as the incidence of poverty in the states of Madhya

[1] World Tourism Organization (UNWTO) & the International Labour Organization (ILO), Measuring Employment in the Tourism Industries, 2014 as cited in WEF. 2017. The Travel & Tourism Competitiveness Report 2017.

Pradesh (31.65%) and Uttar Pradesh (29.43%) is well above the national level (21.92%)[2]. Women comprise almost half of the population in Madhya Pradesh (48.2%) and Uttar Pradesh (47.7%), and youth (ages 15-24), a high share of the population in Madhya Pradesh (20.65%) and Uttar Pradesh (21.36%) relative to the national average (19.1%)[3]. Overall, when it comes to participation in the labor force in India, women suffer from significant parity gaps.

Figure 1: In India Women…



Youth - The 2011 Census counted 563 million young people between the ages of 10 to 35 with about 70 per cent living in rural areas, which makes India home to the largest youth population in the world. India defines youth as those aged 15 to 30 in its 2014 National Youth Policy (Ministry of Youth and Sports), constituting 27.5% of the population. According to an ILO study of 2013, the unemployment rate is even higher among educated youth who are looking for better quality jobs[4]. In addition, a major long-term challenge in India is that many youth enter the labor market at an early age, because of poverty and poor human capital endowment. They cannot afford to remain unemployed for long and, as a result, pick up activities characterized by low productivity and low wages. According to 2013 ILO research, over 50% of young Indian urban males are working in the services sector (including tourism), and rural males are increasingly looking for non-farm opportunities. Young urban women tend to become self-employed, while among rural young women, low-wage agricultural employment is particularly widespread.

[2] Reserve Bank of India. Handbook of Statistics on Indian Economy, Table 162. Number and Percentage of Population Below Poverty Line. 2011-12 (Based on MRP Consumption).
[3] Census, 2011.
[4] Mitra, A. and Verik, S.(2013) Youth employment and unemployment: an Indian perspective. ILO Asia-Pacific Working Paper Series.

Tourism is a labor-intensive service industry, covering a huge range of human services that vary significantly in the nature of the work and skills required. Within the context of the three destinations in this research study, specific opportunities have been identified to promote stronger, more direct involvement of local people through sustainable and inclusive entrepreneurship, as well as new and upgraded job opportunities. These will not only lead directly to improved livelihood opportunities for locals, but will also stimulate broader economic growth via the multiplier effect of tourists' expenditure.

For instance, money spent by a tourist in a hotel helps support that business as well as jobs within the hotel, but it also indirectly supports additional jobs elsewhere in the local economy through backward linkages with suppliers of raw food, furniture, amenities, etc. The more that local people are integrated into the tourism value chain through enterprises and jobs, the stronger this multiplier effect. The multiplier effect continues to amplify until the money originally spent eventually "leaks" out of the local economy, for instance, through purchase of goods and services outside the destination. Where possible, we have tried to seek interventions that will help keep expenditure within the destination for as long as possible. There is a related multiplier effect that can be achieved by extending the amount of time a tourist spends in a destination. For example, if the average length of stay for a tourist is increased by half a day through the provision of new, compelling local activities, tourists will spend additional money not just on those activities, but also on additional food and beverage purchases, transportation, shopping, and possibly even accommodation required or desired to support that extended stay. And a good portion of these extended services can potentially be provided by local women and youth. In fact, the tourism sector is uniquely positioned to help bring more women and youth into the labor force in India for several reasons.

Figure 2: Opportunities for Women and Youth in the Tourism Sector

Jobs often place **less emphasis on formal training** and education

Greater flexibility in terms of **part-time and home-based work**

Increased entrepreneurial options that do not require significant start-up financing

Focus on inter-personal and hospitality skills

Tremendous opportunities via the **sharing economy** (e.g., women comprise 55% of global Airbnb host community)

Bridging the gender gap—primarily by achieving labor force participation parity—would increase GDP in India by over US$700 billion annually by 2025[5].

[5] McKinsey & Co. (2015). The Power of Parity: How Advancing Women's Equality Can Add $12 Trillion to Global Growth. McKinsey Global Institute.

1.2 The Tourism Sector in Sanchi

Sanchi is a Nagar Panchayat (town) in the Raisen district of Madhya Pradesh, consisting of 77 Gram Panchayats covering approximately 214 villages. The key attraction is the “Great Stupa” originally constructed under emperor Ashoka in the third century BCE, which was inscribed as a UNESCO World Heritage Site in 1989.

Sanchi can be considered an emerging tourism destination. Access to Sanchi has become easier with the completion of highway connections with Bhopal and Vidisha in 2006, which expanded the visitor market significantly. Since then, domestic visitor numbers have been slowly increasing, a clear tourist season and key markets can be distinguished, and a handful of entrepreneurial locals have begun offering a few basic food and lodging facilities based on limited investment and understanding of the demand.

Recognizing the potential for tourism to promote economic growth, various government departments have begun developing and investing in infrastructure. Recently, the main access road towards the Great Stupa has received walkways, streetlights and decorative statues, as well as a public toilet facility and waste bins. However, apart from this one road, other areas of town have yet to be integrated in the concept.

More importantly, visitors have yet to be introduced to what Sanchi as a destination has to offer beyond the Great Stupa. Most visitors spend a few hours at the archaeological site and may stop at one of the local restaurants for a meal on their way out of town. Accommodation offerings are severely limited and of low quality, and with limited activities at the destination, the majority of overnight visitors stay at nearby Bhopal (the most important point of access to Sanchi).

Local participation in the tourism value chain remains extremely limited, mainly through low-quality employment in hotels, restaurants and excursion sites that are owned and managed by people from out of town—the participation of women and youth appears negligible.

However, visitors are decidedly interested in accessing more services and activities. Sanchi is the center of a region with a number of stupas, temples and other heritage remains that are rarely promoted and offer untapped potential to increase visitors’ length of stay.

Perhaps Sanchi’s most unique selling point is its village-like feel. The main source of livelihood for the local population remains farming of grains (mainly rice) and vegetables, which are rotated in different seasons. Sri Lankan pilgrims and religious leaders, who have frequented Sanchi for many years, reported that Sanchi’s value “would be damaged if any artificial structures such as theme parks or shopping malls were to appear.” As such, we believe that proposed local initiatives such as the introduction of Buddhist theme parks and sound-and-light shows pose significant risks to the integrity of the destination and its appeal as a tourism site.

There is, now, a great opportunity to build on Sanchi’s uniqueness in a way that will benefit the local people and convince visitors to spend more time at the destination.

"Tourists generally come to visit the Stupa and then they leave again. We don't have much chance to interact with them."

-- Shopkeeper

Table 1: Number of Visitors, Sanchi

Footfall	2012	2013	2014	2015	2016	% change 2012-2016
Domestic	212,494	220,010	267,327	281,939	298,993	+41%
International	6,789	6009	6123	4,949	5,429	-20%

Source: Archeological Survey of India, 2017.

1.3 The Tourism Sector in Sarnath

Sarnath is a Gram Panchayat, part of the Varanasi district in the state of Uttar Pradesh, and the site where the Buddha delivered his first sermon. The ward of Sarnath Municipal Corporation (no. 30) encompasses Sarnath Heritage zone and there are 2,089 households with an average of six persons in every family.

Sarnath is of great importance as a pilgrimage site for Buddhists from all around the world and has been attracting large numbers of religious and secular visitors. A number of Buddhist-majority countries have established temples and monasteries in town. In addition, Sarnath's proximity to Varanasi, a world-famous Hindu site, makes for a compelling offering whereby most tourists combine the two destinations on a single visit, though the overwhelming majority base in Varanasi and make just a fleeting stop in Sarnath to visit the heritage site.

Sarnath is a maturing tourism destination, experiencing seasonal mass tourism from October till March. Local people have found ways to address their livelihood needs by engaging in tourism through micro and small entrepreneurship and employment, and a tangible and cohesive value chain has formed around the tourism industry. However, tourism has developed at a pace faster than the local governing bodies have been able to regulate, resulting in a disorganized site and neglected opportunities for maximizing benefits.

To continue catering to the needs and wishes of a diversifying market, the destination requires more distinct accommodation and restaurant options, for instance to cater to middle and higher end tourists. There is a growing demand for larger and more elaborate development, which may

provoke an increasing influx of outside investors and entrepreneurs. While this presents opportunities, it is important to ensure that involvement of and benefit to local people is sustained.

Tour operators and the Tourism Department describe Sarnath as an "escape from the hustle and bustle in the crowded places of Varanasi." At the same time, uncontrolled sprawling and mushrooming development are now putting this unique selling proposition at risk. In addition, lack of adequate signage, educational guidance, pedestrian walkways, and safe, comfortable opportunities to interact with locals contribute to shorter tourist visits, fewer repeat visits, and relatively little income generated for the local community.

Table 2: Number of Visitors, Sarnath

Footfall	2012	2013	2014	2015	2016	% change 2012-2016
Domestic	696,359	730,804	791,233	798,130	824,737	18.4%
International	298,077	286,066	298,200	301,544	318,579	6.9%

Source: Uttar Pradesh State Tourism Department Corporation, 2017. Note that UPSTDC counts tourists from SAARC and BISMTEC countries as domestic tourists, leading to severe over-reporting of domestic numbers and under-reporting of international numbers.

"Sarnath is much calmer and more peaceful than Varanasi. We prefer to base our tour groups here and make day trips to Varanasi."

-- Tour operator from Karnataka with group staying in SGT Plaza Hotel, Sarnath

1.4 The Tourism Sector in Khajuraho

Khajuraho is a town of 22,000 inhabitants in the Chhatarpur district of Madhya Pradesh. Its most prominent feature is the Khajuraho Group of Monuments, a remarkable UNESCO heritage site constructed under the Chandela dynasty largely between 950 and 1050 CE. Contemporaneous with several of the great early temples in the Angkor complex in Cambodia, and in many cases even better preserved, the site consists of roughly 25 Hindu and Jain temples renowned for their nagara architectural style and erotic sculptures inspired by Indian tantric practices and the Kama Sutra.

The new Khajuraho airport, which officially opened in 2016, is architecturally impressive and aesthetically world-class. Originally intended to serve as an international airport, instead it now hosts an average of only 1-2 incoming flights per day, all domestic.

Khajuraho is a destination in decline. Six years ago, when Jet Airways took over the primary air route, it reduced and eliminated service, and with a near-monopoly, radically increased prices, which now average Rs. 12,000 - 26,000 in the high season for the daily 45-minute, one-way trip from Varanasi to Khajuraho. In addition, frequency and connectivity of rail service, as well as necessary road maintenance, have not kept pace with the needs of a healthy tourism industry.

Organized international mass tourists were historically the town's primary customers, and artificial facilities grew up to supplant authentic experiences. But tourism numbers dropped dramatically as connectivity challenges increased cost and logistical complexity for both tour groups and free independent travelers (FITs). While ASI has recorded a drop of 33% in total footfalls to the UNESCO site between 2012 and 2015, the former GM of the now-closed Taj Chandela and the current GM of the Lalit in Khajuraho estimate that traffic to their hotels from international tour groups decreased by nearly 80% over this time period. There has been a similarly significant drop in international FITs. Fortunately, at the same time, traffic from Indian tourists has been gradually increasing, and low prices are attracting Indians from the region with the promise of inexpensive wedding facilities.

Nevertheless, the impact of declining international tourism is currently felt at every level. Accommodation facilities from five-star hotels to guest houses have been shuttered, restaurants have laid off workers and closed, a glut of guides and rickshaws compete with each other for limited FITs each day, and shop owners estimate that by the end of this season, 50% of the current tourist-focused retail shops will have permanently closed.

There is now significant under-utilization of tourism infrastructure in Khajuraho, and tourism businesses are degrading, decreasing staffing, and closing down. The destination can either continue to decline or improve connectivity, promotion, and offerings, and enter a phase of rejuvenation. There is an urgent need for innovation, revamping the destination, and implementation of new marketing strategies. There is also a unique opportunity to frame this change within the context of meaningful inclusive economic development.

"Tourism in Khajuraho is in the ICU. Without adequate government support, tourism here is dying."

-- Licensed guide

Table 3: Number of Visitors, Khajuraho

Footfall	2012	2013	2014	2015	2016	% change 2012-2016
Domestic	260,946	276,434	264,572	279,467	279,390	7.00%
International	97,724	89,511	74,706	65,034	66,035	-32.40%

Source: Archeological Survey of India, 2017.

Methodology

2.1 Objectives of the Study

The World Bank has engaged Emerging360 to:

1. Provide an overview and strategic assessment of tourism-related value chains (VCs) along three Buddhist Circuit destinations, Sarnath (U.P.), Sanchi (M.P.), and Khajuraho (M.P.).
2. Identify constraints to local economic development, value chain upgrading, and challenges to increasing the participation of women and youth within the VCs, and
3. Conduct a gap analysis and develop a suite of actionable recommendations geared towards improving the overall competitiveness and development of these VCs, with a focus on women's participation.

Emerging360's engagement has consisted, first and foremost, of a research study involving collection and analysis of both primary and secondary data, including:

1. Literature review: Review of relevant literature on women's participation in the tourism and MSME sectors, government policies and programs, and donor and civil society initiatives relevant to the target markets, plus analysis of a range of available secondary data.
2. Analysis of survey data and published statistical reports: Our research team has analyzed a range of relevant datasets and published reports from government statistical offices, including the 2015/16 Survey on Unincorporated Non-agricultural Enterprises (except Construction), and online and offline datasets from the social, private, and public sectors, as well as databases of multilateral agencies.
3. Field-based community research: The team completed three scheduled intensive field studies—the first to all three sites, the second a deeper dive focused on Sarnath and Sanchi, and the third, again to all three. We've spent nearly 150 person-days in the field and engaged substantively with hundreds of stakeholders through:
    - Expert interviews with relevant private sector, governmental and NGO stakeholders, local leaders, and experts at the state, municipal, and panchayat level to better understand initiatives and approaches that will help promote greater local community development at the three destinations.

- Interactive focus groups with sector associations, self-help groups, and other community participants.
- Formal and informal community interviews with representatives from the target groups in hotels, restaurants, markets, on the streets, and in surrounding villages. The team successfully conducted more than a third of these interviews utilizing mobile devices for structured data collection. This anecdotal sampling of hundreds of businesses, self-employed individuals, and employees has helped flesh out a detailed picture of the tourism value chain at each destination, further reinforced by analysis of available survey data and statistical reports.

Table 4: Community interactions: Sanchi, Sarnath, Khajuraho

Study Areas	Experts Interviews Conducted	Focus Groups (participants)	Community Interviews Conducted
Sanchi	12	8 (80)	90+
Sarnath	16	10 (100)	130+
Khajuraho	12	5 (50)	130+

While in the field, the Emerging360 team has deployed Human-Centered Design (HCD) approaches to better understand the target population's needs and constraints and to co-create actionable recommendations. These include:

- 7 core mindsets: Empathy, optimism, iteration, creative confidence, making, embracing ambiguity, and learning from failure.
- Meeting the target audience where they are—in their homes, businesses, temples, markets, etc.
- Working with the community first to determine what is desirable, then later exploring which parts are technically feasible and operationally viable.
- Facilitating deep, detailed conversations, prioritizing depth more than breadth.
- Synthesizing this data as the basis for our inspirations when developing recommendations.
- Striving to get tangible solutions prototypes into the audience's hands as early and often as possible. These can be simple, such as maps, drawings, and even cardboard cutouts. We've utilized a variety of concrete solutions-generation activities with the target groups, including use cases, card sorting, simulations, etc.
- Testing and iterating on early concepts of our recommended solutions with the target audience and key stakeholders in an agile manner.

Field findings have been compared with statistical information at the district level through the Survey on Unincorporated Non-Agricultural Enterprises (excluding construction). This nationwide sample survey of 209,113 enterprises conducted from July 2015-July 2016 offers a

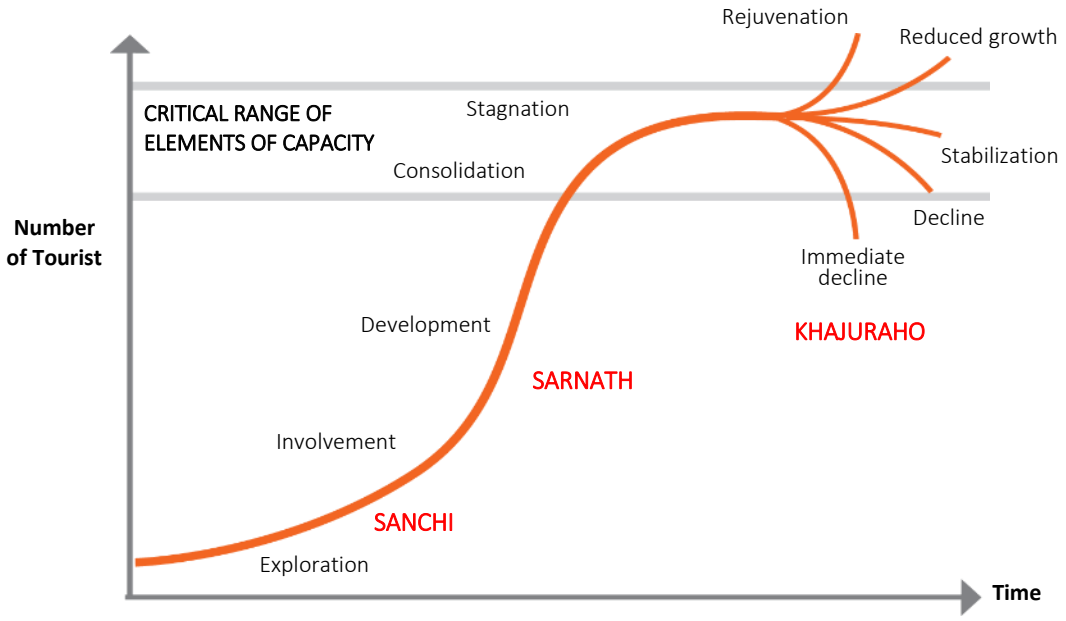
view into the characteristics of unincorporated non-agricultural enterprises in India. The survey covers 28,792 enterprises in Uttar Pradesh, including 857 in the Varanasi district (which includes Sarnath), 17,434 enterprises in Madhya Pradesh, including 291 in the district of Raisen (which includes Sanchi), and 461 in the district of Chhatarpur (which includes Khajuraho). Responses from these enterprises can be extrapolated to infer characteristics of enterprises across the larger population, disaggregated by major activity and geographic location. This, in turn, provides a window into the landscape of tourism-related enterprises in the districts that comprise the target destinations for our study.

