



**Ministry of Tourism**  
Government of India

# **“Adopt a Heritage”**

*‘Apni Dharohar, Apni Pehchaan’*

**Project for Development of Tourist Friendly Destinations**  
**September 2017**

**PROJECT GUIDELINES WITH MOU**

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**GOVERNMENT OF INDIA**

**MINISTRY OF TOURISM**

## **ADOPT A HERITAGE**

*'Apni Dharohar, Apni Pehchaan'*

### **Project for Development of Tourist Friendly Destinations**

**September 2017**

#### **1 Rationale**

India has always been renowned for its rich cultural heritage. India's glorious past and cultural diversity make a potent blend which attracts millions of tourists each year to its tourist destinations. India's rich heritage is abundantly reflected in the form of numerous temples, palaces, monuments, forts etc. This has led to the increase in India's tourism particularly in the heritage sites.

Tourism in India has registered a considerable growth in the last few years, ever since additional initiatives were taken by the government of India to boost India's image as a destination for tourism. This also comes in the form of promotion of tourism sector as a brand name Incredible India.

The heritage sites are facing common challenges primarily related to the creation and operations and maintenance of the various infrastructural as well as service assets. There is a need to develop a robust mechanism for the provision of basic amenities on an immediate basis and advanced amenities on a long term basis.

This project is envisioned to synergize with other Infrastructure development schemes in collaboration with Ministry of Culture and other Ministries, with the idea of positioning tourism as a driving force for targeting more Foreign Tourist Arrivals as well as Domestic Tourist Arrivals, building synergy in the development of amenities across the identified heritage sites, enhancing overall tourist experience and economic development of the region.

#### **2 Vision Statement**

Ministry of Tourism in close collaboration with Ministry of Culture and Archeological Survey of India (ASI) envisages developing the heritage sites, monuments and any other tourist sites by making them tourist-friendly to enhance the tourism potential and their cultural importance, in a planned and phased manner.

### 3 Objectives

Objectives of the project are to:

- Develop basic tourism infrastructure in and around heritage monuments and any other tourist sites.
- Inclusive tourist experience for heritage site / monument or tourist site.
- Promote cultural and heritage value of the country to generate livelihoods of local communities of respective heritage site / monument/ tourist site.
- Enhance the tourist attractiveness in a sustainable manner by developing world class infrastructure at heritage site / monument or tourist site.
- Create employment through active involvement of local communities.
- Harness tourism potential for its multiplier effects in employment generation and economic development.
- Develop sustainable tourism infrastructure and ensuring proper Operations and Maintenance therein.

### 4 Approach

Ministry of Tourism in close collaboration with Ministry of Culture and Archaeological Survey of India (ASI) envisages providing world class tourist facilities at the various heritage site / monument or any other tourist site. across the country. Besides providing an inclusive tourist experience it will help in giving due recognition and also in preserving the rich and diverse heritage across the country. ASI as on date protects 3,686 ancient monuments and archaeological sites including 36 world heritage sites, giving a glimpse of the sheer richness, variety and diversity in India. These monuments form an integral part in promoting tourism by attracting domestic and international tourists in the country. To tap the true potential of these monuments, we need to provide basic and advanced amenities, illumination, night viewing facilities with safety and security to tourists, adaptive use of heritage site within permissible guidelines of ASI, and an overall enhanced tourist experience that will result in increase of domestic and foreign tourist footfall.

The heritage site / monument or any other tourist site are selected on the basis of tourist footfall and visibility. The project entails to handover heritage sites and monuments for adoption to the private and public sector companies and individuals (who would be known as “Monument Mitras”) for providing basic amenities and complete operation and maintenance (O&M) initially for the 5 years subject to review at any time, regular monitoring and feedback mechanism from all the stakeholders including tourists.

The assessment of need gap and existing service levels would be carried out for heritage sites, monuments and any other tourist site which would be a joint exercise of the ‘Proposed Monument Mitras’ with Ministry of Tourism, Ministry of Culture and ASI. The ‘Proposed

Monument Mitras’ would be the ones who put forth their interest through ‘Expression of Vision’ for selection of heritage site / monument or tourist site.

In the indicative list at Annexure 1, the heritage sites/monuments are categorized as green, blue and orange on the basis of tourist footfall and visibility. Requirement of basic amenities would be calculated based on the asset wise service level benchmarking. The Monument Mitras are supposed to present vision for development of all necessary/mandatory basic amenities and advanced amenities for each of the heritage site that they take up as a package (combination of Green-Blue-Orange) enlisted in Annexure 1 and any other heritage sites, monuments and tourist site. The most competitive and innovative vision would be considered as the successful bidding entity. The interested parties selecting more numbers of monuments from orange and blue category shall be given higher weightage. Bids would be primarily evaluated on the basis of capacity of bidders, their success stories in delivering similar projects, value addition to the selected heritage sites. This concept of innovative bidding is defined as ‘Vision Bidding’.

## 5 Management Structure

The management structure would consist of the following committees and stakeholders whose functioning would be as such:

### A. Oversight and Vision Committee:

#### Committee Composition:

1	Co-chaired by Secretary (Tourism) and Secretary (Culture)	Chairperson
2	Director General (ASI)	Member
3	Director General (Tourism)	Member
4	Additional Secretary (Culture)	Member
5	Additional Director General (Tourism) /Joint Secretary (Tourism)	Convener of the committee
6	Representatives from other Ministries/departments who can be co-opted as and when required for co-ordination	Member

#### Roles & Responsibilities:

- Enunciate the vision and chalk out the road map for the project and provide platform for exchange of ideas.
- Coordinate to oversee all operations, steer, and review and monitor overall performance of the project and provide guidance on specific issues relating to the project.
- Conduct the ‘Vision Bidding’ and select the ‘Monument Mitras’ from the bidders after evaluation

- Oversee the planning, sanctioning and execution of the project sites and also the overall monitoring.
- Power of termination of MoU of Monument Mitras in case of noncompliance of guidelines and EoV, or any other reason of non-performance.

## B. Implementation Committee:

### Committee Composition:

1.	Co-Chaired by Director General (Tourism) & DG, ASI	Chairperson
2.	Member Secretary, National Monument Authority	Member
3.	Additional Director General (Tourism)	Convenor
4.	Joint Secretary (Culture)	Member
5.	Additional Director General (ASI)	Member
6.	Director (Travel & Trade)	Convener of the committee
7.	PMC (Project Management Consultant)	To support Implementation Committee

### Roles & Responsibilities:

- Guide the selected 'Monument Mitras' for getting the necessary clearances, approvals and NoCs.
- Assist the 'Monument Mitras' in the 'joint inspection' exercise in each of the heritage site / monument or tourist site for the 'Need-Gap Analysis'.
- Recommend mid-course corrections in the implementation tools.
- Periodical oversight and review of proposed/ongoing projects.
- Ensure co-ordination among the Ministry of Tourism, Ministry of Culture and ASI.