2.2 Destination Lifecycle

Destinations are dynamic and change is inevitable. It is widely accepted that destinations generally follow a life cycle, the model of which is depicted below and can be used to shed light on development and the successive stages destinations go through over time. In reality, the life of a destination is more complex than the pattern depicted in the model, and at times, the characteristics displayed may span two or even three different stages. In addition, destinations can move through a series of cycles, and the model does not necessarily provide aid in predicting fluctuations in visitor numbers, as the conditions of a destination are conditioned by a dynamic interplay of actors, relations, policies and circumstances. However, the general message is that if destinations are not managed effectively and appropriately, they are likely to miss out on opportunities and fall into decline.

The three destinations in this research study are currently at different stages in their life cycles. Generally, opportunities for local economic development--especially for disadvantaged men, women and youth--can grow as a destination transitions through its life cycle (unless it's declining). However, to maximize benefits, growth needs to be facilitated and regulated.

Figure 3: Destination Life Cycle[6]



Source: Butler (1980) as adapted in Miller and Gallucci (2004)

[6] As proposed by Butler, 1980 as *Tourism Area Life Cycle (TALC) model* and adapted by Miller and Gallucci, 2004

2.3 Tourism Global Value Chain Framework

Tourism is part of a global value chain that has benefited from profound changes in international trade relations, communications, transportation, and technology over the past three decades. Visitor groups from across the globe can be tapped as potential markets. For many countries, especially developing countries, achieving a thriving tourism industry will depend on their success in accessing these markets, competing successfully, and capturing gains in terms of economic development, capability building, and poverty reduction. At the same time, global tourism is becoming increasingly competitive. To take advantage of global market opportunities and cope with challenges, destination countries must continuously improve their competitiveness.

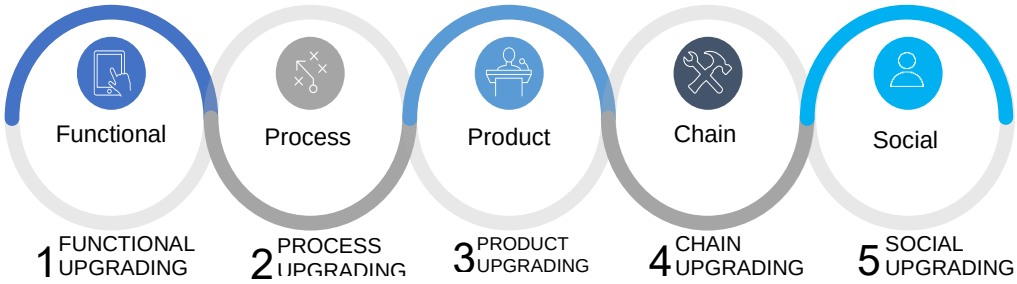
Our tourism value chain analysis focuses on the relationships among the actors in the tourism sector, and on their implications for inclusive development, including sustainability and competitiveness. As part of our value chain analysis, Emerging360 has mapped the flow of money and distribution through the local economy, as much as possible via a gender lens. This has helped elucidate existing and potential cash flows to poor people from tourism (directly and indirectly). While calculations are approximate, they've helped us quantify and compare options. We then strengthened initial projections with our findings from the wider context surrounding the tourism value chain. To this end, we've examined five types of value chain interventions based on the Tourism Global Value Chain (GVC) framework, evaluating "horizontal" and "vertical" linkages as well as "supporting markets"[7] at the Circuit level, while prioritizing the participation of the poor in value-chain analysis as well as the action planning and solutions development process:

Economic Upgrading

- Functional upgrading: MSMEs add more services / capabilities
- Process upgrading: they introduce processes to increase efficiency
- Product upgrading: they move to higher-value products
- Chain upgrading: they connect to higher-level actors or enter VC from different sector/ sub-sector

Social Upgrading: improve working conditions and create higher-skilled, better-paid jobs

Figure 4: Five Pillars of Economic Value Chain Upgrading



[7] Vertical linkages refer to relationships between enterprises that support them to effectively meet market demand and ensure the competitiveness of the value chain. Horizontal linkages refer to formal and informal cooperative arrangements between enterprises, such as member organizations, associations, clusters, societies, etc. Supporting markets offer products and services in support of a range of business functions, such as financial services, business consulting, advertising, etc.

Source: Humphrey and Schmitz (2002).

Current Situation and Challenges

In this section, we identify constraints faced by three distinct groups relative to the tourism value chain:

- "Businesses" (those with one or more employees in addition to the owner) and "self-employed workers" (those with no employees)
- Wage workers in formal and informal (often home-based) employment, and
- Those who are unemployed, especially women and youth

Most constraints are magnified by informality, which has implications for control of resources, protection under contracts, wage-setting, and capacity, and access to finance, materials and markets.

3.1 Businesses / Self-Employed

According to the Survey on Unincorporated Non-Agricultural Enterprises, there are roughly 63.4 million unincorporated non-agricultural enterprises in India. Approximately 8.7 million or 13.8% of these are engaged in activities directly related to tourism, including accommodation, travel agencies, food and beverage service, transportation, creative, arts and entertainment activities. Own Account Enterprises (OAEs) or what we refer to as "self-employed" in this report comprise 86% of the estimated tourism-related enterprises in India, the rest are businesses. Predominance of self-employment (relative to business-ownership) in entrepreneurial activities is even more pronounced for females (96.4%) relative to males (83.9%).

Common constraints

Our field research, which is supported by analysis of the survey data, has identified six key constraints common across businesses and self-employed enterprises in the tourism sector in our target destinations.

Figure 5: Challenges for Businesses and Self-Employed in Our Destinations

1. Lack of demand
Too few tourists stay for too little time, spend too little in the community, seasonality
(Cited by 100% of artisans, restaurant owners & souvenir shops; 63% of rickshaw drivers; 67% of homestays)

2. Local communities have limited understanding of market or how to innovate
(*100% of souvenir shops report falling demand & difficulty making sales)*

3. Lack of education, training, skills, knowledge of enterprise management, customer service, hygiene, marketing, networking, etc.
(Non-availability of skilled labor major constraint for lodging and F&B)

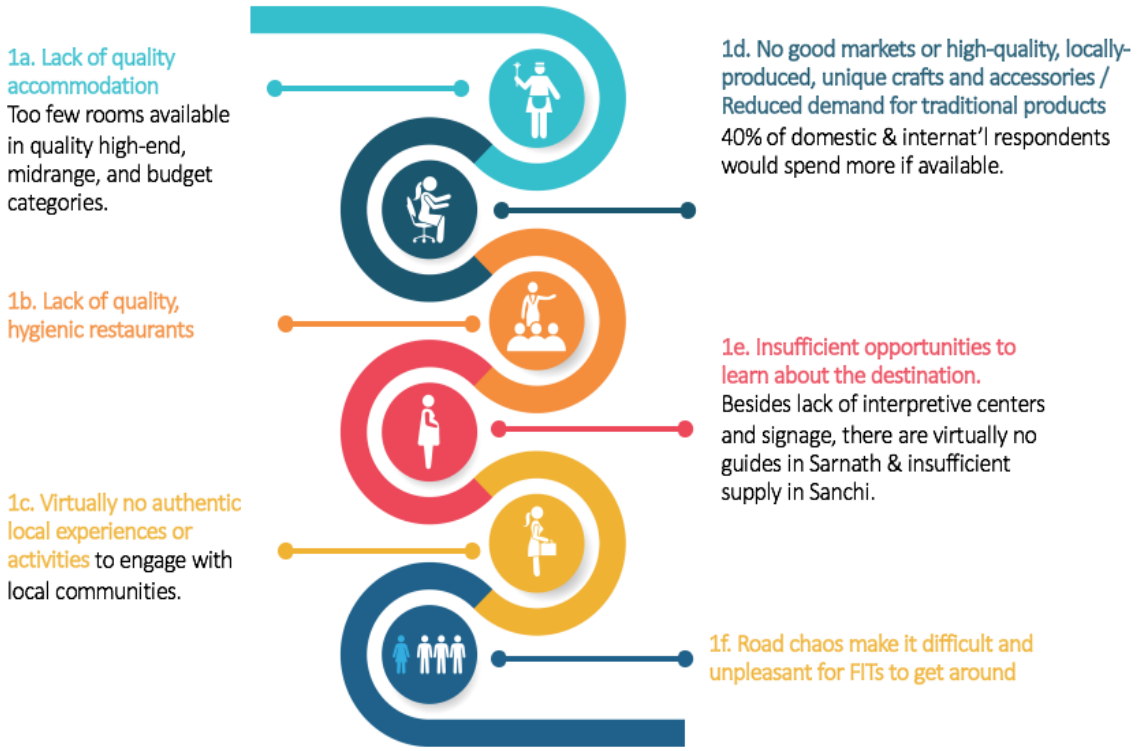
4. Virtually no existing models of women-owned businesses to change social perceptions
(Women-owned businesses are nearly non-existent in target areas)

5. Women face greater constraints to starting a business: education, skills, access to collateral/finance, burden of caring for families
(Women considered unhireable in lodging, restaurants & shops)

6. Informality reduces access to financing and credit; enforceability of contracts and collection of receivables; & government support
(Cited by 75% of bicycle rickshaw drivers, 29% of shop owners; potters don't collect payment for 12 months)

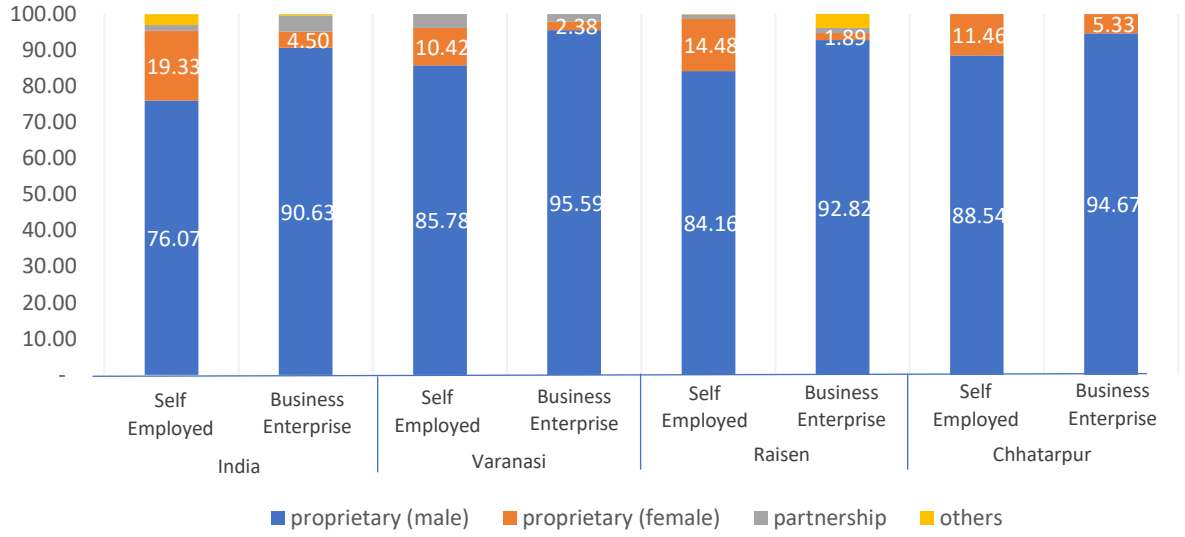
The main challenge entrepreneurs in our destinations are facing across the board is lack of demand. Tour operators and independent travelers do not spend more time and money in the target communities for a variety of reasons, as clarified in the following figure.

Figure 6: Reasons for the Demand Challenges



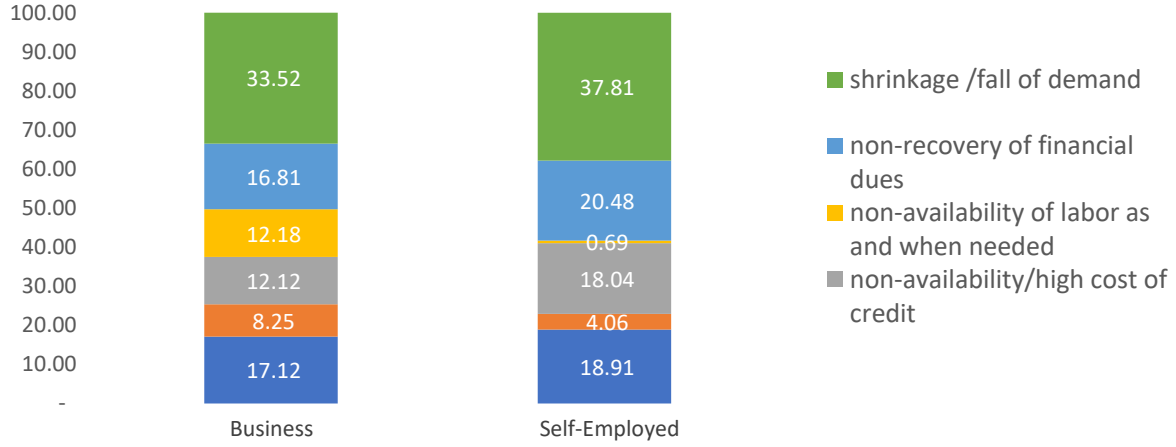
Furthermore, although small enterprises are generally thought to be pro-poor, inclusive, labor-intensive models for economic growth, women's participation in the sector is low. As of 2015-16, there are far fewer women entrepreneurs than male entrepreneurs in the tourism sector in India. This disparity is considerably more pronounced in Varanasi, Raisen, and Chhatarpur districts, where men comprise 84% to 89% of self-employed workers and where women-owned businesses constitute only 2% to 5% of the total, though women comprise nearly half the population in these areas according to the last national census. Gender disparity in business ownership in the target destinations is significantly worse than the national average, which is visualized in the tourism value chain map in chapter 4.

Figure 7: Enterprise Type by Ownership Major Tourism-related Activity (%), 2015/16



Note: Self Employed are Own Account Enterprises; Business Enterprise are Establishments.
Source: Survey of Unincorporated Non-Agricultural Enterprises 2015/16.

Figure 8: Nature of problems (most severe problem) faced in enterprise operations, 2015/16 Tourism-related activities, by Type of Enterprise



As highlighted by Delhi-based tour operators, there is significant scope for women service providers in the hospitality and tourism industry, based on demand from international tourists. To achieve this, strong women-owned business models are needed in all three destinations to set examples for the communities.

3.2 Employees / Wage Earners

Tourism in India has developed as an instrument of income and employment generation, contributing 8.78% of total employment in the country[8] for nearly 20 million people. But tourism

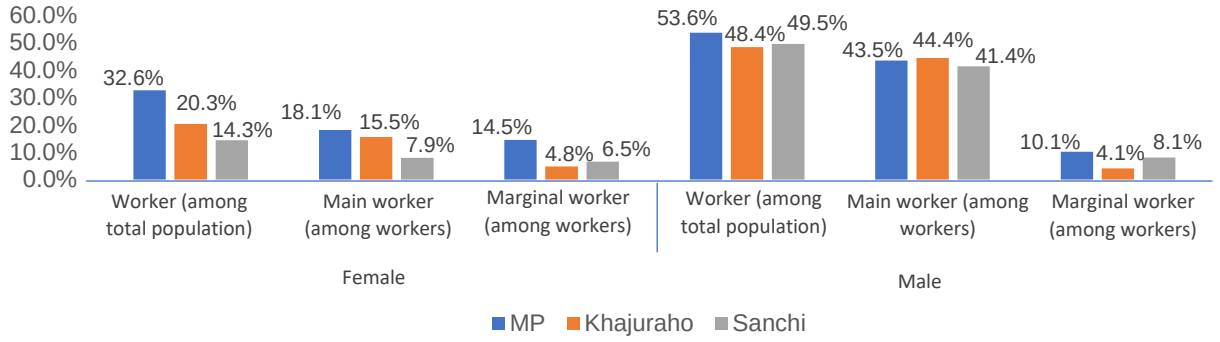
8 Iqbal BA and Sami S (2016) Global and India's tourism scenario. Journal of Tourism and Hospitality 5(1): 193.

can only flourish if the industry can employ qualified staff via a sustainable workforce, as this is key to quality service delivery. In addition, the proportion of tourism jobs secured by local people is a major variable affecting the impact of tourism on local economies.

Data indicates that the tourism sector currently contributes relatively little to employment-generation in these destinations, as self-employed enterprises--which constitute the largest number of tourism sector enterprises (around 89% to 93% in our 3 localities, higher than the national average of 86%)--operate without hiring any regular workers. This finding also has major implications for labor productivity, quality control, flow of income, and exposure to demand shocks for communities in these locations.

In Madhya Pradesh, 53.6% of the total male population is employed full- or part-time, and approximately one-third of women is employed. Figures are lower for Sanchi and Khajuraho, where employment differences for female workers are considerably more pronounced.