## C. Monument Committee: (Composition & Functions)

### Committee Composition:

1	Director (Travel & Trade)	Chairperson
2	Assistant Director General (Travel & Trade)	Convener
3	Superintending Archaeologist(s) of the various circles involved / Representative of State Archeology Department / Concerned representative of State Government.	Member
4	Representative of the Monument Mitras	Member
5	Concerned Regional Director of the India Tourism	Member
6	Representative of Tourism & Travel Industry can be coopted as an when required for Industry Inputs	Member
7	PMC (Project Management Consultant)	To support Monument Committee

### **Roles & Responsibilities:**

- Providing NoC for executing planned interventions at the selected heritage sites/monuments.
- Assisting the Executing/Implementing Agencies (of the selected 'Monument Mitras') in the implementation of works.
- Assisting the Executing/Implementing Agencies (of the selected 'Monument Mitras') in the Operations and Maintenance of the heritage site / monument / tourist site.

### **D. Monument Mitras**

Public / Private sector companies or individuals successfully selected through the process of 'Vision Bidding', on a competitive basis for the project shall be called as Monument Mitras. Various roles and responsibilities of the Monument Mitras shall be as mentioned below.

### **Roles & Responsibilities:**

- Prepare detailed Vision Bidding document for all the heritage sites/monuments that they plan to adopt (At least one monument from each category of the listed monuments forming a package).
- Carry out need gap analysis in each of the heritage site / monument or tourist site that they are taking up for adoption.
- Get the necessary approvals, clearances, NoCs etc. soliciting the guidance of the Monument Committee.
- Do the entire end to end work of creation of assets and services of the required levels and standards as per approved vision, proposal and MoU.
- Carry out Operations and Maintenance (O&M) of the assets and services created.
- Assist the Implementation Committee in the mid-course corrections and provide feedback in a periodic manner.

### **E. Project Management Consultant**

Other than the Roles & Responsibilities of the PMC as part/member of Oversight and Vision Committee, Implementation Committee and Monument Committee, PMC has to adhere to following roles and responsibilities:

- Coordination with the Monument Mitras for vision presentations and final preparation of the Vision Bidding Document
- Assist the Oversight and Vision Committee in the evaluation of the Vision Bidding Documents from the Monument Mitras
- Assist Implementation Committee in project implementation, periodic reporting of implementation status and mid-course corrections if any

- After completion, compilation and analysis of survey data of tourist experiences and feedback and service level achievement details as provided by the Monument Mitras.
- Assist the Implementation Committee in the mid-course corrections and provide feedback in a periodic manner.

## **6 Vision Bidding**

Approach gives brief idea about concept of Vision Bidding. Monument Mitras (private and public sector companies and individuals) shall have to prepare the resilient vision for each and every monument under the project. The visions from all the bidders would be then evaluated on the definite parameters. The bidders need to do detail existing situation analysis and vision development for each and every individual monument or heritage site.

### **6.1 Existing Situation Analysis**

Monument Mitras shall carry out need gap analysis of the basic amenities within and around the monument site. Following studies and inter alia shall be imperative part of the existing situational analysis:

- Existing and past trend of tourist footfall
- Projection of tourist footfall with short term, midterm and long term tourist infrastructure requirements analysis
- Finalization of proposed interventions footprint based on the trend analysis and projections
- Prioritization of amenities and preparation of architectural area program for the proposed interventions
- Analysis of available fund versus proposed amenities

### **6.2 Vision development**

Private and public sector companies and individuals usually have strategies for CSR expenditures. The 'Monument Mitras' need to finalize the Vision statement and its implementation strategy for each and every monument and site they are bidding for.

Some of the representative visions are;

- Target balanced growth with increase in domestic and foreign tourist footfall to the heritage site / monument or tourist site
- Provision of world class tourist amenities at the heritage site / monument or tourist site.
- Cleanliness- *Swachh aur Sundar Paryatan Sthal*
- Sustainable tourism development

The vision shall be clearly articulated to a granular detail of the project. The imperative sections of the vision are mentioned below:



- Transforming Vision in to the area program and development footprint
- Concept Master Plan (CMP) of the site area
- Pedestrian and vehicular movement regulations to be introduced (if any)
- Adherence of ASI norms and guidelines in construction and development on site
- Implementation Plan, phasing and costing
- Operation and maintenance plan and funding mechanism in the initial and further phases

### 6.3 Operations and Maintenance Plan

Monument Mitras shall provide detailed operations and maintenance plan for each monument/ heritage site. The plan should include following parameters:

- Details of current operation and maintenance
- Whether Monument Mitras want to take the entire monument/ site for operation and maintenance or not
- Quantification of Monument Mitras contribution in operation and maintenance in terms of components and funds

### 6.4 Visibility Requirement and Plan

Monument Mitras shall provide detailed visibility requirement plan. The plan should include below mentioned details:

- Requirement of visibility
- Analysis on whether the visibility is in sync with the ASI guidelines and not disturbing the aesthetics, architectural style and ambience of the heritage site / monument or tourist site.
- Visuals of the visibility
- Quantifying the interventions and mapping them in the Site Master Plan

### 6.5 Evaluation of Vision Bidding

Vision bidding would be evaluated based on above-mentioned criteria in Vision Bidding

Due weightage will be given to the parameters given in the table below

Sl. No.	Parameter for selection of Monument Mitras under Adopt a Heritage	Weightage (%)
1	Existing Situation / Need – Gap Analysis	10
2	Vision development	35
3	Adoption of sites from lesser visibility and footfall*	10
4	Operation and Maintenance Plan	25
5	Visibility Requirement and Plan	10

6	Credentials of Monument Mitras	10
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\*Note: It would be mandatory for Monument Mitra, who is opting for a monument from green category to choose at least one site from either orange or blue category. However, the Monument Mitra will have full flexibility to choose any number of monuments from orange /blue without opting in green category. The interested parties selecting more numbers of monuments from orange and blue category shall be given higher weightage.

The PMC would prepare the detailed checklist and toolkit for submission and evaluation of Vision bidding and to make the process clear and transparent.

## **7 Identified Heritage Sites**

The Project include heritage sites, monuments and any other tourist sites. Going forward to further phases the list of heritage site / monument or tourist site may get amended and expanded to other sites. As discussed in the approach the indicative list of monuments is categorized based on visibility and tourist footfall. Indicative list of categorized heritage sites/ monuments is attached as **Annexure 1**.

## **8 Services Level Benchmarking for Assets (Annexure 2)**

At present many heritage site and monuments lack basic tourist amenities. The heritage sites and monuments shall be provided with basic and advanced amenities as per the tourists' requirements ensuring world-class facilities.

The tourist amenities have been divided in to two categories as per the project guidelines:

### **A. Basic amenities**

Basic amenities are important aspect in tourism as it triggers the popularity of the place; it also facilitates repeated visits and mouth to mouth publicity as a promotional aspect. Basic amenities at any tourist place are first and foremost right of the tourist as every single visit to the monument gives impetus to the local economy. Basic amenities are important irrespective of their financial feasibility in project structuring.

The basic amenities within and surrounding areas are categorized as below:

- Public conveniences
- Ease of Access
- Aesthetics and cleanliness of site
- Illumination
- Backlit signages

### **Representative list of inter alia basic amenities:**

- Public conveniences of international standard
- Clean drinking water facilities
- Swachh Monument (Cleanliness of the monument, including complete polythene ban)
- Barrier Free Monuments/ Accessibility for All: differently-abled friendly toilets, ramps, wheelchair facility, braille signages, monument models
- Informatory and Directional Signages
- Wi-Fi
- App based Multi lingual Audio-Guide
- Cloak room, shoe-racks/covers, washing facility etc.
- Point of Sale Terminal (PoS) machines at the Ticketing Counters to promote cashless transactions
- Canteen (with souvenir shop promoting local art and craftsmanship)
- Illumination

### **B. Advanced amenities**

Advanced amenities shall be planned as per the identified monument's tourist footfall and financial feasibility of proposed interventions.

### **List of inter alia advanced amenities:**

- Cafeteria
- Facilitation of night visits to monuments under adaptive use within permissible guidelines of ASI
- Advanced surveillance system (Like PTZ based CCTV cameras)
- Tourist Facilitation cum Interpretation Centre (Tourist Multi-Purpose Centre) with facilities like museum, shopping/souvenir shop, cloakroom, toilet, drinking water, money exchange etc.
- Digital Interactive Kiosk, Digital (LED) screening
- Light and Sound Shows with regular cultural shows
- Battery-operated vehicles
- Advanced tourist flow management system linked with carrying capacity of the monuments

Monument Mitras interested in adopting monument shall be required to carry out the need gap analysis for all the selected monuments which is a joint exercise. The vision bidding should reflect the assessment of every individual monument. Further bidders also have to prepare vision plan for all the opted monuments in a package. The proposed amenities and facilities under the vision should be as per the service level guidelines mentioned in **Annexure 2**.

## **9 Promotional guidelines for Monument Mitras - (Visibility to the initiatives)**

In addition to associated pride in adoption of the India's key heritage monument, Monument Mitras shall be provided with opportunities for their brand promotion in lieu of their CSR initiatives under the project subject to approval by the Oversight & Vision Committee.

Selected monuments for the program are nationally and internationally known with highest tourist footfall in the country. At present all the monuments are being taken care by Archeological Survey of India (ASI). ASI has statutory guidelines and heritage bye-laws for development within and around monument under the 'Ancient Monument and Archeological Site and Remains Act, 2010' and other Acts and Regulations. The proposed promotional material installation shall be strictly in adherence to these statutory guidelines. Visibility to the Monument Mitras would be within the framework of statutory guidelines.

Further visibility would be given to the Monument Mitras in lieu of the advanced amenities provided. They would also be given extra provision to work on cross subsidization model to augment their financial resources.

## **10 Monitoring**

The entire program would be 'service oriented'. Provision of basic and advanced amenities would be assured to the tourists visiting the heritage sites. Targets for service delivery would be pre-set and benchmarked before being accepted as yardsticks to measure. Monitoring activities would be carried out during project implementation and also throughout its O&M period.

- Oversight and Vision Committee would periodically monitor the project through designated officers and Project Management Consultant (PMC).
- Both online & offline mode monitoring would be done.
- Monument Mitras shall submit the service delivery report with tourist feedbacks by 5th of every month.
- Periodic audit will be carried out by the PMC.

## **11 Vision & Financial Structure**

The project focuses on active participation of Monument Mitras (Public and Private sector companies and individuals) to ensure a sustainable model formulation. The Project plans to adopt the taglines as "Adopt a Heritage- *Apni Dharohar, Apni Pehchaan*" and invite them in owning and partnering with Ministry of Tourism, Ministry of Culture and ASI in this initiative.

Major part of capital and recurring cost shall essentially be through private sector and public sector participation essentially through CSR. The participation of individuals is also desired.

In the latter phases resources can be channelized from various funding routes and by having convergence of programmes/ schemes with other ministries.

Monument Mitras can associate pride with their CSR Activities and shall also get limited visibility in vicinity of the heritage sites and Incredible India web portal subject to approval by Oversight & Vision Committee.

## **12 Project Duration**

This project is initially proposed to be implemented for 5 years subject to the review of the performance at any time. In case of unsatisfactory performance and non-compliance of guidelines the MoU is liable to be terminated.

## **13 Management Plan**

The tentative operation and maintenance costs of the monument shall be worked out by Monument Mitras at the time of 'Vision Bidding' as mentioned in their 'Vision & Financial Structure' section and emphasis shall be given to working out options for sustainable operation and maintenance models through innovative revenue generation options. In maintenance of the assets created, the experience and expertise of delivering similar projects by the respective Monument Mitras shall be leveraged.

## **14 Expected Outcomes**

The outcome of the proposed development of tourist amenities at various heritage sites shall be regularly evaluated and measured on the following parameters:

- Increase in tourist footfall.
- Improvement in overall tourism sector perception
- Increase in employment generation.
- Enhancement of awareness and development of skills & capacity to augment heritage tourism with value added services.
- Increase in private sector and public sector participation at the identified monument sites.

**ANNEXURE 1: CATEGORIZATION OF MONUMENTS CONSIDERED UNDER THE PROGRAM FOR DEVELOPING A PACKAGE – INDICATIVE LIST**

#	GREEN		BLUE		ORANGE	
1.	Taj Mahal, Agra	Agra	Akbar's Tomb, Sikandra, Agra	Agra	Itimad-Ud- Daula,Agra	Agra
2.	Fatehpur Sikri, Agra		Mehtaab Bagh, Agra		Ram Bagh, Agra	
3.	Agra Fort, Agra		Daulatabad Fort, Daulatabad		Mariyam's Tomb, Agra	
4.	Ellora Caves, Aurangabad	Aurangabad	Ajanta Caves, Aurangabad	Aurangabad	Caves, Temples & Inscriptions, Bhaja, Pune	Mumbai
5.	Bibi Ka Maqbara, Aurangabad		Karla Caves, Karla, Pune		Kolaba Fort, Mumbai	
6.	Elephanta Caves, Gharapuri, Mumbai	Mumbai	Aga Khan Palace, Pune	Mumbai	Lenyadri Caves, Pune	
7.	Buddhist Kanheri Caves, Mumbai		Shaniwarwada, Pune		Buddhist Monuments, Sanchi, Raisen	Bhopal
8.	Daria Daulat Bagh, Srirangapatnam	Bengaluru	Tipu Palace, Bengaluru	Bengaluru	Royal Palaces, Mandu	Bhubaneshwar
9.	World Heritage Site, Hampi		Zananna Enclosure, Vittala Temple, Hampi		Raja Rani Temple, Bhubaneshwar	
10.	Western Group Of Temples, Khajuraho	Bhopal	Gwalior Fort, Gwalior	Bhopal	Ratnagiri Monuments, Jajpur	
11.	Sun Temple, Konark	Bhubaneshwar	Udayagiri & Khandagiri Sites, Bhubaneshwar	Bhubaneshwar	Front Museum, Thirumayam	Chennai
12.	Group Of Monuments, Mamallapuram Mahabalipuram	Chennai	Sheikh Chilli's Tomb, Thanesar	Chandigarh	Rock-Cut-Jain Temple, Sittanasal	