Figure 9: Percentage of Working Population – by Gender
Madhya Pradesh



Source: https://indikosh.com/

In Uttar Pradesh, 47.7% of men and 16.7% of women are working. However, Sarnath significantly lags state-level averages with only 44% of men and 7% of women working.[9]

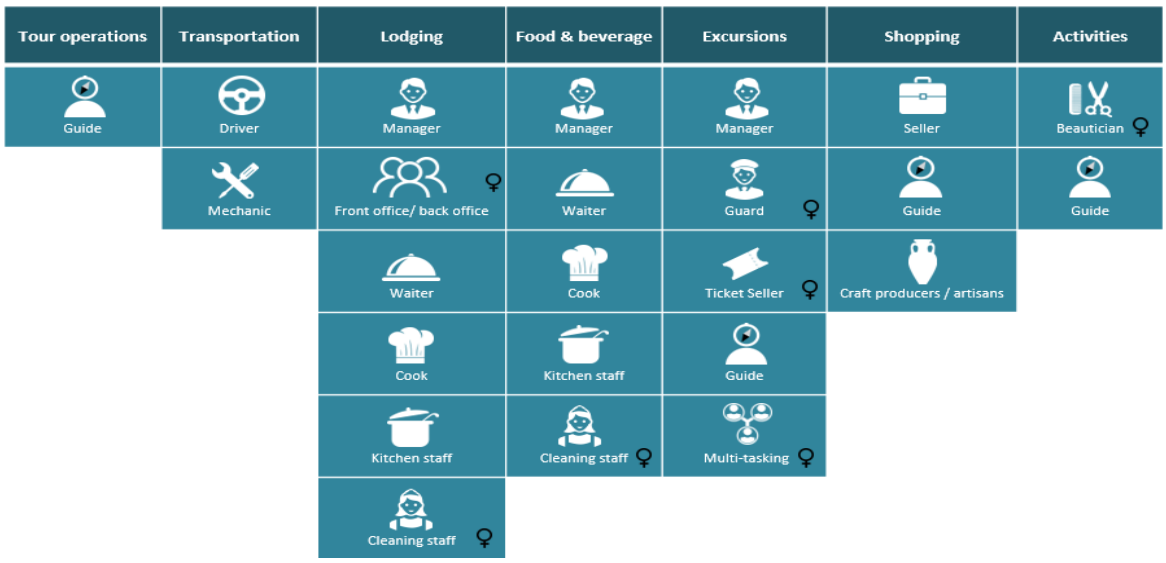
Across India, the majority of wage earners is engaged in informal employment. In fact, from 2011-2012, it was estimated that 80-92% of the urban workforce was informally employed.[10] One of the drivers of this trend is greater use of contract and other forms of casual labor (i.e. workers without access to social security). Interestingly, among casual labor workers, wages seem to be somewhat equalized across gender. Based on the National Sample Survey 2011-2012, wages of women casual laborers aged 15-59 are beyond parity with males in urban areas, at a ratio of 1.64 for India, 1.24 in Uttar Pradesh and 1.33 in Madhya Pradesh. The reverse, of course, is true for regular wage/salaried employees, where women receive just 78% of men's wages in urban areas and 63% in rural areas. This gender disparity in wages is even more pronounced in Madhya Pradesh (70% and 40% for urban and rural areas, respectively). In terms of sector, gender disparity is wider in manufacturing (with a wage ratio at 61% in urban

[9] Source: https://indikosh.com
10 Chen, M.A. and Raveendran, G. (2014) Urban employment in India: Recent trends and patterns. Women in Informal Employment Globalizing and Organizing (WIEGO) Working Paper No 7

areas), compared to the trade sector with wages of women at 91% of men's, and the services sector with wages at 76% (Women and Men in India, 2016).

The following diagram represents the main employment opportunities in the tourism sector in our destinations and highlights those jobs where women employees can currently be found (♀)

Figure 10: Wage Earners in Tourism



Common constraints

Key gender-specific challenges for women wage earners in our destinations include:

- Gender bias in assignment to positions and wage-setting
- Social stigma of hospitality-sector employment, which limits options for women
- Inability to work night and non-standard shifts due to household responsibilities, which limits opportunities for growth
- Curtailed advancement opportunities due to lack of transportation and childcare duties, and inadequacy of support services, for example, of formal childcare provision outside the house, which is simply not available to women in our destinations.

3.3 Unemployed

Common constraints

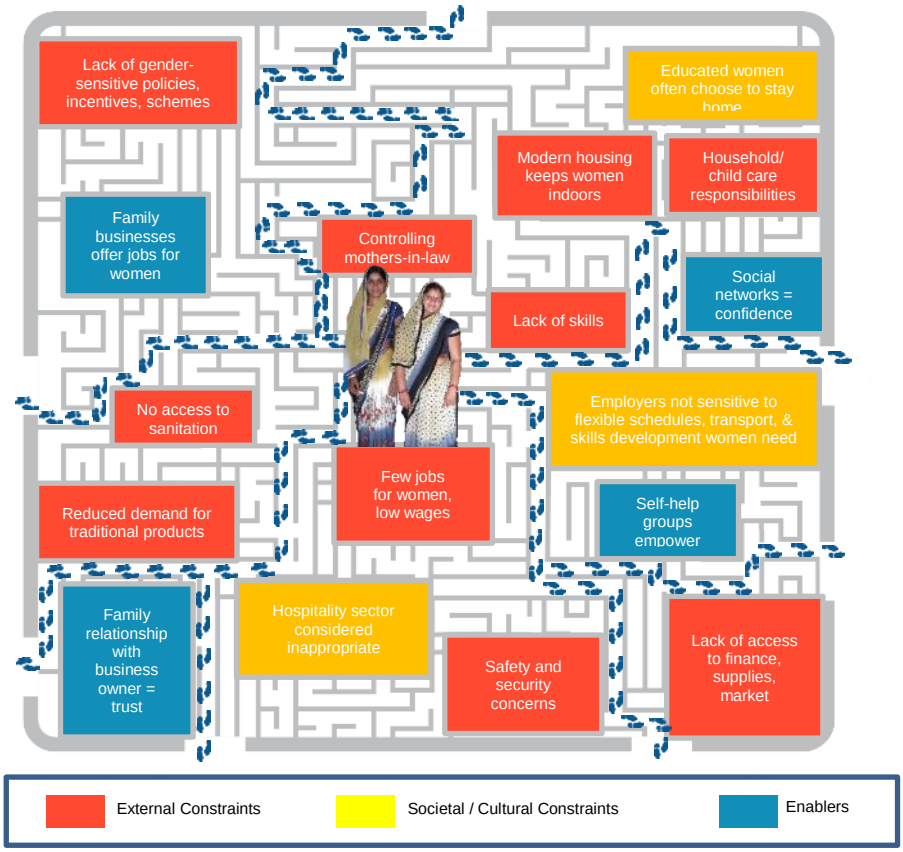
In recent years, a decline in labor force participation of women has been observed across India[11]. Though willingness to work is found to be high among unemployed women in the target destinations, many of them are unable to overcome barriers. The most common constraints keeping women from entering the tourism-sector labor force in our destinations include:

- Unpaid household work, which occupies an excessive percentage of women's time, particularly in cases where basic infrastructure (e.g., access to sanitation and water facilities) is inadequate.
- Safety and security issues, including the threat of violence and sexual assault
- Mothers-in-law tend to rule with an iron fist, keeping young women in the house as unpaid domestic servants
- Traditional cultural belief that it is not respectable for women to work in the hospitality sector
- Lack of childcare and lack of transportation
- Lack of education, skills, and English fluency

These same issues are also reported by tourism-sector entrepreneurs looking for employees: Potential employers (including hoteliers, restaurant owners and shopkeepers) have the perception that women are unwilling to work, do not have the necessary skills, are not available during the hours they need them, and cannot focus sufficiently on work due to responsibilities of family / childcare. The figure below enumerates the key external and cultural constraints that unemployed women in our destinations face, along with enablers that can potentially support them in accessing the labor force.

Figure 11: Challenges for unemployed women

[11] Chen, M.A. and Raveendran, G. (2014) Urban employment in India: Recent trends and patterns. Women in Informal Employment Globalizing and Organizing (WIEGO) Working Paper No 7



India has the world's largest youth population, with 354.4 million people aged 15 to 29, that is 27% of the population.[12] Despite an increase in general education levels (for men as well as women), youth unemployment continues to pose a major challenge. Insufficient numbers of well-paying jobs are being created for this demographic, and fewer youth are willing to take low-paying jobs[13].

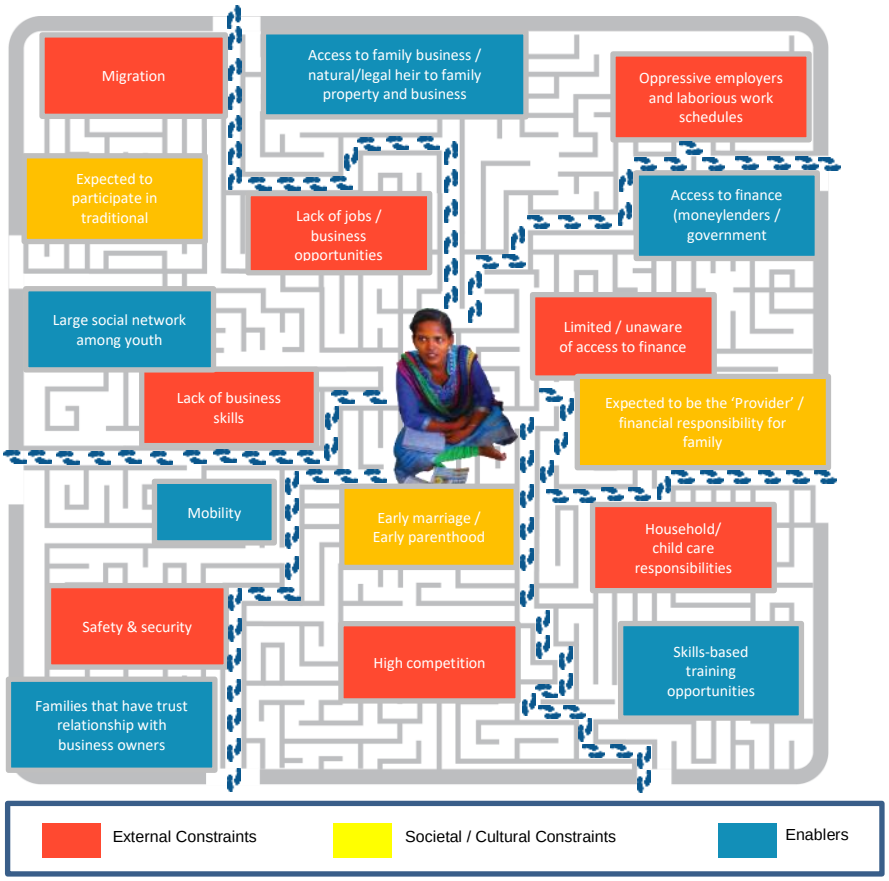
Local youth in the three destinations indicated that access to jobs is a key challenge for them. Many are compelled to take low-paying, unproductive jobs and often end up in the informal sector or on casual contracts without any social protection or job security (i.e., informal jobs in the formal sector).[14] They believe their key constraints stem from:

- Lack of skills (especially vocational skills) work ethic, and English fluency
- Lack of information about job opportunities
- Lack of social networks
- Lack of work experience

[12] India Labour Market Update, ILO Country Office for India, July 2016.
[13] Chen, M.A. and Raveendran, G. (2014) Urban employment in India: Recent trends and patterns. Women in Informal Employment Globalizing and Organizing (WIEGO) Working Paper No 7
[14] Sanghi, S. and Sensarma, K. (2014) Skill challenges of informal sector in India. Confederation of Indian Industry, focus of the month.

These key constraints were also highlighted by potential employers (including hotels, restaurants and shops), who cited lack of vocational skills as the single greatest challenge. The lack of preparedness for the workplace makes potential employers averse to employing young people, as they are anticipated to underperform. The figure below enumerates the external and cultural constraints that unemployed youth in our destinations face, along with enablers that can potentially support them in accessing the labor force.

Figure 12: Challenges for unemployed youth


Migration
Access to family business / natural/legal heir to family property and business
Oppressive employers and laborious work schedules
Expected to participate in traditional
Lack of jobs / business opportunities
Access to finance (moneylenders / government
Large social network among youth
Limited / unaware of access to finance
Lack of business skills
Expected to be the 'Provider' / financial responsibility for family
Mobility
Early marriage / Early parenthood
Household/ child care responsibilities
Safety & security
High competition
Skills-based training opportunities
Families that have trust relationship with business owners
External Constraints
Societal / Cultural Constraints
Enablers

Tourism Value Chain Analysis

Value chain analysis can help reveal the most promising areas for enhancing income opportunities for the poor and disadvantaged within the tourism and hospitality service sectors. Stakeholders along the value chain are highly interdependent, and the relationships between different stakeholders along the value chain are essential to achieving the goal of reaching the market in a competitive manner.

4.1 Market Segments

Before diving into the supply side, we briefly explore existing and potential tourist market segments to help clarify the market potential of specific value chain upgrading opportunities. Drawing on results of other research under this World Bank project, nine market segments have been identified for the Buddhist Circuit destinations.

According to this segmentation model, visitors have been categorized as high, middle, and low spending. The common denominators used for supporting this segmentation appear to include the type of accommodation where tourists stay and the price of tour packages that tourists travel on. However, our research indicates that these parameters do not necessarily reflect spending patterns at the destinations. For instance, a majority of Asian Buddhist pilgrims opt to stay at monasteries, regardless of their income level, as staying in a monastery is not only inexpensive but also provides an opportunity to live among and support the monks, which is believed to generate merit. As such, the fact that a pilgrim stays at a monastery is not necessarily predictive of their level of out-of-pocket expenditure at the destination. In addition, domestic Buddhist tour groups on so-called “low spending” tour packages have been observed to spend extravagantly at the local markets. Nevertheless, this segmentation model provides some structure for understanding the demand side of the tourism sector in our destinations.

Table 5: Buddhist Circuit Market Segments[15]

	International Buddhist Pilgrims	International Non-Buddhist travelers	Domestic Travelers
High Spending Visitors	Primary source countries for high spending pilgrims are Japan, South Korea, Singapore, Malaysia, Indonesia, China, Taiwan. Japanese and Korean tourists cover 15-20% of inbound tourists on the Buddhist circuit, majority older (50+), spend on average 7-8 days visiting various sites in different states, mostly on organized package tours, though a recent increase in independent travelers is observed. Latest trends indicate a marginal decline in arrivals from Japan and Korea, while Chinese visitors are increasing.	Mainly independent travelers from USA and European countries travelling for leisure-purposes. Along with Buddhist sites, they tend to visit other cultural heritage destinations, including Varanasi.	High spending domestic visitors from various parts of the country, both spiritually-oriented and leisure-oriented, visit Buddhist sites on organized package tours and independently.
Medium Spending Visitors	Visitors from Thailand and Myanmar are considered medium spending and spend 10-13 days on average in the Circuit. Private tour operators and various monastic organizations coordinate their tours.	Travelers from European countries with special interest in Buddhism, influenced by Tibetan monastic organizations in Europe and elsewhere.	Domestic leisure and experiential travelers visit a variety of destinations.
Low Spending Visitors	Travelers from Sri Lanka and Tibet generally fall under the low-spending category. They travel in larger groups and normally cover various sites in India and Nepal on a single trip. They prefer low cost transportation and stay at monasteries or budget accommodation. However, we have observed multiple middle-class Sri Lankan tour groups staying at the most expensive hotel in Sarnath.	Backpackers and student groups especially from Western countries combine their visits to Buddhist destinations with other sites like Varanasi, etc.	Indian Buddhist pilgrims are taking low budget visits marked by tight travel schedules. Local/regional tourists, weekend visitors and holiday travelers also visit Buddhist sites on a low budget travel. Among all travelers, the latter group is the most likely to return for repeat visits.

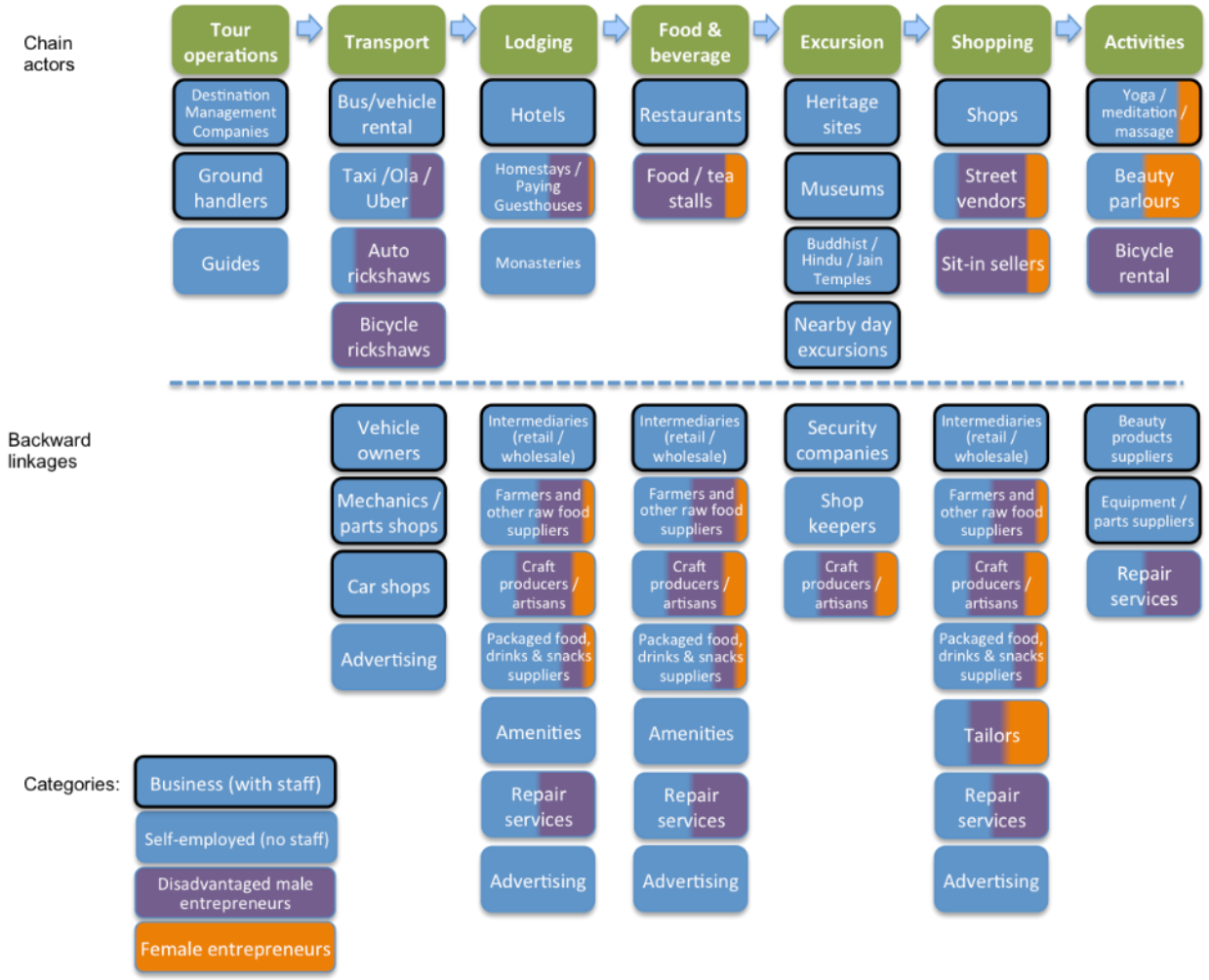
[15] Based on Sarnath, Kushinagar and Nalanda: Market Analysis by Genesis Leisure Consulting, February, 2017 (Section - Assessment of Visitor profile).