#	GREEN		BLUE		ORANGE	
13.	Qutub Minar, Delhi	Delhi	Surajkund, Faridabad	Delhi	Khan-I-Khana, Delhi	Delhi
14.	Humayun's Tomb, Delhi		Gingee Fort, Villupuram	Chennai	Kotla Feroz Shah, Delhi	
15.	Red Fort, Delhi		Jantar Mantar, Delhi	Delhi	Ahom Raja's Palace, Garhgaon	Guwahati
16.	Gol Gumbaz, Bijapur	Safdarjung Tomb, Delhi	Group Of Four Maidans, Cheraideo (Sibsagar)			
17.	Jaina & Vaishna Caves, Badami	Purana Qila, Delhi	Raja Mahal & Rani Mahal, Chittoor			
18.	Karenghar Of Ahom Kings, Sibsagar	Guwahati	Group Of Monuments, Pattakadal	Dharwad	Nagarjunakonda Hilltop, Nalgonda	Hyderabad
19.	Golconda Fort, Hyderabad	Hyderabad	Durga Temple, Aihole		Caves & Stupa, Guntupally, Prakasam	
20.	Charminar, Hyderabad		Ranghar Pavilion, Sibsagar	Guwahati	Buddhist Stupa, Amravati	
21.	Chittaurgarh Fort, Chittaurgarh	Jaipur	Warangal Fort, Warangal	Hyderabad	Remains Of Patliputra, Kumrahar, Patna	Patna
22.	Kumbhalgarh Fort, Rajsamand		Rock Cut Hindu Temple, Undavalli, Guntur		Palace Complex At Ramnagar, Udhampur	Srinagar
23.	Hazarduari Palace Museum, Murshidabad	Kolkata	Deeg Palaces, Bharatpur	Jaipur	Group Of Temple, Kiramchi	
24.	Residency, Lucknow	Lucknow	Cooch Behar Palace, Cooch Behar	Kolkata	Observatory Man Singh, Varanasi	Sarnath
25.	Monument Of Sravasti, Sahet-Mahet,		Bishnupur Group Of Temples, Bankura		Lord Cornawallis Tomb, Ghazipur	

#	GREEN		BLUE		ORANGE			
	Sravasti							
26.	Excavated Remains, Nalanda	Patna	Rani Jhansi Qila, Jhansi	Lucknow				
27.	Laxman Temple, Sirpur	Raipur	Kalinjar Fort, Banda					
28.	Mattancherry Palace Museum, Kochi, Ernakulum	Thrissur	Shershah Suri's Tomb, Sasaram	Patna				
29.	Sun Temple, Modhera, Mehsana	Vadodara	Ancient Site Of Vaishali, Kolhua	Thrissur				
30.	Rani-Ki-Vav, Patan		Bekal Fort, Pallikkare, Kasargode					
31.	Kangra Fort, Kangra	Shimla	Champaner- Pavagarh Archaeological Park, Panchmahal	Vadodara				
32.	Buddhist Site, Sarnath, Varanasi	Sarnath	Buddhist Caves, Junagarh	Srinagar				
33.			Avantiswami Temple, Avantipur, Pulwama					
34.			Leh Palace, Leh				Leh	
35.			Rock Cut Caves, Masrur				Shimla	
36.			Jaunpur Fort, Jaunpur				Sarnath	
	<b>Total (Green):32</b>		<b>Total (Blue):36</b>				<b>Total (Orange):25</b>	

Note:

- A. It would be mandatory for Monument Mitra, who is opting for a monument from green category to choose at least one site from either orange or blue category. However, the Monument Mitra will have full flexibility to choose any number of monuments from orange /blue



without opting in green category. The interested parties selecting more numbers of monuments from orange and blue category shall be given higher weightage.

- B. The Interested parties may opt for any other heritage site / monument or tourist site not mentioned in the above list, under the project.

## ANNEXURE 2: ASSET SERVICE LEVEL GUIDELINES

The representative guidelines are mentioned in this Annexure 2, however the proposed asset preparation should as per the heritage bye-laws of respective monuments. At any conflicting juncture heritage bye-laws will supersede asset service level guidelines. Bidder shall also refer national building code (NBC), urban development (URDPFI) guidelines, CPHO norms and timesaver standards (TSS) for better planning of amenities and other relevant national laws, regulations, guidelines etc. Also reference to the GAMASI guidelines (see Annexure 6) prepared specially for this project to ensure ‘accessibility for all’.

### Toilet Facility

- The toilet building should have separate screened access for men and women, with adequate supply of hot and cold water, liquid soap dispensing units, and automatic hand dryers.
- Separate toilets should be provided for physically challenged persons with units planned to provide level access and ease in usage of the facility.
- Toilets units should be well ventilated have exhaust fan and air fresheners.

S.No.	Sanitary Unit (see Figure 1)	For Male (indicative only)	For Female (indicative only)	Recommended Sizes (SBM) (in mm)	
				(optimum)	(minimum)
1.	Water Closet	1 per 200 persons upto 500 persons; for over 500 add at the rate of 1 per 500 persons or part thereof.	1 per 100 persons upto 500 persons; for over 500 add at the rate of 1 per 500 persons or part thereof.	900 x 1200	750 x 900
2.	Ablution Taps	One in each W.C.	One in each W.C.		
3.	Urinals (for male)	One for 250 persons or part thereof.	-	575 x 675	500 x 600
4.	Wash Basins	One per W.C. and urinal provided	One per W.C. provided	1750 x 1500	1500 x 1200
5.	Baths	NIL (except at temple complexes); can be 2 - 5 in number	NIL (except at temple complexes); can be 2 - 5 in number	1050 x 1200	900 x 1050
6.	Baby Changing Stations	1 or 2 in number (see Figure 2)			

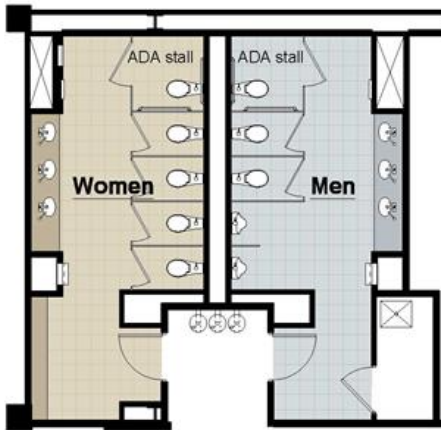


Figure 1: Sample Toilet Design

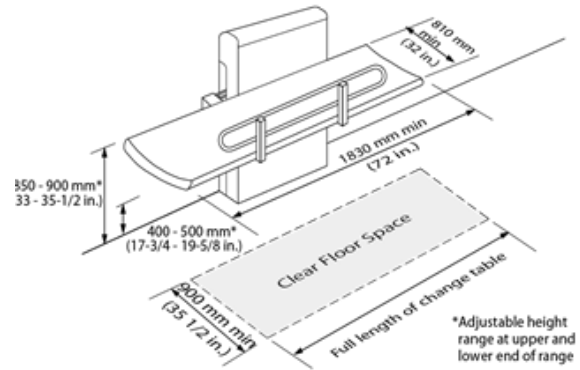


Figure 2: Baby dressing station

### Drinking Water Facilities

- Drinking water facility should have automatic/ ergonomically designed automatic dispensing units to minimize use of disposable glasses.
- Push-tap water dispensing outdoor units
- Mandatory RO based supply unit deployment.

Feature	Indicative design specification
Drinking Water Fountain	1 per 200 persons or part thereof
Specification for differently-abled, children and elderly	See <b>Figure 3</b> (dimensions in mm)



Figure 3: Indicative placement of drinking water facility for differently-abled

### Waste Management and general cleanliness

- Deployment of two bin system (biodegradable/non-biodegradable or dry/wet). (see Figure 4)
- Strict restriction of food items inside the premises for personal consumption / feeding

animals etc. Complete polythene ban inside the premises.

- Deployment of semi-automatic path cleaning machines.
- Educating people on general etiquettes near Point of Sale through video walls/ Interpretation Centre/signages etc.



Colour Code	Waste Type
Green	(Paper Waste: Recyclable, Dry) – Paper, Plastic, Tins Cans, Metals, Cloth etc.
Blue	(General Waste: Bio-degradable, Wet) – Food Items

Figure 4: Two Bin system

#### Accessibility for All

- Accessible Toilets (see Figure 5).
- Basic coverage of accessibility through easy ramps and railings (see Figure 6).
- Wheel chair facility with assisting personals if demanded.
- Select 3D based artworks / models for visually impaired tourists.

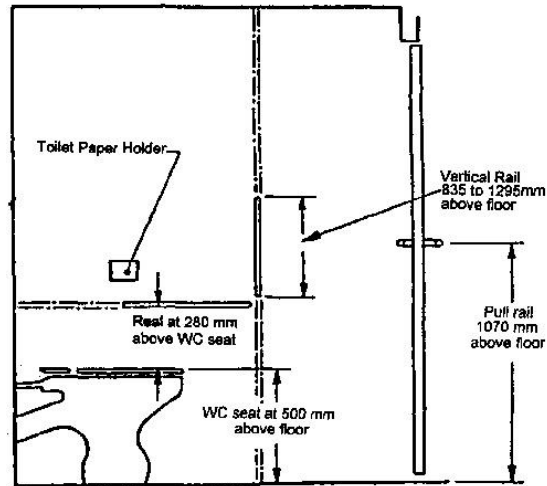
## Public Toilets

The toilet bowl should preferably be a stool type.

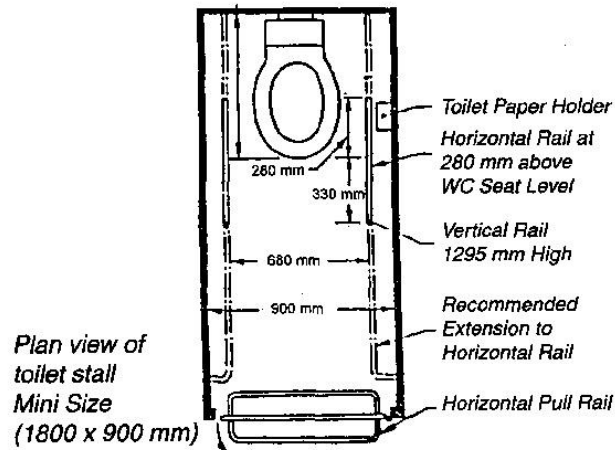
At least one of the toilet bowls must have a handrail installed.

The door should, as a rule, be outward-opening.

The door lock must be easily operable. Also, an indication must be provided on the outside of the stall to show that the toilet is occupied.



Side elevation of toilet stall



Plan view of  
toilet stall  
Mini Size  
(1800 x 900 mm)

Figure 5: Basic design specification for toilet unit

## Approach to Plinth Level

**Approach to plinth level :** Every building should have at least one entrance accessible to the handicapped and shall be indicated by proper signage. This entrance shall be approached through a ramp together with the stepped entry.

**Ramped Approach :** Ramp shall be finished with non slip material to enter the building. Minimum width of ramp shall be 1800 mm. with maximum gradient 1:12, length of ramp shall not exceed 9.0 M having double handrail at a height of 800 and 900 mm on both sides extending 300 mm. beyond top and bottom of the ramp. Minimum gap from the adjacent wall to the hand rail shall be 50 mm.