4.2 Value Chain Mapping

Tourism is a complex market system in which a variety of enterprises in different sub-sectors (hospitality, transportation, tour operations, etc.) trade products and services against (monetary) payment or other products and services to reach the end market: the tourist. The economic value of tourism arises entirely from the expenditures made by domestic and international visitors. In other words, the tourist is seen as the source of value--the value chain, in turn, includes the suppliers of all goods and services that create and deliver tourism-related products. Suppliers along the value chain are highly interdependent, some more powerful than others, and rely on each other to generate profits.

Mapping the players in the sub-sectors within a destination aids in analyzing their relationships, the challenges they face, and their performance in the value chain. The tourism value chain maps for each of the three destinations in this research study look quite similar, with only minor differences in services offered and number of enterprises involved in each sub-chain.

Figure 13: Tourism Value Chain and Backward Linkages



Micro and small enterprises (MSEs) dominate the overall value chain, though medium and larger businesses such as hotels and tour operators (which are not displayed, as they are located outside of the destinations, primarily in Delhi and Mumbai) have a major influence due to their control over access to a large portion of the market. Transport services, vending, craft production and repair services are accessible sub-sectors for disadvantaged male entrepreneurs. Overall, there are remarkably few women entrepreneurs involved in the tourism sector in our destinations, and they are mainly self-employed individuals clustered in street vending, craft production, farming, and cosmetology services.

4.3 Entrepreneurship and Employment in the Sub-Chains

Analysis of the tourism sub-chains reveals six categories of enterprises that offer the highest potential for rapid inclusive economic development. Criteria used for selecting these six include: (a) Extent of opportunity for people from the target groups who are currently involved in, or could become involved in, entrepreneurship or employment with potential for growth or advancement; (b) Extent of opportunity vis-a-vis tourist demand for introducing additional products/services, or for innovation with regard to existing products/services; and (c) extent of opportunity for extending tourists' length of stay and/or increasing out-of-pocket expenditure.

Guides
Links: hotels/tour operators

SANCHI

- 4-5 guides (half unlicensed, half from outside)
- 100% male
- Avg 20,000 INR / month (1,000 – 2,000 per day) in season

Very few guides are active in Sanchi. Their main linkage to clients is in and around the heritage site. Many tourists travel on organized packages that include a guide. At the same time, the growing number of independent travelers offers an emerging opportunity for current as well as new guides if guiding services are improved, monitored, and promoted.

SARNATH

- 2-3 guides in Sarnath (~50 active guides in Varanasi working for hotels and tour operators)
- 100% male

Avg 20,000 INR / month in season (500-1000 INR from Indian tourist and from foreigners 1500-2000 INR)

There are virtually no local guides available in Sarnath for independent travelers, and this presents a substantial opportunity for local male and female youth if guiding services are improved, monitored, and promoted. (In particular, we envision an opportunity to rehabilitate some of the smart, multilingual young touts in Sarnath who currently work on sales commissions and train them as qualified guides.) Approximately 50 guides who are active in Varanasi also lead tour groups in Sarnath. They mainly work for tour operators and hotels on

KHAJURAHO

- 140 guides
- 100% male
- Avg 17,500 INR / month (fees are fixed in MP at 1,380 INR/half day but negotiable due to competition)
- 40% fall in profit in past 5 years
- 100% registered

There are approximately 140 guides in Khajuraho, all male and loosely associated, who compete for rapidly diminishing business. The government posts excessively high "fixed-price" tour rates for these guides, starting at Rs.1,400 for a two-hour session for a small group, but in reality, the guides are compelled to reduce their rates in order to compete. Furthermore, ASI / Tourism Dept. policies have created significant animosity between guides carrying different credentials, and a group of Khajuraho guides licensed at the national level for the entire region

organized tours. They are trained to explain the history of the sites at a basic level and have only limited knowledge / understanding of the spiritual needs and wishes of Buddhist pilgrims.

has brought to the Supreme Court a suit to stop those licensed only at the state level from guiding in Khajuraho.

Binding constraints

- Low demand / seasonality

Unique issues

- Guides offer fairly low-quality services
- Licensing process can be lengthy, costly, and require moving to another area of India

Binding constraints

- Low demand / seasonality

Unique issues

- Guides offer fairly low quality services
- Licensing process can be lengthy, costly, and require moving to another area of India
- Limited knowledge / understanding of the spiritual aspects
- No guides available on site at Sarnath for FITs

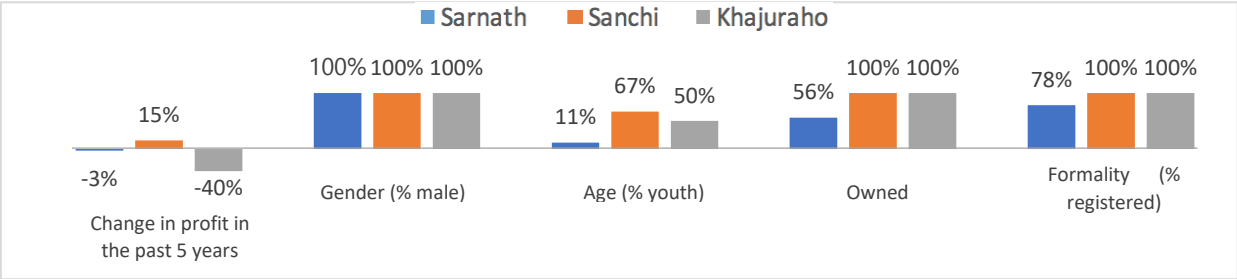
Binding constraints

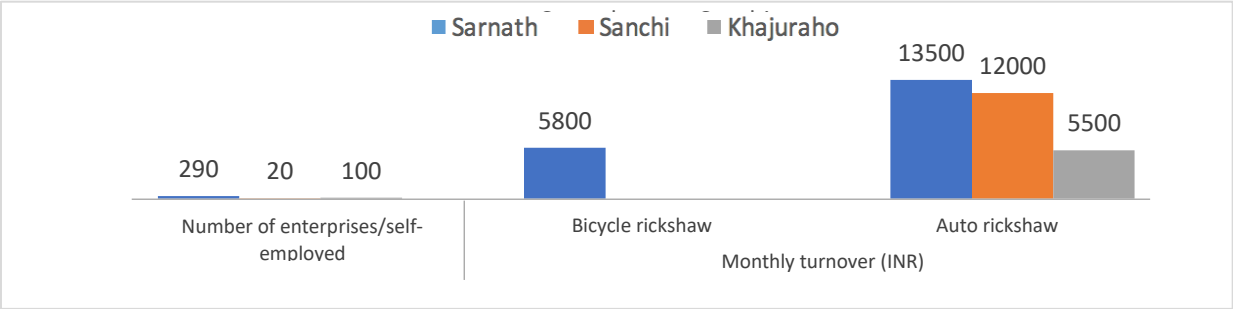
- Low demand / seasonality

Unique issues

- Guides are high-quality but too many guides with too few visitors has created excessive competition, and diminishing rates and incomes
- Licensing process can be lengthy, costly, and require moving to another area of India
- Multiple licensing processes (national / regional / site-specific) leads to confusion / animosity among guides

Rickshaws
Links: hotels/shops





Note: only auto rickshaw drivers were interviewed in Sanchi and Khajuraho.
Source: Emerging360 Field Survey data, July-November 2017.

SANCHI

There is a small group of auto rickshaw drivers operating in Sanchi of which 50% is youth. Some come from Sanchi town, while the majority (60%) is from the surrounding villages. Auto rickshaw driving is perceived as a good opportunity in Sanchi; in most cases people have sold their farmland to purchase their vehicle. They drive passengers, including tourists, between Raisen, Udaygiri, Vidisha and other sites in the surrounding area. Hotels occasionally refer customers to them. Several drivers are under the impression that they would strongly benefit from guide training and are more capable of providing information to their passengers.

Binding constraints

- Seasonality
- Perceived lack of potential to advance or increase income

SARNATH

All drivers of bicycle and auto rickshaws in Sarnath highlighted that their work is unreliable, and both types of rickshaw drivers indicated that they regularly have days when they earn nothing (especially in the low season). To compensate, some also engage in labor work.

The majority of bicycle rickshaws work on the route from the Central Institute of Higher Tibetan Studies to the monasteries and the heritage site, where they get work mostly from foreign clients. They appear to collaborate and take customers on a rotating basis. The bicycle rickshaw drivers expressed a desire to drive an auto, observing that passengers prefer auto-rickshaws and the higher fares would provide better income. However, they do not have the capital necessary to purchase an auto outright or the collateral necessary to finance a purchase. Currently, 50% of bicycle rickshaw drivers spend roughly 25% of their monthly earnings to rent their vehicles and more still to maintain them.

Binding constraints

- Lack of demand / seasonality (Auto rickshaw)
- Perceived lack of potential to advance or increase income
- No access to finance to purchase own vehicle or to upgrade vehicle is major problem

KHAJURAHO

Tourist transportation in Khajuraho consists almost exclusively of autorickshaws and taxis. In many cases, taxi drivers are part-time, informal employees of the car owners, and with rapidly dwindling numbers of tourists, some drivers report now earning as little as 1,500 INR per month in the high season. Autorickshaws carry more locals than tourists these days and often resort to supplementing their incomes with additional work.

A particularly interesting case is the dance troupe that performs nightly at the MP Tourism cultural center. The talented troupe is composed of approximately 12 autorickshaw drivers and half a dozen young women (otherwise unemployed) all trained by a master local dance instructor. Members of the troupe earn an Rs.3,000/month, which supplements their regular daytime income, while promoting Bundelkhandi and regional dance traditions.

Binding constraints

- Lack of demand / seasonality

Unique issues

- No proper stand / maintenance facilities
- Poor alternative livelihood during off season

Unique issues

- No proper stand / maintenance facilities
- Poor alternative livelihood options during off season
- Increasing competition
- Age impacts ability to carry passengers (bicycle rickshaw)

Unique issues

- Poor alternative livelihood options
- Increasing competition

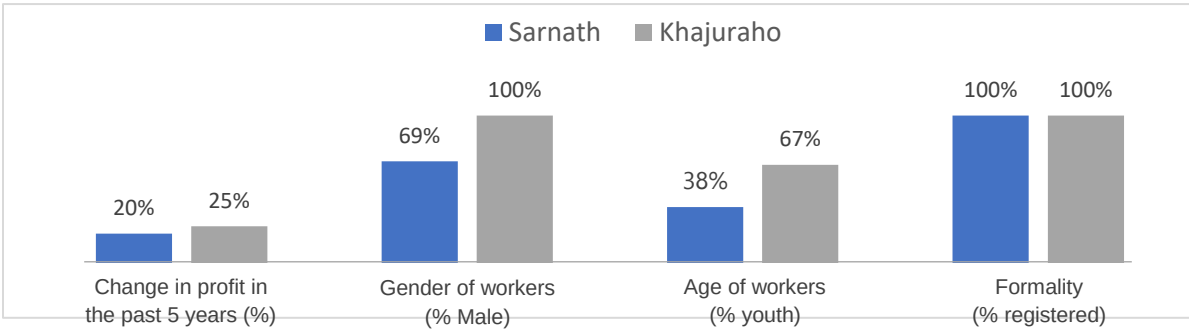
"Competition is the biggest challenge we face. Bicycle rickshaw drivers face competition from auto-drivers, while auto-drivers face competition from e-rickshaws and Ola cabs. People have too many choices."

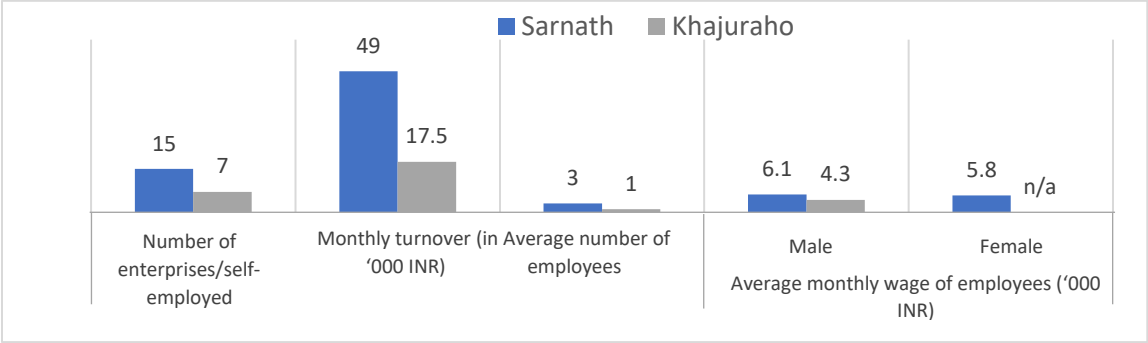
– Auto rickshaw driver in Sarnath

"I pay Rs. 1,500/month to rent this bicycle rickshaw—this is 25% of what I earn each month in high season."

– Bicycle rickshaw driver in Sarnath

Homestays
(potential) **Links: rickshaws/tour operators**





Note: No data on homestays for Sanchi.
Source: Emerging360 Field Survey data, July-November 2017.

SANCHI

There are no homestays in Sanchi

Binding constraints

N/A

SARNATH

There are 13-15 functioning homestays in Sarnath. Under the business concept "Paying Guest House," local people are able to offer up to 5 rooms in their home for overnight guests. This type of business is making a difference for some local people of Sarnath.

However, the execution of the paying guesthouse model is inconsistent. While good practice examples - in line with the homestay model - exist, most paying guest houses do not offer tourists an immersive cultural experience. Rather, the properties are operated as low-end hotels, and in fact, they often combine a business license with their homestay license to include 20+ rooms in their facilities, leveraging the 5 homestay rooms simply as a tax break.

Binding constraints

- Seasonality, operating below capacity (30-60% during peak season, 0-50% during low season;)
- Limited market access, limited understanding of market, poor marketing skills
- Poor quality of supply due to limited investment for expansion or upgrade

KHAJURAHO

In Khajuraho approximately 7 "homestays" have been started in recent years and are operating with varying degrees of success as a low-cost accommodation option. However, there are virtually no real homestays in Khajuraho--instead local entrepreneurs have figured out ways to skirt the rules of the multiple competing government homestay schemes offered via MP Tourism, the Dept. of Labour, and the national B&B scheme, and with little monitoring, have in reality created tax-free budget hotels without any immersive, quality experience for tourists. The few homestays that do offer an authentic local experience have been impressively successful with consistently high occupancy rates and 97%+ ratings on Booking.com and TripAdvisor.

Binding constraints

- Shrinking demand due to fall in tourist arrivals in the destination
- Limited market access, limited understanding of market, poor marketing skills
- Poor quality of supply due to limited investment for expansion or upgrade

Unique issues

- Households are not exposed to the homestay concept and opportunity

Unique issues

- Various inconsistent tracks for licensing--confusion in the market
- Lack of high-quality immersive cultural experience for tourists.

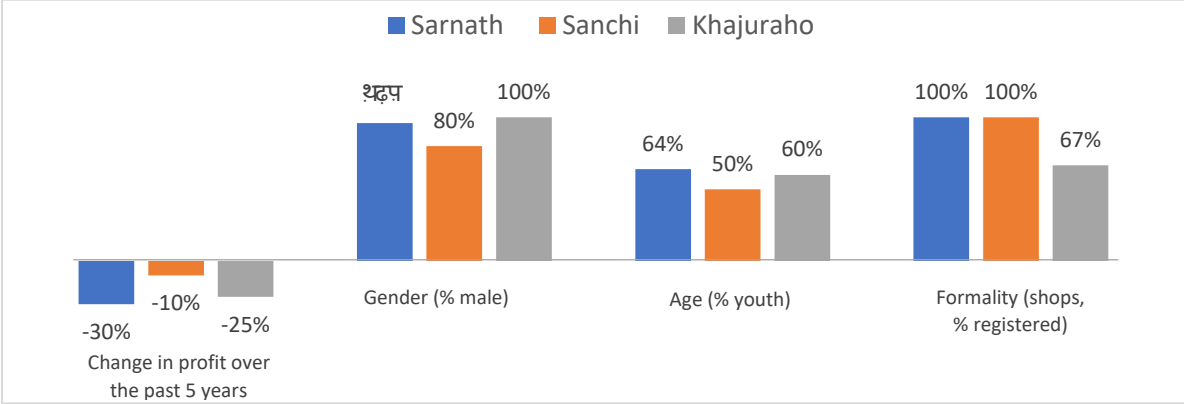
Unique issues

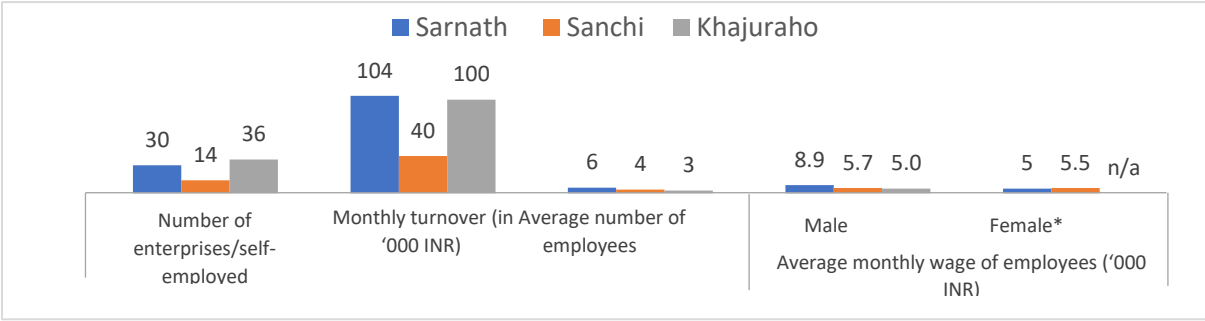
- Various inconsistent tracks for licensing--confusion in the market
- Lack of high-quality immersive cultural experience for tourists.

"Although we are low-caste, the community better respects my family now that we host foreigners at our house."

– Homestay owner in Khajuraho

Restaurants
Links: vegetable vendors/groceries





*may be inflated because women workers are usually employed only by bigger establishments.

Source: Emerging360 Field Survey data, July-November 2017.