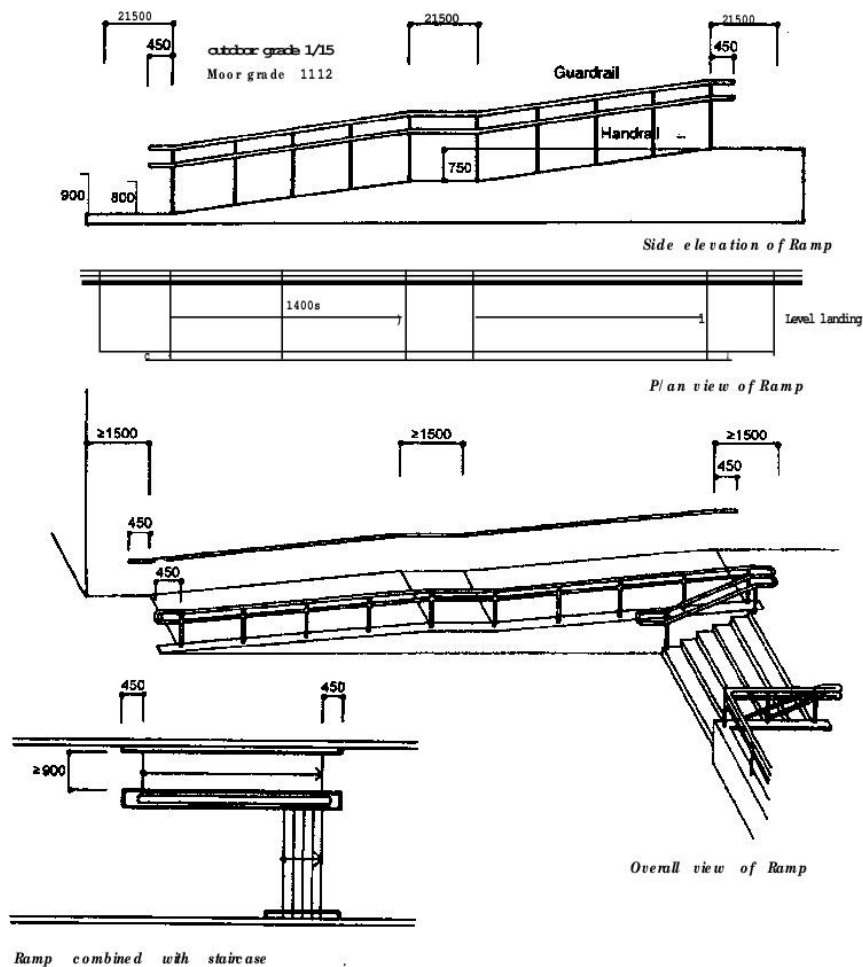


Figure 6: Design specification for approach ramps for differently abled people

## Audio Guides

- Location based assisted guidance in different languages (conventional pre-recorded).
- App based software using location based guide system.
- Download link for App based online guide to be provide at PoS and Ticket. App shall be capable of assisting tourists for information and directional assistance.
- Free Wi-Fi facility to be extended on downloading of Audio Guide App.

## Wi-Fi Facilities/Net based facilities (see Figure 7)

- Free Wi-Fi facility for every ticket issued for initial thirty minutes. Payment-based beyond thirty minutes.
- System shall be capable for both National and International mobile numbers (handsets) for OTP generation.

### Guiding Specifications from TRAI's Public Open Wi-Fi framework Architecture & Specification (Version 0.5) 12th July, 2017:

- Captive portal must allow standard connection and authentication as per this specification.
- Wi-Fi Provider must provide choice to user to select a package with clear details of the package.
- Captive portal should respect and handle preferred payment scheme for users and allow seamless collection of payment once the package is selected.
- Wi-Fi provider must comply and be certified with regulatory and security rules for payment transactions, auditing, and storage/handling of any sensitive payment information.

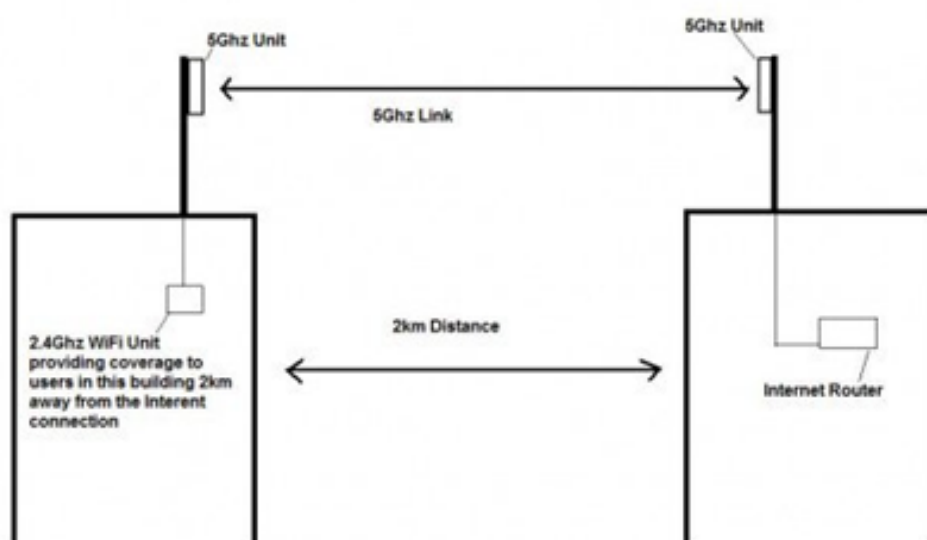


Figure 7: Key plan for Wi-Fi framework

### Information Signage

- Material of construction to align/match/camouflage with monument architecture.
- Focus light on the display boards (see Figure 8).
- Signage to depict
  - Historic Information related to heritage structure.
  - Locations map of the asset / destination / current location/vis-à-vis other tourist places.



Figure 8: Sample design for information signage

### Directional Signage (see Figure 9)

- “Heritage Heritage Site/ASI Ticketed/Protected icon along with “Incredible India” logo at the entrance of the site which shall be clearly visible from a minimum distance of 250m from the access road.
- Clear visible signage indicating the location and distance from the asset shall be displayed at a distance of 5km, 2km, 1km, 750m, 500m and 250m from the access road.
- Directional signage for various facilities in the heritage site/monument complex.
- World Heritage Site (if applicable) signage design to be placed to have a brand value.



## Signages

The main purpose of signs should be to provide a clear designation of places, warnings and routing information. A person in a wheel chair is less than 1200 mm high. A person who is partially sighted needs contrasting texture along side walkways and audible signs for dangerous areas,. Signs should **be** useful to everyone, easily seen from eye level, readable by moving the fingers and well lighted for night time identification.

\* Signs shall indicate the direction and name of the accessible facility and incorporate the symbol of access.

\* The size, type and layout of lettering on signs shall be clear and legible.



### 'HEIGHT' OF LETTER FOR VARYING VIEWING DISTANCE

Required viewing distance (M)	Minimum height of letters (MM)
2	6
3	12
6	20
8	25
12	40
15	50
25	80
35	100
40	130
50	150

### HEIGHT OF SYMBOL OF ACCESS FOR VARYING VIEWING DISTANCE

Required viewing distance (M)	Minimum size of symbol (MM)
0.7	60x60
7.18	110x110
	Min. 200 x 200
	Max. 450 x 450

Figure 9: Design guidelines for directional signage

## Cafeteria

- Unit - Capacity to serve 35-50 persons at any time.
- Cafeteria to have modern kitchen including exhaust system.

- Level access for differently-abled people.
- Cafeteria food should be FSSAI certified.
- Clean drinking RO water available
- Clean toilets.
- A minimum of 1 table without stools or seats attached to the floor for every 10 tables.
- Accessible Entrance
- Strict Adherence to CPWD Guidelines and Space Guidelines for Barrier Free Built Environment.

### **Ticketing**

- Smart ID based system which will be able to scan all National ID cards and all International Passports and extract data for statistics (Capable of capturing basic data like Age and Nationality / Passport Number). This will help in proper data collection.
- Bar code based computerized receipt given to all ticket holders.
- Security agencies or person deployed at entry and exit gates should be able to scan the tickets using barcode reading device/Proper Checking.
- Real time tourist footfall counters communicating with State Tourism Department with inbuilt facility of removing duplicity of tourist footfall in the city / destination.