SANCHI

Among local enterprises in Sanchi, restaurants may be best connected to tourism, as the majority of visitors make use of local food and beverage services. However, the seasonality of tourism significantly affects restaurant businesses, as there are few other customers.

With limited exposure to hospitality services, it is challenging for restaurants to find skilled labor among the local community. Some restaurants hire a few skilled or semi-skilled staff from Vidisha or Bhopal in addition to the largely unskilled local staff.

Binding constraints

- Non-availability of skilled labor as and when needed
- Seasonal demand

Unique issues

- Reduced purchasing power of the Rupee with GST/demonetization

SARNATH

The restaurant sector is dominated by low-quality establishments that do not offer much variety in menu selection and atmosphere. Hygiene standards are low. Establishments in the vicinity of the heritage site are unsure of the legality of their spaces, which inhibits their willingness to invest. However, a few more innovative restaurants and cafes can be found, especially towards the outskirts of Sarnath.

Skilled labor is mentioned as a key challenge for local restaurant entrepreneurs, and competition for experienced staff among restaurants in Varanasi is high.

A growing local middle class is starting to patronize the very few higher-end restaurants and cafes in town, broadening the market for these establishments.

Binding constraints

- Non-availability of skilled labor as and when needed
- Shrinking demand / difficulty making sales

KHAJURAHO

Restaurants in Khajuraho are suffering from a significant decline in FIT visitor arrivals. While a majority of restaurants are registered--employing on average a few low-wage, part-time staff, a number of restaurants are managed and run exclusively by sole proprietors without staff and report that they are barely breaking even and could not afford registration fees or tax obligations. This year, many restaurants are hosting just a single customer per day even in the high season, and we expect significant restaurant closures by the end of this season.

The most successful restaurants are Swiss, Dutch, and Italian owned with better quality food, better service, higher traffic, higher prices, and better margins than the typical Khajuraho restaurant.

Ironically, while it's possible to order Italian pizza and Chinese dishes in numerous restaurants across town, it's not possible to find a single restaurant that prepares authentic Bundelkhandi cuisine or desserts, and this represents a significant opportunity for local entrepreneurs.

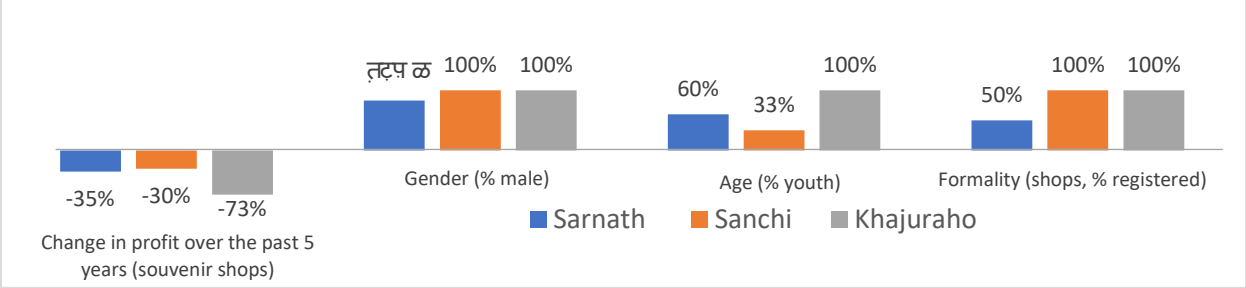
Binding constraints

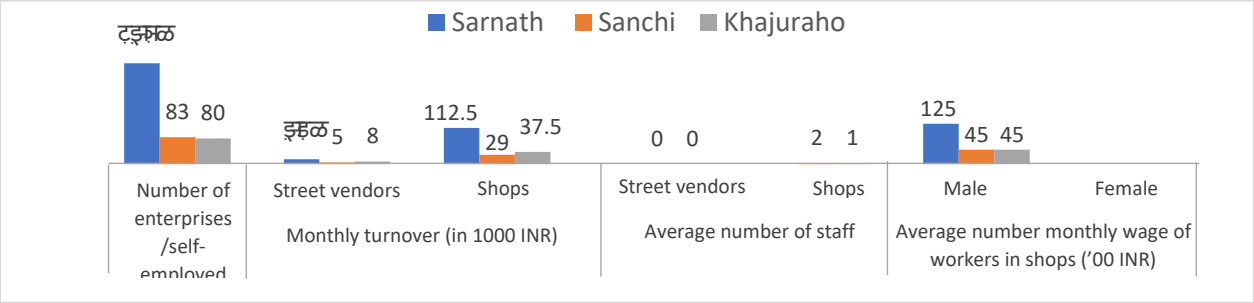
- Non-availability of skilled labor as and when needed
- Shrinking demand / difficulty making sales

Street Vendors and Shopkeepers

Links: Craft producers, souvenir sellers (Sarnath);

Wholesalers, delivery/transport, laborers (Sanchi)





Note: street vendors include sit-in sellers and street stalls. Monthly turnover for Sarnath refers to income. No data for Sarnath on number of staff.
Sources: Emerging360 Field Survey data, July-November 2017; (*) Total Synergy Consulting Field Survey data.

In all three destinations, shopkeepers tend to hire male staff. When asked why they do not hire women, a shopkeeper clarifies: "they are hard to manage" as a result of their household duties.

SANCHI

Street vendors can be found in the main market and along the highway that runs through Sanchi. Most of the street vendors have semi-fixed establishments, though they are unsure of their entitlement to their spaces.

Their main clientele consists of local people from Sanchi town and surrounding villages, which makes for a narrow market. The vendors currently have limited connections to the stream of tourists and visitors that pass through town and have not yet developed an understanding of the opportunity these potential customers offer.

Among the vendors of the main market a Street Vendors' Association has been formed to

SARNATH

Street vending in Sarnath is tolerated--however, formal space is lacking. The Street Vendors' Association plays a vibrant role in linking the vendors horizontally. Being integrated with the larger Street Vendors' Association of Varanasi, a body representing over 40,000 vendors, offers a strong layer of protection.

Approximately 20-25 women are active as street vendors. They are mainly involved in lower investment/turnover activities, selling raw and packaged food products, though a few sell souvenirs or offer services like mehndi painting.

KHAJURAHO

The street vendors of Khajuraho stand or sit on the roads along the market near the heritage site. Street vendors comprise souvenir sellers, food and tea sellers, and sit-in-sellers. The roughly 10 street vendors selling souvenirs neither support nor collaborate with each other. They sell products made by artisans from around Madhya Pradesh, Uttar Pradesh, and Chhattisgarh state, as well as Rajasthan, Kashmir, and Nepal.

Decline in international tourist footfalls has significantly impacted the street vending business. Street vendors also believe that the aggressive local young touts negatively influence tourists' willingness to make souvenir

communicate with local authorities regarding demands for better market facilities (stalls, streets, sewage, waste management, sanitation facilities, etc.). Vendors have expressed a strong desire to learn about tourists as a potential market and are willing to broaden or adapt their wares and services to attract them.

According to the Street Sellers Association of Varanasi, approximately 20% of women sellers own their own stalls (80% are renting) in comparison to the 70% of men who own their stalls, making the women more vulnerable to income fluctuations. In general, women sellers are forced to come out and work due to extreme poverty and/or having a husband who does not work or earn sufficiently.

The head of the Street Vendor's Association in Sarnath noted: "If the man of the family earns well, he would not want his wife to work. It's a prestige issue, as it is generally perceived that a working wife means the husband is not able to earn enough."

Street vendors in Sarnath are relatively well connected to tourism and many of them have developed an initial understanding of how to attract tourists as customers. However, vendors lack diversity in souvenir products, the majority of items are low quality, and they are unwilling to take risks with more promising unique products.

purchases. Touts bring tourists to shops and expect up to 40% commissions for any sales subsequently made.

In addition, tour operators reportedly patronize only four of the many shops in town, leaving the rest solely reliant on dwindling numbers of FITs. Several shopkeepers whom we surveyed estimated that 50% of the current shops will permanently close by the end of this season.

The stalls of food and tea vendors are situated further away from the heritage site. Their clientele are mostly domestic tourists and locals.

Sit-in-sellers primarily sell glass bangles and other cosmetic accessories, such as bindi, lipsticks, rubber bands, hairpins, etc. that locals people purchase, especially during the wedding season. They make a reasonably good income but their business runs on credit.

Binding constraints

- Limited understanding of market / not willing to take risk on new products

Unique issues

- No formal location
- Limited access to market

Binding constraints

- Limited understanding of market / not willing to take risk on new products

Unique issues

- Street Vendors Association plays major role in linking street vendors
- No good, formal centralized location
- Touts require commissions from shopkeepers

Binding constraints

- Shrinking demand / difficulty making sales
- Limited understanding of market / not willing to take risk on new products

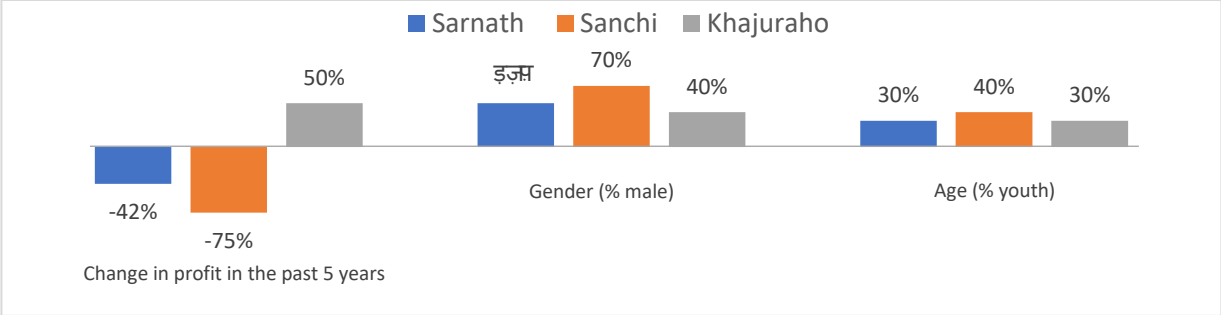
Unique issues

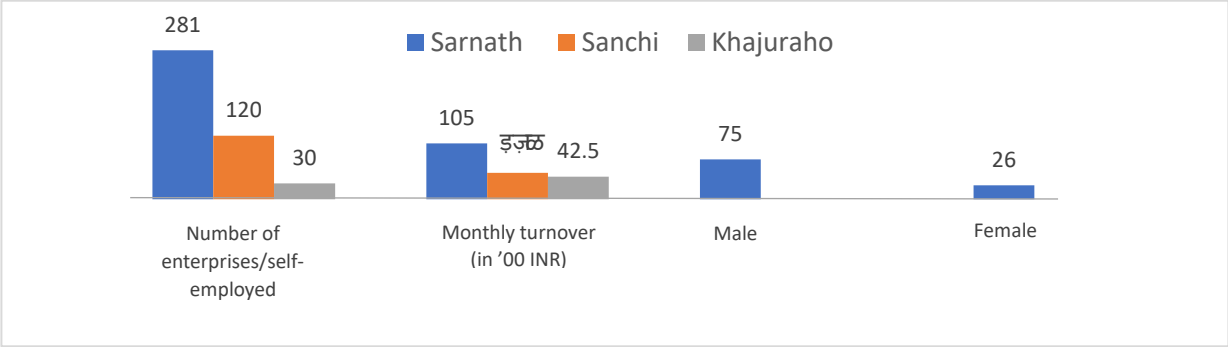
- Don't sell local or even regional goods
- No good, formal centralized location
- Touts require high commissions from shopkeepers

"It would be better if we could set fixed prices. But we all stock the same souvenirs, so the sellers with inferior locations need to be able to sell at lower prices."

--Street vendor in Sarnath

Craft Producers





(*)-Monthly turnover for Sanchi refers to monthly income.
Sources: Emerging360 Field Survey data, July-November 2017. Female participation in Sarnath appears high due to large number of informally, part-time employed, very low-wage bead workers, and in Khajuraho due to low number of craft producers and innovativeness of younger female craft producers there.

SANCHI

The number of people in craft production in and around Sanchi is falling, mainly due to shrinking demand for traditional products as cheaper machine-made products are taking over their market.

A carpet production company used to hire 120 weavers

SARNATH

Numerous people are involved in a large variety of crafts in and around Sarnath. Some of the more traditional craft producers (potters, weavers) are challenged by shrinking demand for their items, due to competition from machine-made products. They are unable to develop innovative new products

KHAJURAHO

Within the radius of 20-25 kms from Khajuraho, small groups of traditional craft producers, including potters, painters, and stone sculptors can be found. They periodically display their products in fairs conducted for tourists at the Shilpgram site. There is a talented and well-

(including 30 women) across the villages around Sanchi, many home-based workers. However, due to reduced demand and inability to run a profit, the company was reduced to a small unit with 5 staff.

At the same time, through the stimulation of Self Help Groups, a growing number of women is becoming involved in production of marketable crafts, including tailoring and incense making. Currently, they mostly produce on-demand for a single customer, though they are interested in exploring new markets and direct sales possibilities.

Binding constraints

- Seasonality; falling demand for souvenirs

due to their lack of market knowledge and limitations in skills.

More than 100 informal women bead workers in Sarnath village string beads for a single client/distributor at the rate of Rs. 4 for 12 strings, earning a meager Rs.100-200 per month for 2 hours of work per day. Younger women from this group expressed enthusiasm at the idea of being trained to create more sophisticated beaded products for more money, and bypassing the intermediaries, as long as they can still work part-time and from home.

Potters from the Prajapati community in Sultanpur, the largest potter community in the area, have traditionally mass-produced souvenirs from molds to be sold by Sarnath street sellers, in addition to throwing pots. They have been experimenting with more unique, high quality products including glazed, black pottery, but street sellers in Sarnath are not willing to take a risk on new products. The pottery families employ approximately 15 women from neighboring farms in part-time casting and finishing work--the women earn 40% of the value of the products they create, on average Rs. 3,000-4,000/month. However, the pottery families often can't collect payment from the street vendors for up to 12 months, creating massive cash flow challenges. Having recently participated in government-organized MSME trainings in Varanasi on marketing, the enterprising potters have now established clients in Kathmandu who pay 8 times more for the same mass-produced clay Buddha heads. They are also developing clientele in Lumbini, Kushinagar, and Bodh Gaya, bypassing the low- and slow-paying Sarnath market.

Binding constraints

- Lack of demand/Seasonality

known miniature-painter who owns a shop in the market where he sells higher-end paintings. He has trained his brothers and sons, and they are making a good living selling art to tourists, despite the downturn in tourism traffic. While he previously made most sales to international tourists, due to the tourism downturn and the aggressiveness of local touts, he now sells almost exclusively to domestic tourists.

A loosely affiliated group of talented women, seamstresses, etc., has recently begun designing and producing prototypes of unique, handmade crafts utilizing traditional techniques, including doormats made of recycled blue jeans, local-style kurtas, and fashionable handbags. While they have no real market yet, we see a great opportunity for formalizing their cooperation horizontally and facilitating direct connections to international and domestic tourist markets.

Binding constraints

- Lack of/shrinking demand

- Limited understanding of market / not willing to take risk on new products

Unique issues

- GST demonetization
- No permanent location
- Street Vendors Association plays major role in linking street vendors

- Limited understanding of their market

Unique issues

- Reduced demand for traditional products
- Difficulty in collecting payment
- No direct access to tourism market
- GST demonetization
- Touts do not let tourists come in the shops
- Perceived lack of opportunity for expansion

- Limited understanding of market / not willing to take risk on new products

Unique issues

- Reduced demand for traditional products
- Difficulty in collecting payment
- Not enough access to finance
- No direct access to tourism market

"We sell our pottery/sculptures to street sellers in Sarnath, who give us 50% upfront but often don't pay the other 50% for up to 12 months, which is very challenging for cash flow."

--Prajapati potters in Sarnath

4.4 Tourism Value Chain Analysis: Sanchi

The tourism value chain in Sanchi is characterized by:

- Inadequate space for interactions between tourists and locals
- Limited understanding of (potential) market segments
- Slow investments in hospitality services
- Low quality, low priced products and services
- Untapped potential for excursions
- Limited collaboration between entrepreneurs at product level
- Limited vertical linkages

The domestic market dominates tourism in Sanchi (98% of total visitors). Domestic tourists are mainly independent visitors from nearby places in Madhya Pradesh and surrounding states. Sri Lankan devotees lead international visitation with growing numbers of visitors from other Asian countries including Thailand, Singapore, China, and Vietnam, mostly travelling on organized packages in groups of 30 - 200. In the high season, some of these groups stay overnight in Sanchi. A small number of tourists from Europe and the Americas visit Sanchi as well, mainly on organized package tours. Some of them stay overnight, though the majority lodge in Bhopal.

The current range of local services that form the tourism value chain in Sanchi is limited, and visitors have a short length of stay. Tourism is seasonal with the primary stream of visitors arriving from October – March. Little attention and investment have gone into connecting the

site with opportunities for tourists to interact with local entrepreneurs. And with limited quality lodging options, it will take time to develop Sanchi into a full-fledged overnight destination and extend the length of stay to multiple days. In the short term, it is therefore recommended to focus on activities that will attract visitors to stay from a few extra hours up until one night.

Quick wins can be achieved by linking existing entrepreneurs who are largely outside of the tourism value chain with the flow of tourists. As an emerging destination where local people have limited experience interacting with tourists, opportunities should be created to build these relationships. A market can provide a unique opportunity for authentic social interaction where local people can interface with tourists.

Sanchi has a unique marketplace that is set up like a traditional market and conjures a traditional village feel. Most markets in India are located along busy roads with bus stops where vendors find the highest density of potential customers. This used to be the case in Sanchi until 1992 when the municipality designated an area inside the town and shifted shopkeepers there. This area now offers a unique location where villagers could interact with tourists if the market could be connected with tourist flows.

A former municipal building located on the far end of the market was converted into small shops and rented out to shopkeepers on 99-year lease contracts. The rest of the market consists of makeshift stalls of a more informal status. Shopkeepers are of the opinion that with market beautification, regulation and oversight, and more and more tourist friendly products, the Sanchi market could attract tourists in a holistic matter. Shopkeepers are interested in participating in the market development as they believe this will attract more customers (including tourists) and rapidly improve their economic condition.

Since the majority of tourists in Sanchi are domestic visitors, interaction will be easy for vendors to establish, as language and cultural differences will not pose major obstacles. In addition, shopkeepers understand that opportunities for interaction with international tourists would help them to better understand what products and services they could offer them most successfully. Shopkeepers are aware of the need to diversify their product lines, but they currently do not have exposure to these potential markets. The following table represents the goods that a typical tourism-facing souvenir shop in Sanchi stocks and demonstrates the vast potential opportunity for instead selling high-quality, unique, locally made goods.

Table 6: Sanchi Craft Shop/Street Vendor Product Analysis

Typical Product	Sourced From	Average Purchase Price from Producer (INR)	Average Selling Price from Vendor (INR)
Leather purses	Kashmir	400-600	800-100
Leather Handbags	Kashmir	700-1100	1300-1800
Woolen/pashmina clothing	Kashmir	800-2800	1500-4000

Buddha sculptures	Kashmir/Chinese/UP	50-900	100-1500
Stone Jewelry	Kashmir	100-250	180-400
White Cement figurines/sculptures	Sanchi (self-manufactured)	5-50	20-400

Tourists mainly visit Sanchi for its cultural heritage and for leisure purposes, though a large number of excursion opportunities remain untapped, and several other cultural heritage sites are accessible by road.

Collaboration among entrepreneurs in Sanchi's tourism value chain is limited. The most structured form of collaboration can be found among the women of the 600 local Self Help Groups. Hospitality businesses do not benefit from any notable linkages to membership organizations at the state or national level. Vendors at the market are casually organized, which can help streamline their communication with the municipality to request upgrading of market facilities.

"It would be a little difficult, but we will find a way to convince our husbands. You teach us anything, we will learn. Give us some kind of work that we can collectively do."

--Local women

4.5 Tourism Value Chain Analysis: Sarnath

The tourism value chain in Sarnath is characterized by the following:

- Tourism is a major part of the economy and benefits accrue to local people
- Inadequate diversity of hospitality establishments
- Untapped potential for excursions and activities
- Short lengths of stay, averaging just a few hours
- Increasing degradation of surrounding area

The majority of visitors to Sarnath are domestic tourists (approximately 80% of total visitors). They are mainly partial day visitors, who spend a few hours walking around the Buddhist heritage sites during their trip to Varanasi. A small percentage of the domestic market is returning visitors. International visitation comprises a diverse group, which includes many Buddhists from around the world. Buddhist pilgrims travel on group packages from Sri Lanka, Tibet and Southeast Asian countries, including Thailand, Myanmar, Vietnam, and Cambodia. Many stay in monasteries, accompanied by Buddhist monks from their origin countries, and join ceremonies in temples established by their respective countries. For most, the driving reason for

staying in the monasteries is the opportunity to fully experience a spiritual pilgrimage, and not simply the low price point. Higher end tourists from Japan, Korea, Singapore and Malaysia travel in small, organized packages or independently. Many opt for good-quality hotels and therefore tend to stay in Varanasi, though increasingly some stay in Sarnath as well. A number of international visitors from beyond the Asian continent also visit Sarnath for secular or Buddhist religious purposes on organized package tours as well as independently, sometime staying a night at Sarnath.

The tourism value chain of Sarnath is more advanced than in Sanchi, and there are more opportunities for interaction between locals and tourists. In fact, local participation in the tourism value chain is relatively high, though mostly through self-employed and informal wage work. Hence, the benefits remain limited and the flow of income unstable.

A number of countries have established monasteries in Sarnath and offer lodging to pilgrims of their respective nationalities. Some monasteries indicate that they welcome visitors from other countries as well. Beyond these offerings, accommodation is limited and of low quality, so many overnight visitors stay at Varanasi. One recently opened hotel, SGT Plaza, is paving the way for better quality lodging options. As noted by other background research[16], diversification of accommodation options will significantly change the dynamics of the destination.

One type of accommodation with the potential to promote economic inclusion for the local people of Sarnath is the homestay. Under the business concept “Paying Guest House” local people are able to offer up to 5 rooms in their home for overnight guests, though without capacity-building support, regulation, or monitoring, very few such establishments resemble true, immersive homestays--instead, most are used for tax breaks, providing low-cost, impersonal, budget-hotel-style accommodation.

Women’s engagement in the tourism value chain in Sarnath is restricted primarily to street vending and supporting work (preparatory and finishing) for handicrafts. Youth engagement in traditional occupations appears to be diminishing, and many youth end up in self-employment and labor jobs, or migrate elsewhere for better, more societally respectable, job opportunities.

Roughly 80% of sarees sold in Sarnath shops and branded as hand-made Varanasi sarees are in fact low-quality power-loom products manufactured in Mau, U.P., with prices starting at an incredible Rs. 10,000 to mask the fact that they are fakes. Most Indian buyers are not able to tell the difference. A smaller number is manufactured in China from synthetic materials and sold at cut-rate prices. Real Varanasi silk sarees are few and far between starting at Rs. 15,000.

The more than two hundred street vendors hawking souvenirs and handicrafts all generally offer the same basic range of products. They purchase inventory from craftspeople with 50% advance payment, and then pay the remainder in the future once they’ve sold their wares. As seen from the table below, most such goods are regionally-produced, and margins average 25-50%.

Table 7: Sarnath Street Vendor Product Analysis

[16] Genesis Leisure Consulting, 2017, Design and support for the implementation of a plan to mobilize private investments in support of the development of sustainable and inclusive tourism along the Buddhist Circuit. Sarnath: mapping of the tourism value chain.

Typical Product	Sourced From	Average Purchase Price from Producer (INR)	Average Selling Price from Vendor (INR)
Machine-made Varanasi-style handbags	Varanasi suppliers	80	100
Wooden sculptures	Producers in Latera and Khojwa, UP	120	180-200
Metal sculptures	Moradabad, UP	700-800/kilo for low-quality	1000-1200
Large Himalayan singing bowls	Nepal	1700	2500
Woven wall hangings	Varanasi	280	350-400
Golden plaster of paris sculptures	Sarnath	40	50-60
Wooden Buddha sculptures	Bodh Gaya	420 mid-size (70/inch)	550-600
Woven ceiling hanging ornaments	Varanasi village (made by women)	120	200
Carved stone elephants	Ramnagar, UP	20-25 (mid-size)	40-50
Tibetan flags	Sarnath (instructions originally given to local producers by Tibetan monk)	70	100-120

4.6 Tourism Value Chain Analysis: Khajuraho

The tourism value chain in Khajuraho is characterized by:

- Precipitously declining numbers of international tour groups and international FITs due to recently introduced connectivity challenges and bloated airfare pricing
- Gradually rising numbers of domestic tourists, especially families from the surrounding region seeking low-cost weddings in five-star hotels, as well as day-trippers
- A local community overwhelmingly dependent upon the tourism sector--the tourism crash is leading to economic devastation for local families
- Excessive supply and levels of competition among guides, shops, restaurants, budget hotels, etc.
- Potential for greater integration with excursions in surrounding areas, including Lost Gardens, Panna National Park, Panna Diamond Mine, Raneh Falls, Orchha, etc.

Most visitors to Khajuraho are domestic tourists (approximately 74% of total visitors). While the number of Indian tourists continues to rise, most come from the surrounding areas, don't stay overnight, spend little in the market, and bring their own provisions with them. In addition, as prices at the town's five-star hotels continue to plummet, Khajuraho is witnessing an influx of families from the surrounding region seeking a picturesque location for inexpensive weddings.

International tour groups stay almost exclusively in one of the six five-star hotels and eat all meals there as well, which leaves the town center, where all restaurants, shops, budget hotels, guides, and drivers are situated, almost entirely reliant on FITs, whose volume is unable to match the current supply even in the high season.

Many of the town's 140 guides are skilled, multi-lingual professionals, but competition for scarce tourists forces them to negotiate lower than the set prices and bid aggressively for business.

Shops largely stock tourist wares from Kashmir, Rajasthan, and elsewhere, and there are few opportunities to purchase unique, locally-made crafts.

The hotel association that previously existed has become moribund. And this year the Taj Chandela closed after 30 years. The former GM of the Taj estimates that traffic from international tour groups has dropped 80% in the last 6 years.

Most hotels source food and other agricultural-based goods from Bhopal, Delhi, and the south, and local farmers have little connection to the tourism value chain.

FITs report that they enjoy the small-town, quiet feel, and friendly ambience of Khajuraho, in addition to the magnificence of the heritage site. They also indicate that they would spend more time and money in Khajuraho if there were more opportunities to interact with locals, take part in authentic local experiences and activities, and purchase unique, locally made accessories.

The Khajuraho Shilpgram in Khajuraho, one of only seven in the nation, is an impressive multi-acre complex with a number of structures intended to be used for artisan accommodation, artisan displays, and crafts festivals, etc. but it remains sadly underutilized with weeds growing waist-high for much of the year. The site presents a promising opportunity for introducing an authentic artisan village year-round, and with a sustainable business plan and funding model could help contribute to extended tourist stays in Khajuraho.

PACE (Pratham Arora Centre for Education) Hospitality Training Center in Khajuraho does an impressive job training approximately 40 youth every two months in basic hospitality skills through its residential program. Many of the students come from Khajuraho and nearby villages, with approximately 1-2 young women in each cohort. However, wages at hotels in Khajuraho are for the most part significantly lower than in many metropolitan areas of India, and most PACE graduates opt to be placed elsewhere upon graduation. And many of the young women who complete the residential program return to their homes only to be told by their families that they may not leave Khajuraho, and the five-star hotels in Khajuraho claim that they generally can't hire female PACE graduates because they still require more support and English-language training, so the female graduates often resign themselves to living locally and remaining unemployed. If they were provided with additional English-language training and job support after graduating from PACE, these young female graduates could become a great source of skilled employees for local hotels, which opine the difficulty of sourcing local candidates.

Gap Analysis

5.1 Gaps in Support Provision

Various levels of government and other institutions in India offer a wide range of schemes and programs to promote the growth and development of entrepreneurship and MSMEs. Several of these schemes explicitly target women, youth, and the poor (WYP) as beneficiaries. Additional programs and schemes address the economic and social concerns of weavers, artisans, small business groups, potters, small scale vendors, etc. through financing, capacity building, marketing & promotion, enterprise development, cluster development, and more. The list of schemes and programs consulted for this study in Appendix A is indicative but not exhaustive, signaling the existence of significant numbers of potential supportive opportunities in India. Ultimately, the primary challenges in our destinations are not attributable to lack of schemes or funding--in fact, we estimate the total value of annual government schemes relevant to our target groups and destinations at approximately 33,000 crores INR. However, the sheer number of schemes and the lack of proactive coordination among them contribute to severe underutilization.

Some schemes have been more successful than others in reaching their target groups. For example, the National Rural Livelihood Mission has reached 6600 women in Sanchi through Self Help Group schemes (there are 600 SHGs). They have also reached 1900 beneficiaries of kitchen gardens, 254 beneficiaries in horticulture, and others as well. Since 2015 they have reached approximately 90 youth under the Economic Welfare scheme.

However, based on the survey of unincorporated enterprises nationwide, only 2.2% of enterprises in tourism-related and ancillary activities received any assistance from the government during last three years and barely 6% of respondents in our destinations have accessed any schemes at all.

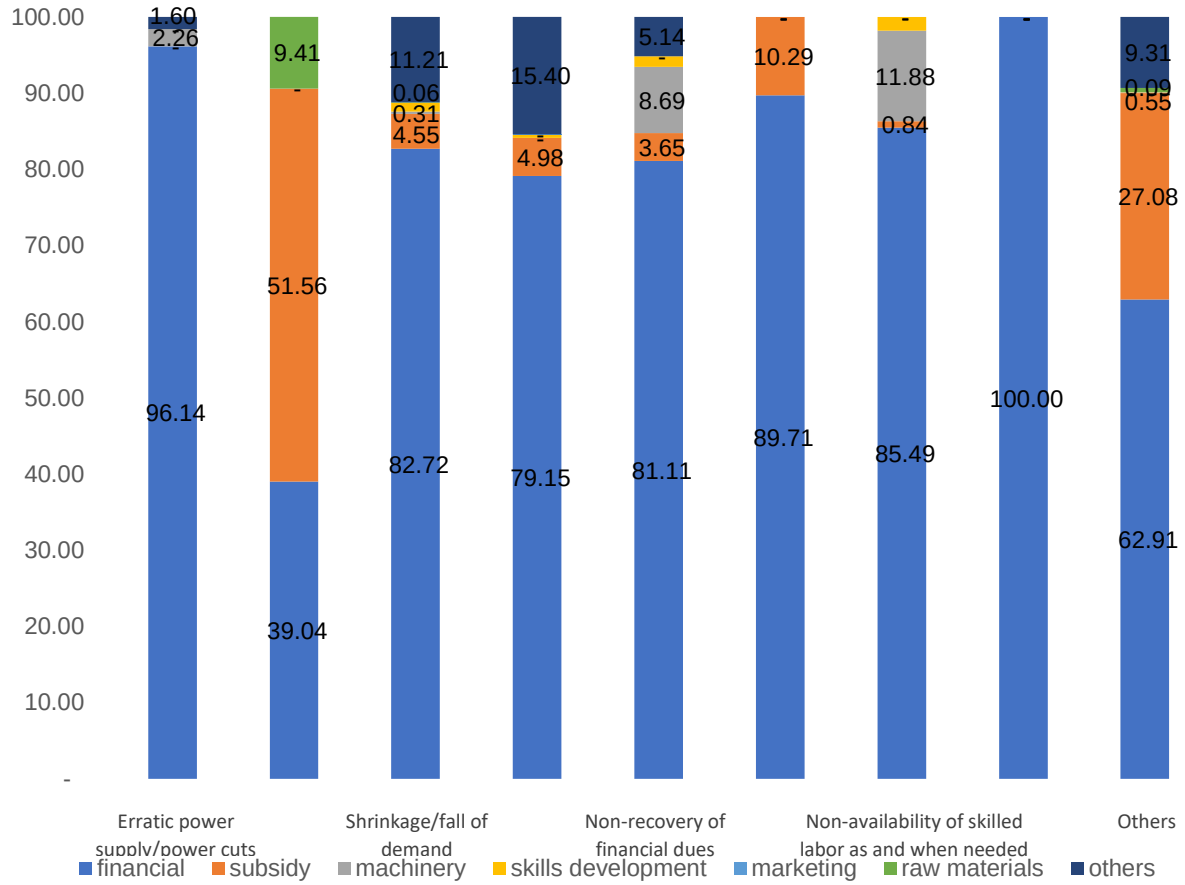
Table 8: Gap Analysis of Schemes and Programs

Barely 6% of respondents in our field work has ever accessed a government scheme. Local enterprises report the following reasons for scheme underutilization:

Awareness / outreach challenges	**Unaware of the existence of schemes** relevant to them **Unequal distribution (not reaching out to women/youth** explicitly)
Institutional challenges	**Lack of coordination** between institutions and absence of convergence among schemes, resulting in duplication and confusion among beneficiaries **Limited loans** for service sector, comprising 78% of women-owned enterprises in India **In MP, 3 different tracks for homestay licensing** with different guidelines and standards
Technological and application challenges	**Respondents say applications are not sufficiently accessible** **Schemes require cumbersome procedures**, discouraging beneficiaries from accessing them **Requirements are difficult to meet** (collateral, formal enterprise, guarantee of male family member, high transaction costs, loan only extended to group, etc.)
Implementation challenges	Despite Government subsidies and guarantees**, banks insist on additional requirements** for releasing loans, such as collateral or group-based lending **Lack of women loan officers and lack of male loan officers sensitized to gender issues in lending** discourage women from applying **Schemes are not well-designed & targeted:** e.g., most of our target beneficiaries need skills training whereas schemes are often limited to financing and subsidies

It's important to note that most government schemes provide support in the form of financial assistance, which does not directly address the major operational problems faced by enterprises in our target locations. This points to the need to improve the types, design, targeting, and most importantly, coordination and outreach of assistance schemes if they are to be leveraged to benefit the local communities in substantive ways. For example, based on the survey data, women entrepreneurs in manufacturing of wearing apparel cite lack of availability of skilled labor as a major constraint in their operations. Targeted assistance could help address this constraint.

Figure 14: Nature of Problem Faced by Tourism-Related Enterprise in Last Year and Share of Government Assistance Received in Past 3 years (%), 2015/16



5.2 Models to Build On

Emerging360 has researched and identified a number of success stories and relevant cases that have tackled similar challenges and have contributed to substantive progress for similar communities.

Increase demand

by designing unique, local products, skilling artisans, and creating new market hubs

**Lack of demand.
Lack of markets.
Lack of unique,
local crafts**

Artisans D'Angkor, Cambodia

- Social business creating steady job opportunities & vocational training for 800 young people / families in rural areas, while reviving traditional craftsmanship.
- Tours to the artisan villages and retail shops have become key tourism activity.
- Free health care, fair wages, maternity leave, childcare

**Lack of skills.
Lack of unique,
local products**

Mijwan Welfare Society, U.P., India

- Trained 400 girls / women in U.P. in embroidery.
- 75% of trainees are employed, earning Rs. 6000+ / month.
- ~13% self-employed in home-based businesses.
- 48% contribute toward higher education.
- 28% contribute to children's

Increase demand

by providing more robust opportunities to learn about the destination

**Abraham Path Initiative,
West Bank**

- World Bank Group's State and Peacebuilding Fund invested $2.3 million
- Trained 25 wilderness tour guides and certified another 15
- Thriving business opportunities for 53 communities along the path's mostly rural corridor
- Altogether, just under 300 members of the community

Increase demand

by reducing road chaos and making it easier and more pleasant for FITs to get around, and providing A2F for rickshaw drivers

Dastkari Haat Samiti & INTACH

- Developed prototypes for bicycle rickshaws in Varanasi, plans for prototyping other types
- Local artisans hand-painted the new rickshaws
- Free health care, fair wages, maternity leave, childcare
- Achieved goal of making them comfortable and attractive, spreading a message of hygiene
- Rickshaw drivers display wooden toys on their vehicle for sale

Rickshaw Rising Challenge, Pune, Bangalore, and Chennai

- EMBARQ India and Shell Foundation mentored 3 early-stage businesses to deliver improvements in auto-rickshaw ecosystem
- Enable drivers to set their own schedules
- 98.3% of artisans' children enrolled in school.
- Smartphone apps transform expectations re: hailing, paying, service levels, and quality ratings
- Replace more manual processes

Increase demand

by creating new, quality, hygienic F&B establishments and models for women-owned businesses

Lack of quality F&B. Lack of models of women-run business

Lawaki bakery in Tailevu, Fiji

- Community-owned & operated by 6 female bakers
- Government investment of US$38,122 -- community invested US$9,646
- Bakery selling US$482 /day within one year, supplying local schools, businesses, etc.