### **Surveillance system**

- Basic CCTV surveillance system with video walls and recording system.
- The cameras should be 360 degree rotatable with night vision capability and high resolution (PTZ cameras).
- Dedicated control Room with full backup recording facility under local police control.
- No camera / infra deployment on the main heritage structure.
- Decrease in manual security personals and increased deterrence through CCTV system deployment.
- Fine / Police reporting mechanism on occurrence of property mishandling / security cases etc. CCTV feed to be relayed at nearest police station.

### **General Illumination**

- LED based energy efficient illumination system.
- Uniform illumination as per required illumination intensity level.
- System with functionality of automatically switching on based ambient visibility levels.
- Intelligent sensors with capability of relaying information about system fault.

## Night Viewing

- Single shade (White / Yellow) façade illumination.
- Intervention aimed at increasing the appeal of the heritage structure keeping its ethos intact to enable increased visiting time and increase the tourist footfall for the heritage site/monument.
- To position heritage sites as a “Night Attraction” which can be viewed from outside while taking a ‘night tour of the city’.
- Reference to National Lighting Code (NLC-2010), Part 6: Exterior Illumination, Section 4 – Decorative Lighting (Monument, Park and Garden).

## Interpretation Centre

- Facilities for dissemination of knowledge of cultural or natural heritage to tourists; it provides the visitor an interpretation of the place of interest through a variety of media, such as video displays and exhibitions of material.
- The Tourist Interpretation Centre shall offer a combination of educational activities that are designed to reveal meanings and relationships through the use of presentations, original objects, first-hand experience, graphic illustrations, activities, or media designed to help people understand, appreciate, and care for the natural and cultural environment.
- Suitably located preferably in proximity of destination.
- Accessible for tourists and differently-abled visitors (wheelchair accessible).
- Provide interpretive and educational information to the visitors (including those with physical, sensory, and cognitive impairments) about tourism, its diverse products, culture, heritage, the various tourist projects/ destinations and its facilities, visitor security and safety, the geographic area where the project is located, and the cultural and natural resources of the area.
- Enable interpretation and education through alternative formats to accommodate the needs of persons with disabilities.
- Structured to enhance the public understanding of tourism and its contribution to the State, understanding of the archaeological, historical, human-made, natural, and cultural features of the country.
- The Centre shall be spacious and designed for easy and convenient circulation of tourists through the displays/ exhibits used for interpretation within the premises.
- All audio-visual presentations, photographs, taped messages, and other interpretive materials shall be accurate, current, and communicated effectively to the visitors.
- Well-structured tour, evacuation routes and assembly points.
- May include facilities like souvenir shops, currency exchange, ATMs etc.

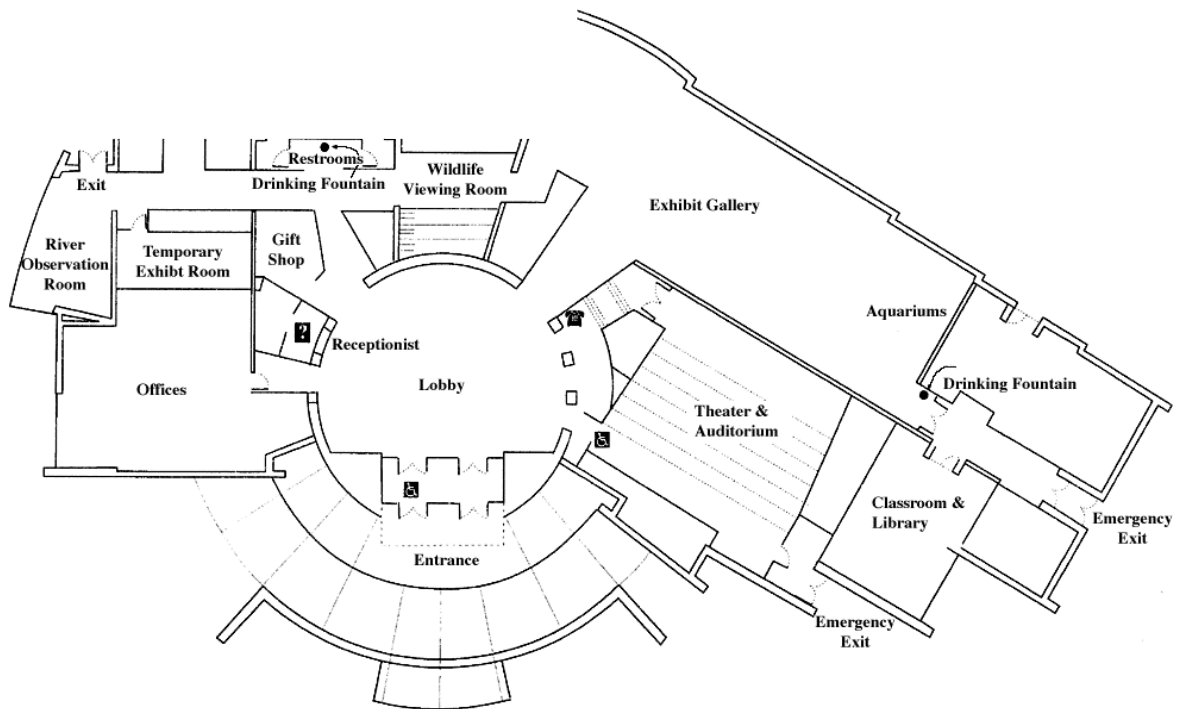


Figure 10: Indicative plan for interpretation centre

### Digital Interactive Kiosks

- Kiosks to assist in information dissemination in different languages related to history, culture, tourism and facilities available in the campus.
- Location map including current location.
- Shall be equipped to guide nearby tourist destination and facilities such as ATMs, taxi/bus stand, markets, hotels etc.
- To be located indoors, preferably inside the interpretation centre or ticketing lobby.