Lack of quality F&B. Lack of models of women-run business

The Village Cafes, Nepal

- 3 cafes owned & operated by Sabah Nepal, a social enterprise of 2586 home-based women workers.
- Cafes employ 30 women
- Created value chain to maximize women's income at each stage.
- Also run 6 retail outlets for handicrafts, clothes, accessories.

Increase demand

by creating new quality accommodation and local experiences; plus training, financing, and homestay business opportunities for women and families

Lack of quality accommodation. Lack of authentic, experiences

"Friends of Orchha" and Kerala Homestays

- NGO oversees 6 true family homestays.
- Centralized booking, marketing, capital, capacity-building.
- Annual turnover of Rs. 1,200,000
- Have hosted 900+ tourists.
- Rated Excellent on TripAdvisor for 5 yrs
- Homestay families become self-sufficient in 4 years.
- In Kerala, 900+ homestays. STDC oversees quality, training on design & service, proactive follow-up, financing, marketing, and 3

ack of quality accommodation

SGT Plaza, Sarnath

- Opened essentially the only high-quality hotel in Sarnath.
- Marketing to Indian & S. / S.E. Asian inbound tour operators.
- Monthly turnover of Rs. 8,000,000.
- Profit +50%, employees +20%.
- Hosts groups that base in Sarnath and make day excursions to Varanasi rather than vice versa, capitalizing on small-town feel.

.

Lack of experiential local activities

Stay another day, Cambodia

- Promote alternative sustainable excursions & activities (besides temples)
- Kingdom of Wonder branding
- 51 initiatives represented (vendors pay a fee for participation)
- Received 40% more visitors and up to 70% more donations
- "Green" guesthouses received 50% more guests.

Increase employment opportunities for women and youth

by improving access to skills

Lack of skills, lack of access to employment, lack of confidence, lack of emotional support

Empowerment of Adolescent Girls, Liberia

- Training for girls on business, job, and life skills to reduce youth / female unemployment
- Training organized around girls' schedules
- Participation incentivized through stipends and completion bonus.
- Increased employment by 47% & weekly income 80%

Lack of skills, lack of access to employment, lack of confidence, lack of emotional support

High Impact Tourism Training, Benin, Ghana, Mali, Mozambique, Cambodia, Nepal, Vietnam

- Behavioral changes for trainers = practical, market oriented training for beneficiaries
- Women trainees increased income by 54%
- Youth trainees increased income by 139%
- Low-skilled workers with no formal education increased income by 75%
- The proportion of extreme poor adult male workers

Entry Points for Change

Changes in the operation of the tourism value chain can benefit the target groups in three ways[17]:

1. Increased access to the tourism value chain for more people from the target groups (thus creating new entrants)
2. Increased income of existing participants in tourism from the target groups
3. Increased net non-financial benefits to households of the target groups

As discussed in the project methodology, these benefits can be achieved by economic value chain upgrading (functional, process, product, chain) and social upgrading.

Sanchi has yet to be framed as a destination, which offers a unique opportunity to ensure strong integration of the local community. By focusing on actions towards extending the length of stay of current visitors from a few hours to one night, strong and immediate impact will be felt by the local target groups. The local market could bring local people and tourists together and enhance local economic opportunities through a set of integrated interventions. With very few women involved in the tourism value chain, the destination will benefit from women-owned business models that will appeal to tourists as well as local customers – to ensure a broader client-base.

Sarnath is a maturing destination and can benefit from some of the same types of recommendations, but would also benefit from more intensive interventions and deeper opportunities for facilitating connections between locals and tourists to extend tourists' length of stay.

Khajuraho is a destination in rapid decline and the most urgent recommendations have little to do with value chain upgrading. While we present our top recommendations for value chain upgrading and inclusive economic development in Khajuraho below, we also highlight the opportunities most likely to halt visitor decline and to start growing tourism once again.

[17] Ashley and Mitchell (2008) Doing the right thing approximately, not the wrong thing precisely: Challenges of monitoring impacts of pro-poor interventions in tourism value chains. Working paper 291, Overseas Development Institute, SNV and IFC

6.1 Actionable Recommendations for Sanchi, Sarnath, and Khajuraho

Increase demand

by designing unique, local products, skilling artisans, creating new market hubs and experiential activities

Proposed Intervention: Sarnath

1. Create Women's Center Hub for Crafts and Activities

Hub for classes on cooking, jewelry, pottery, dance, yoga

2. Training Center in local village to supply crafts

- "Made in Sarnath" storytelling tags for locally-produced items.
- Center for production of **Buddhist-Circuit merchandise**: cotton and silk, all sourced locally.
- Well-designed t-shirts for men and women, vegetable-color dyed and embroidered
- Clay and wooden refrigerator magnets
- Jute/cotton yoga mats
- Youth trained in digital printing

3.Onsite model artisan village

Proposed government intervention
Incubation for:
- Boutique designer
- Promotion
- Expert product designers / trainers
- HR trainers
- Equipment

Est. Impact
Jobs: +63
Wages: +6,120,000 INR/yr

Proposed Intervention: Sanchi

1. **Upgrade Local Market**
- Lights & artwork, waste management, attractive signage, fixed prices.
- Free access to clean toilets, water & showers for local MSEs

2. Women-owned and operated **handicrafts shop and skills training center**

3. Safe, quality **cycling routes with mobile app** past heritage sites into villages. Improved cycling rental options.

Proposed govt intervention
Incubation for:
- Refurbishment of market
- Toilets, drinking water, showers
- Equipment and marketing/promotion
- Handicrafts shop and skills training center
- Creation and maintenance of cycling routes and mobile app

Est. Impact
Jobs: +28
Wages: +2,772,000 INR/yr

Proposed Intervention: Khajuraho

1. Create Women's Center Hub for Crafts and Activities
●Training Center to supply crafts, Bundelkhandi sweets, pickles, etc.
● "Made in Khajuraho" storytelling tags for locally-produced items.
●Hub for classes on cooking, jewelry, pottery, dance, yoga.

2. Create model artisan village at Shilpgram site with rotating artisans in residence representing traditions of different areas of MP

3. Create safe, well-marked and maintained Lost Gardens bike route with self-guided mobile app and spurs to different gardens, building on INTACH's new bike route design

●Developed and maintained by local, trained youth

●Self-guided mobile app narrates history of places and provides key stops and directions

●Demonstrations at key gardens on organic farming

●Chance to work the fields

●Buy locally-made organic products

4. Create new high-quality, well-marketed **water activities / boating opportunities** on local lakes

Proposed govt intervention
Incubation for:
●Boutique designer
●Promotion
●Expert product designers / trainers
●HR trainers
●Equipment

Develop and implement sustainable business model for Shilpgram artisan village

Develop and maintain bike route and mobile app

Develop new high-quality, boating center on local lake

Est. Impact
Jobs: +46
Wages: +4,164,000 INR/yr

Increase demand

by providing more robust opportunities to learn about the destination

Proposed Intervention: Sarnath

Train 20 local guides (10 local young, multilingual touts and 10 young women) on Sarnath guiding in tie-up with Benares Hindu University Department of Tourism.

Proposed government intervention

- Gov't authorizes BHU and sponsors tuition and costs for Sarnath guide trainees.

Est. Impact

Jobs: +20

Income: +4,800100 INR/yr

Proposed Intervention: Sanchi

Train 5+ new local guides (at least 40% young women) on Sanchi guiding in tie-up with MP Institute of Hospitality Training Management

Proposed gov't intervention

- Gov't authorizes IHTM and sponsors tuition and cost for Sanchi guide trainees.

Est. Impact

Jobs: +5

Wages: +1,200,000 INR/yr

Increase demand

by reducing road chaos and making it easier and more pleasant for FITs to get around, and providing A2F for rickshaw drivers

Proposed Intervention: Sarnath

Upgrade autorickshaws to fixed price, electric, BC-branded, Hop-on Hop-off mini-buses, hand-painted by local artisans

Upgraded, hand-painted bicycle rickshaws (new chassis, shocks, etc.) to carry / sell fixed-price local crafts and offer fixed-price excursions to nearby temples, sites, new artisan village

Drivers wear BC t-shirts/uniforms.

Proposed govt intervention

Enable:

- Drivers to purchase vehicles
- Artisans to paint BC-branded rickshaws
- Designated work space and parking with facilities

Est. Impact

Wages: +2,462,500 INR/yr

Increase demand

by creating new, quality, hygienic F&B establishments and models for women-owned businesses

Proposed Intervention: Sarnath and Sanchi

Develop women-owned and run bakery selling directly to consumers, and delivering to hotels, restaurants, etc. (e.g. through SHGs) Develop women-owned and run cafe with outdoor seating space through SHGs	Proposed gov't intervention Incubation: ● Training ● Equipment ● Design ● Support	Est. Impact Jobs: +13 Wages: +1,248,000 INR/yr

Increase demand

by creating new quality accommodation and local experiences; plus training, financing, and homestay business opportunities for women and families

Proposed Intervention: Sarnath, Sanchi, and Khajuraho

Create 15 new, quality, in-house homestays in each destination, Provide: ● Outreach for families / women to create quality homestays ● Training on standards & design ● Marketing & financial support ● Monitoring and follow-up ● Background checks & customer feedback channel ● Social / Environmental designations	Proposed govt intervention ● Single, centralized process for licensing, supporting & monitoring homestays ● Alternately partner with AirBnB or similar for training ● Subsidized scheme for creating / refurbishing property ● Partner w/ NRLM: staffed association to centralize bookings, etc. in Sanchi	Est. Impact / Location Businesses: +30 Turnover: +8,640,000 INR/yr

Increase employment opportunities for women and youth

by creating access to skills

Proposed Intervention: Sanchi, Sarnath, and Khajuraho

Enhance access to vocational skills training for youth	Proposed govt intervention ● Bring relevant skills training to the destination level to ensure access for local youth ● Collaborate with/incentivize private sector to host traineeships and provide inclusive, decent job.	Est. Impact Per Location Jobs: +20 Wages: +1,680,000 INR/yr

Proposed Intervention: Khajuraho

1. Provide follow-on skills support, English language instruction, and local hotel placement for local young women and men graduating from PACE •Work with five-star hotels to place them and provide follow-on support 2. Train women to produce paper bags, branded jute bags, toiletries bags, and cow dung-based paper products, and link to hotels	Proposed govt intervention Skills development and language instruction Linkages with hotels Support for creation of women's organic farming NGO	Est. Impact Jobs: +25 Wages: +2,088,000 INR/yr

3. Link women farmers horizontally with NGO and link vertically to hotels to sell organic pulses directly without intermediaries (then later, poultry, eggs, milk, goats)

Increase employment opportunities for women and youth
by motivating gender-friendly work environment

Proposed Intervention: Sanchi, Sarnath, and Khajuraho

Promote, guide and support gender-friendly business management among tourism business (incl. hotels, restaurants, shops). E.g. family-friendly work schedule

Proposed govt intervention:

- Train owners and managers in higher-end hotels on gender-friendly management
- Provide incentives for business owners moving towards inclusive decent employment
- Initiate transportation for local female staff
- Subsidize local day care facility

Est. Impact Per Location

Jobs: +20

Wages: +1,680,000 INR/yr

6.2 Additional Urgent Recommendations for Khajuraho

1. **Air connectivity:**
    a. Introduce a low-cost airline to run the Varanasi-Khajuraho route daily at significantly lower cost than Jet Airways, preferably regulated to under Rs. 5,000 one-way.
    b. Re-introduce daily non-stop air route from Agra, and introduce routes from Delhi, Mumbai, Kolkata, and Lucknow.
2. **Train connectivity:**
    a. Add a larger, second daily train on the Delhi-Khajuraho route with more sleepers/upper-class seats.
    b. Add more frequent trains from Bhopal, Orchha, and Varanasi, as well as from the south to handle logistics of bringing supplies to Khajuraho

3. **Road connectivity:**
    a. Improve roads from Agra, Orchha, Bhopal, Varanasi, and elsewhere
4. **Add street lighting** throughout central Khajuraho--currently, no roads are adequately lit after dark.
5. **Add public waste bins** per modern standards--currently, there are none.
6. **Add female police officers** / female tourist police officers

6.3 A Road Map for the Buddhist Circuit and Beyond

Our recommended road map for the Buddhist Circuit destinations as well as Khajuraho can be understood by mapping each high-priority recommendation against the estimated time it may take to implement and the potential economic impact.

Figure 15: Roadmap for Sarnath

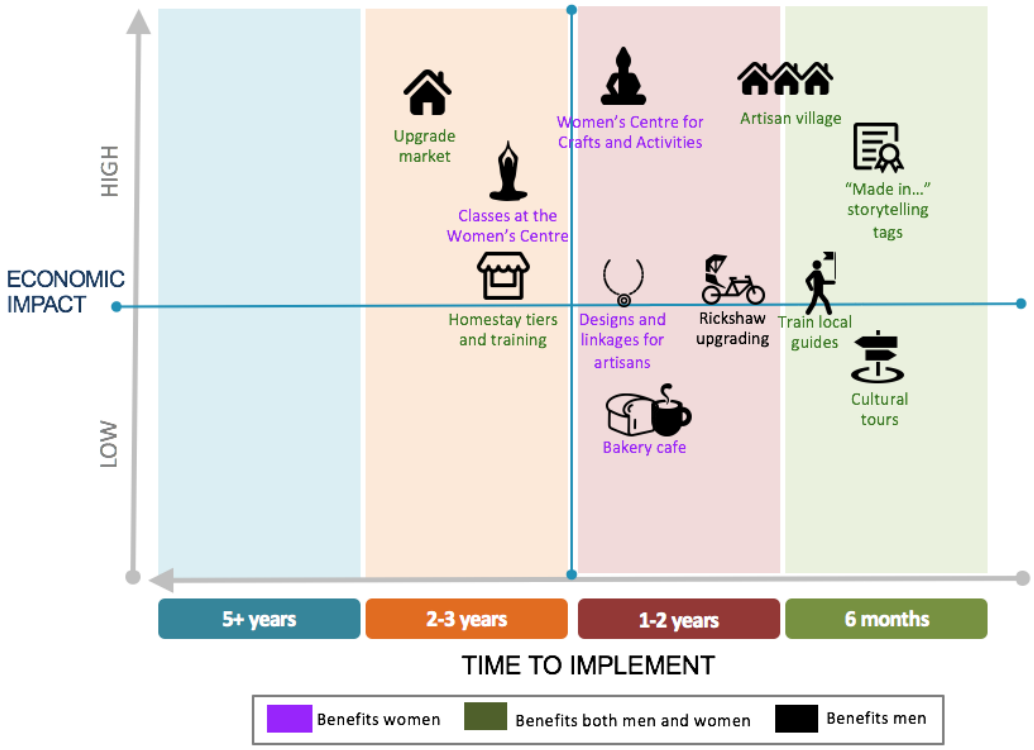


Figure 16: Roadmap for Sanchi

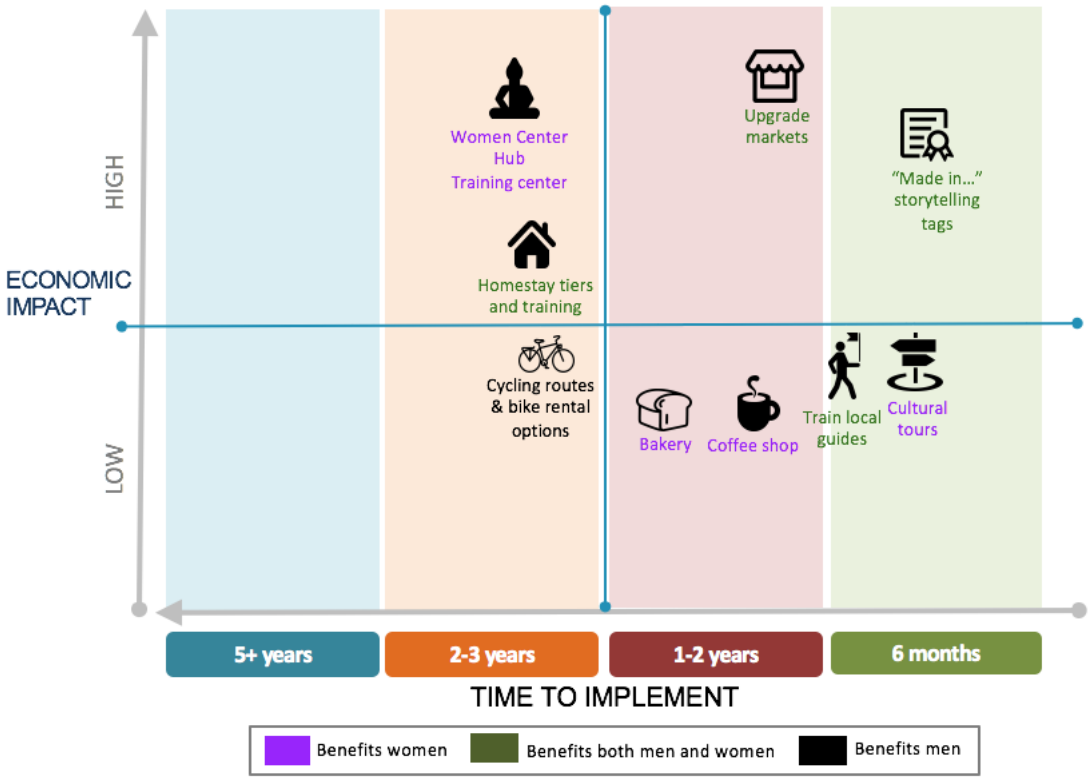
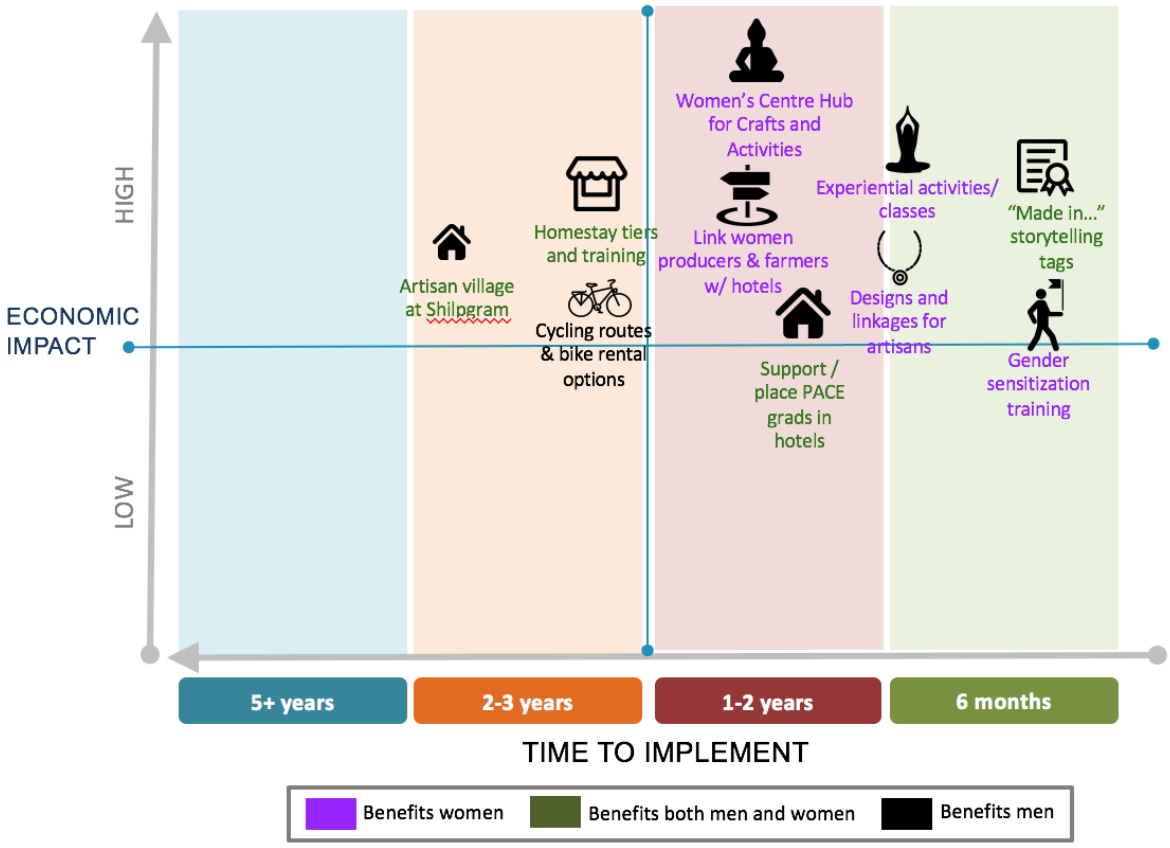


Figure 17: Roadmap for Khajuraho


HIGH
ECONOMIC IMPACT
LOW
Artisan village at Shilpgram
Homestay tiers and training
Cycling routes & bike rental options
Women's Centre Hub for Crafts and Activities
Link women producers & farmers w/ hotels
Support / place PACE grads in hotels
Experiential activities/ classes
Designs and linkages for artisans
"Made in..." storytelling tags
Gender sensitization training
5+ years
2-3 years
1-2 years
6 months
TIME TO IMPLEMENT
Benefits women
Benefits both men and women
Benefits men

6.4 Potential Collaborators

Emerging360 has researched and met with a number of high-value potential collaborators who could potentially bring expertise, capacity-building, business models, and networks to help implement particular recommended interventions.

Fabindia Cluster Development and Livelihood (CDLI), a CSR initiative, could serve as an incubator/training program for local crafts people.	**CRAFTISAN** Secondary distribution channels for strengthened artisan SHGs.	**Mijwan** Skills enhancement sewing, embroidery; linkage to designers. Bollywood cred brings natural marketing / PR.	**Dastkar** Skills enhancement pottery, stone craft, paper, wood, leather, thangka.
SEWA Capacity building, bank loans (microcredit) for women, insurance schemes for women.	**Population Foundation** Social and behavior change communication and training.	**Thrillophilia** Design cycling tours in Sanchi and cultural walking tours in Sarnath; business incubator motivational speaker.	**Abercrombie & Kent** Philanthropic arm, ANK, could make patronizing women-owned businesses in target destinations part of their package tours.
Dastkari Haat Implement their Varanasi prototype for upgraded, hand-painted, multi-speed bicycle rickshaws to command more revenue and higher prices to local bicycle rickshaw drivers.	**Indian National Trust for Art and Cultural Heritage (INTACH)** Capacity-building for sustainable farming linked to restaurants, hotels, and more.	**Jagori** Educate families regarding women and work and promote gender-friendly management.	**The Women's Bakery** US-based NGO to empower women with business, baking, and life skills
National Institute of Fashion Technology Train youth in Sarnath to digitally print on textiles.	**National Institute of Design** Design and artisan skills enhancement and infuse market knowledge.	**Indian Institute of Technology** Design public spaces for market, parking, public transport etc.	**Banaras Hindu University Dept. of Tourism** Site-specific training / licensing for guides (male & female youth).

6.5 Key Catalysts

In each [illegible]n, we've also identified potential catalysts who we believe [illegible]otentially play an important role in helping to coordinate, drive, or assist with some of the recommendations above.

Destination: **Sarnath**

Name: Neiha Gupta, Advocate

Contact Info: n.gupta014@gmail.com

Potential application:

A dynamic, high-powered, young, woman entrepreneur with 2 acres of prime land in the heart of Sarnath and a shared vision, she has already begun to create space for a retail shop of textiles locally made by women in Sarai Mohana village, a café, artisan village, meditation, yoga, and other activities. She and her property would be an ideal match for the Women's Retail Center Hub concept and she is eager to collaborate. She will benefit from linkages with and support from high-end product designers, boutique designers, skills development trainers, and marketers.

Destination: **Khajuraho**

Name: Narayan Singh Bhayal

Contact Info: +91 96850 09999

Potential application:

Narayan Singh is the ex-GM of the Taj Chandela and is recognized as the grandfather of the Khajuraho-area hospitality sector. While he is about to start a 3-year stint as the GM of the new Bundela Hotel, his true passion is the organic farming training center that he's hoping to start up with a particular focus on local-area women farmers. He's keen to collaborate with our initiatives to train and vertically link women farmers to Khajuraho hotels. He's also closely connected with Ritu Singh of INTACH, who is pioneering a number of sustainable farming-related initiatives in the area, including the Lost Gardens projects and design of a new bike path.

Destination: **Khajuraho**

Name: Dr. Ritu Singh, Director, Programmes, Natural Heritage Division, INTACH

Contact Info: +91 96850 09999

Potential application:

Based at INTACH in Delhi, Ritu manages INTACH's work in Khajuraho, where she is pioneering a number of sustainable farming-related initiatives in the area with Narayan Singh and others, including the Lost Gardens projects, and is championing design of a new bike path.

Destination: **Khajuraho**

Name: Mukesh Rajak

Contact Info: mukesh.rajak@prathamhotels.com +91 96301 75757

Potential application:

The current head of the PACE hospitality training center and hotel (and former employee of Narayan Singh Bhayal's at the Taj), Mukesh has been instrumental in coordinating for us across town, and he is eager to help build PACE's role within the BC inclusive jobs focus.

Destination: **Khajuraho**

Name: Vio Meena Soni

Contact Info: violettoulli@gmail.com (+91) 7566728634

Potential application:

Originally from France, Vio is fluent in Hindi, married to a local, and owns/manages a high-quality local homestay, as well as the "Friends in Khajuraho" Association (http://www.friends-in-khajuraho.org), which provides an English-language school and coordinates various craft production activities with local women, including an initiative to produce cloth bags for shops to replace plastic. She is well-known, well-connected, has a global perspective, and is keen to help reshape Khajuraho in a more inclusive way particularly through craft production for local women. She could be a strong catalyst for the Women's Retail Center Hub and Training Center in Khajuraho.

Destination: **Sanchi**

Name: Madhur Anand

Contact Info: madhuranand@live.in

Potential application:

Madhur is a young entrepreneur who has created SEHATVAN (www.sehatvan.in), an innovative experiential nature lodge located between Sanchi and Bhopal that focuses on eco-living, particularly for Indian tourists. He is dedicated to inclusive jobs creation and has a strong understanding of the promise of homestays, as well as a global perspective, and could be instrumental in helping to coordinate a number of interventions in Sanchi.

6.6 Next steps

This research study has resulted in the enumeration of a series of important actionable recommendations with the potential to make a significant difference in creating jobs and increasing revenue for local communities, while igniting inclusive economic growth. Many of these recommendations could have additional positive secondary and tertiary multiplier effects as well. We have also identified key potential individual catalysts in each destination as well as a range of promising potential collaborators who could provide important forms of expertise and implementation support. We believe that well-conceived public-private partnerships (PPPs) may be the most promising route for advancing many of the recommendations. Next steps for ensuring successful implementation of the recommended interventions are as follows:

1) Now that this research study is complete with recommendations enumerated, **World Bank and other stakeholders to select and prioritize which recommended interventions** should be thoroughly elaborated in a subsequent detailed project design phase. The Bank and stakeholders should also specify preferences for potential collaborators, catalysts, and other integration points.
2) Next, one or more consultants should conduct a well-planned and executed **Project Design Phase** to elaborate detailed plans for each recommendation that the Bank designates for potential implementation. We estimate that the project design phase would likely span a period of 12-16 weeks. For each selected recommendation, the project design phase should include the following activities:
    a) **Convene follow-on meetings with key stakeholders** (public, social, and private sector) to determine the best and preferred detailed approaches to project oversight, project management, resourcing, implementation, budgeting/cost-sharing, etc.
    b) **Solicit project proposals from selected potential collaborators / experts**, including proposed budgets, timelines, etc.
    c) **Solicit project proposals from selected potential catalysts**, including proposed budgets, timelines, etc.

d) **Elaborate sustainable, revenue-generating business models** where applicable for selected recommendations, including incorporation of additional market research learnings for demand forecasting
e) Based on the above inputs, **develop detailed project design documents**, including: business models; project oversight, project management, and implementation details; resourcing and expertise sourcing; costing, budgeting, and cost-sharing components; timelines; etc.
f) Validate the detailed project design plans for each intervention with women, youth, and men in the local communities
g) **Re-convene with key stakeholders to agree on and finalize detailed project designs** and next steps.

3) Next, **implement the detailed project designs for selected interventions** in coordination with key stakeholders, collaborators, and catalysts and in collaboration with local communities. Strong, on-the-ground project management in each destination will be crucial to effective implementation. We believe that a full-time, skilled project manager would be needed on the ground in each destination to implement multiple, multi-stakeholder recommendations successfully. We have provided high-level estimates for project implementation periods for each destination in the Roadmap figures above.
4) Lastly, these recommendations cannot simply be implemented and then forgotten. It will take time to cultivate the new enterprises and actors, and providing **ongoing, post-implementation support, follow-up, and monitoring** over a period of several years will be essential for success.

Appendix

A. Schemes and Programs Consulted

Scheme:	**Prime Minister's Employment Generation Programme (PMEGP)**
Assistance:	Financial assistance for establishment of micro-enterprises in rural and urban areas
Support provision:	INR 25 lakhs for manufacturing projects & INR 10 lakhs for service sector projects
Potential application:	SANCHI, SARNATH - In rural villages of Sanchi, assist women/youth to **establish/upgrade micro enterprises on hospitality/service sector.** KHAJURAHO - Aid in establishing **microenterprises like craft making center, laundry facility, tourist shop (to sell locally made crafts, food products, souvenirs, etc**.)

Scheme:	**ASPIRE (Promotion of innovation, Rural Industry and Entrepreneurship)**
Assistance:	Setting up incubation center, enterprise building, financial support, start up promotion, etc.
Support provision:	
Potential application:	SANCHI, SARNATH-KHAJURAHO - **Setting up incubation cum enterprise building unit** where various tourism & hospitality related micro enterprises can incubate and avail required support (technical, financial & marketing) during the initial 2-3 years. SANCHI: **Enable youth to start agro-based enterprises, including dairy farming, vegetable farming, floriculture**, etc.

Scheme:	**Micro & Small Enterprises-Cluster Development Programme**
Assistance:	Support for Soft intervention (diagnostic studies, DPR, capacity building, etc.) Hard interventions (creation of Common Facility Centre (CFC), infrastructure and facilities).
Support provision:	● Mostly in the form of GoI grants ○ INR 2.50 lakh for diagnostic study ○ INR 5.00 lakh for DPR ○ CFC - 70-90% grant on INR 15.00 crore(max limit) project cost Infrastructure - 60-80% of project cost INR 10.00 crore (max limit)
Potential application:	SANCHI - For **upgrading local market** SARNATH - **Cluster development of pottery makers** of Sultanpur village

Scheme:	**Credit Enhancement Guarantee Scheme for the Scheduled Castes**
Assistance:	Credit guarantee assistance
Support provision:	Maximum credit cover of INR 5.00 crore
Potential application:	SANCHI: **Women SHGs in the region can access loans to set up enterprises** focused on candle-making, paper products, jewelry production, etc.

Scheme:	**Entrepreneurial Schemes for Backward Classes**
Assistance:	Loans, technical upgrading, microfinance, vendors, etc.
Support provision:	**Term Loan/Microfinance** ● New Swarnima for women - Loan up to INR 1.00 lakh (5% interest rate) ● Saksham - Loan up to INR 10.00 lakh (6-8% interest rate) ● Shilp Sampada (for craftsmen) up to INR 10.00 lakh (6-8% interest rate) ● Mahila Samriddhi - Women individual loan up to INR 50000 ● Krishi Sampada - Farmer Individual loan up to INR 50000
Potential application:	SANCHI and SARNATH: Support to individuals and groups belonging to SC category to **start restaurants, bakeries, toiletries production, souvenir making, craft making, cafeterias, vegetable growers, etc.**

Scheme:	**Schemes for Handloom & Handicraft Segments**
Assistance:	Loans, product development, technical assistance, creation of infrastructure, promotion and marketing, etc. Design & development support, direct benefits, infrastructure support, marketing support, etc.
Support provision:	
Potential application:	SARNATH: **Support to selected weavers for product development & marketing** SARNATH: **Support to build capacity of stone sculpture artisans**, pottery village of Sultanpur

Scheme:	**National Rural Livelihoods Mission (AAJEEVIKA)**

Assistance:	Entrepreneurship enhancement scheme especially for poor women- Assistance for skills, funds, etc.
Support provision:	Assistance through SHG network. Financial Assistance ● Revolving Fund (INR 10000 - 15000 per SHG), ● Vulnerability Reduction Fund Community Investment Support Fund (INR 3000 per SHG member)
Potential application:	SANCHI and KHAJURAHO: Organize SHG's which can specialize on ● **Making tourism friendly products -** packaged food items (local snacks, jam, pickle, papad, etc.), bakery, textile products, toiletries, etc. ● **Offering tourism /hospitality services-** Cafeteria, making products out of waste materials, catering service, guiding, etc.

Scheme:	**Mukhyamantri Yuva Udyami Yojana (MMYUY), Govt of MP**
Assistance:	Entrepreneurship development scheme for youth- Loan, lesser interest & margin money
Support provision:	Talented youth may get loan amount of INR 10 lakhs to 1 Crore
Potential application:	SANCHI & KHAJURAHO: Support for creative self-employed enterprises involved in **organizing creative tours, manufacturing souvenirs, cultural shows etc.**

Scheme:	**Uttar Pradesh Skill Development Mission**
Assistance:	Aligning skills for empowerment and training the youth for secure, sustainable employment and entrepreneurship.
Support provision:	Through private training partners to conduct short term modular skill development programs with placement.
Potential application:	SARNATH: To instill or improve youth skills, enhance access to vocational skill training in specific areas like Garment making, Art jewelry designing, Beauty culture, fashion designing, handicrafts, tourism & hospitality, etc.

Scheme:	**Hunar Se Rozgar Tak capacity building program by Ministry of Tourism**

Assistance:	Professional training to youth to take up jobs as Heritage Tour Guides/Tour Guides by IITTM. Training as per the standards set by Tourism & Hospitality Skill Council.
Support provision:	Training with stipend and free lodging & boarding.
Potential application:	SANCHI, KHAJURAHO & SARNATH: Capacity building to local youth (both male & female) to become certified Heritage Tour Guide & Tour Guide.

Scheme:	**Entrepreneurship Development Scheme under Ministry of Skill Development & Entrepreneurship**
Assistance:	Support to young entrepreneurship among marginalized groups, women, etc; Setting up Incubation Center/ Entrepreneurship Hubs (E-Hubs).
Support provision:	Support for capacity building, peer assistance, Incubation centers, etc.
Potential application:	SANCHI, KHAJURAHO & SARNATH: Support to set up Entrepreneurship hubs for women and youth, where various crafts, and other sellable items (sweets, crafts, pickles, etc.).

B. Government of India Budgetary Allocation (2017-18) Under Relevant Support Schemes

SCHEME	SPONSORING AGENCY	ALLOCATION (approx. INR in crores)
PRIME MINISTER'S EMPLOYMENT GENERATION PROGRAMME (PMEGP)	Govt of India	4026.49
A SCHEME FOR PROMOTION OF INNOVATION, ENTREPRENEURSHIP AND AGRO INDUSTRY (ASPIRE)	Govt of India	250
PRADHAN MANTRI KAUSHAL VIKAS YOJANA	Govt of India	2924.26
EMPLOYMENT GENERATION PROGRAMS UNDER MINISTRY OF LABOR	Govt of India	1164.90
SCHEMES FOR VULNERABLE GROUPS (UNDER DIFFERENT SCHEMES)	Govt of India	11579.99
SCHEMES FOR SCHEDULED CASTE AND SCHEDULED TRIBES	Govt of India	8509.04
NATIONAL LIVELIHOOD MISSION - AAJEEVIKA	Govt of India	4849
	TOTAL	**33,302.78 crores**

C. Sample Storytelling Tags

What Am I Buying?

This is not your grandmother's handbag. We use traditional techniques to produce gorgeous, contemporary designs.

All of our products are made by local women artisans from recycled and locally sourced materials. And the money you spend directly improves our families' livelihood.

Experience Sarnath.
Buy from Sarnath.
Be here!

–Sarnath Women's Self-Help Groups

Rs.800

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