Figure 11: Digital Interactive Kiosks

### Miscellaneous

- First-aid facilities, fire-fighting system to be installed at a suitable point depending upon the heritage site/monument complex.
- These should be regularly checked for functioning and validity

### ANNEXURE 3: Draft MOU

THIS MEMORANDUM OF UNDERSTANDING is executed on this \_\_\_\_\_ day of \_\_\_\_\_ 2017 at \_\_\_\_\_ among

**MINISTRY OF TOURISM**, Government of India, having its office at Transport Bhawan, 1, Parliament Street, New Delhi – 110001 acting through its Secretary, hereinafter called “MoT” which expression shall, unless repugnant to the context of meaning thereof, include its successors and permitted assigns of the **FIRST PARTY**

**AND**

**MINISTRY OF CULTURE**, Government of India, having its office at ‘C’ Wing, Shastri Bhawan New Delhi – 110015 acting through its Secretary, hereinafter called “MoC” which expression shall, unless repugnant to the context of meaning thereof, include its successors and permitted assigns of the **SECOND PARTY**

**AND**

*(choose one of the following out of three for becoming the Third Party)*

**ARCHAEOLOGICAL SURVEY OF INDIA (ASI)**, Department of Culture, Government of India, having its office at 11, Janpath, New Delhi-110001 acting through its Director General (hereinafter called “ASI” which expression shall, unless repugnant to the context of meaning thereof, include its successors and permitted assigns) of the **THIRD PARTY/OR**

**DEPARTMENT OF STATE ARCHAEOLOGY, MUSEUMS & HERITAGE/DEPARTMENT OF ARCHAEOLOGY & MUSEUMS** (or called by whatsoever name designated for the department), Government of \_\_\_\_\_ having its office at \_\_\_\_\_ acting through its Secretary/Commissioner (hereinafter called Department of State Archaeology which expression shall, unless repugnant to the context of meaning thereof, include its successors and permitted assigns) of the **THIRD PARTY/OR**

**DEPUTY COMMISSIONER/ DISTRICT MAGISTRATE/COLLECTOR** (or called by whatsoever name designated for the post) \_\_\_\_\_ **DISTRICT** having its office at \_\_\_\_\_ acting through its Deputy Commissioner (hereinafter called DC \_\_\_\_\_ which expression shall, unless repugnant to the context of meaning thereof, include its successors and permitted assigns) of the **THIRD PARTY (choose whichever is applicable)**

**AND**

\_\_\_\_\_ a Company/Trust incorporated under the companies Act, 1956/Trust Act, having its registered office at \_\_\_\_\_ (hereinafter referred to as \_\_\_\_\_) of the **FOURTH PARTY to be called henceforth 'Monument Mitras'.**

**WHEREAS:**

- (a) The Ministry of Tourism in collaboration with Ministry of Culture and ASI has announced a project "Adopt a Heritage" for adoption of heritage sites/monuments/ tourist sites in collaboration with the Monument Mitras through Government Order No. \_\_\_\_\_ dated \_\_\_\_\_ which enables in the initial phase, adoption of sites/monuments to provide and maintain various basic and advanced amenities as decided by the 'Oversight and Vision Committee', such as public conveniences, drinking water, cleanliness of the monument, accessibility for all, signage, WiFi, cloakroom, illumination and night viewing, cafeteria, surveillance system, tourist facilitation cum interpretation centre, digital interactive kiosk, light and sound shows etc.,
- (b) WHEREAS \_\_\_\_\_ through its Corporate Social Responsibility Policy/PPP/other investment model, intends to take up the \_\_\_\_\_ heritage sites/monuments/ tourist sites under "Adopt a Heritage" project.
- (c) WHEREAS sites /monuments proposed in this project are under supervision of nodal department: Archaeological Survey of India (in this phase)/Department of State Archaeology, Museums & Heritage/any other department etc. (in the further phases),

**1.0 DEFINITIONS**

- 1.1 "Nodal Department" means Archaeological Survey of India, Department of State Archaeology, Museums & Heritage, other departments etc.,
- 1.2 "Cost" means the cost of preparing a development plan, detailed project report as contained in the estimate.
- 1.3 "Development" means the construction, landscaping, illumination, operation and maintenance activities related to provision, development and maintenance of amenities and tourist facilities.
- 1.4 "Heritage Sites/Monuments" means a monument declared as of national importance by the Central Government as per the Ancient Monument Archaeological Sites and Remains Act, 1958 and corresponding states' acts related to it.

1.5 “Heritage Sites/Monuments” mean those that have been identified under the adoption programme vide Government Order No. \_\_\_\_\_ dated \_\_\_\_\_, other places added as, and when the ‘Oversight and Vision Committee’ desires.

**NOW THIS MEMORANDUM OF UNDERSTANDING WITNESSETH AS FOLLOWS:**

2. M/s \_\_\_\_\_ is interested to take up the cause of adoption of tourist destinations as one of the Corporate Social Responsibility initiatives/ PPP/other investment model and accordingly has identified \_\_\_\_\_ ‘Package’ having the following heritage sites/monuments \_\_\_\_\_  
for the same and intends to provide various facilities in consultation with Nodal Department (ASI/custodian of tourist site) (hereinafter called the “Project”)
3. The ‘Oversight and Vision Committee’ has consented to the developmental activities proposed by the Fourth Party at the heritage sites/monuments/ tourist sites and agrees to the same. Accordingly, the above mentioned committee will not enter into any understanding or agreement with anyone else for the performance or undertaking of any activity that is within the scope of this understanding mentioned hereinabove during the tenure of this Memorandum of Understanding.
4. Fourth party (Corporate/PSU/their Trust) shall prepare a comprehensive plan before commencement of actual work at the destination by itself and undertake the execution work directly or outsource the work through a component agency under its overall supervision and that of Nodal Department.
5. Implementation Committee shall ensure display of name, logo and matter mentioning contribution towards the developmental activities undertaken by the Fourth party at the site.
6. Implementation Committee will acknowledge the contribution by the fourth party towards developmental activities by way of signage/plaques etc. at appropriate place. The



placement, contents and size of the signage/plaques etc. will be decided with mutual consent with the 'Oversight and Vision Committee' while ensuring that the same is in tune with the aesthetic value of the monuments and surroundings of destinations.

7. Details of the work cost and time schedule to be undertaken by the Fourth Party is as per **Annexure-4 (to be added)**.

## 8. FINANCING AND SCHEDULING

- 8.1 Fourth party agrees to finance the activities, operate and maintain the facilities on their own as approved by the committee in **Annexure-5 (to be added)** rather than transfer of funds to any Government body or department.
  - 8.2 Fourth party agrees to ensure that adequate funding is provided to improve and maintain the facilities for initial 5 years
  - 8.3 The adoption period is for initial 5 years subject to the review of the performance at any time. In case of unsatisfactory performance and non-compliance of guidelines the MoU is liable to be terminated.
  - 8.4 Implementation Committee agrees to appoint independent evaluator and to periodically evaluate implementation of the project.
  - 8.5 Monuments Committee agrees to facilitate and help in obtaining all approvals/consent from the concerned departments in a time bound manner.
  - 8.6 Fourth Party agrees during period of adoption that no revenue shall be generated from the public as collection fee, convenience fee etc. However, in case any fees are planned to be charged it will be subjected to specific clearance of the relevant Government parties to the MOU.
9. It is mutually agreed that this MEMORANDUM OF UNDERSTANDING shall not in any way alter the legal status of the monument/developmental activities that vests and shall always remain vested with the ASI (Government of India)/State Department of Archaeology and Museums/concerned department etc.

## 10 DURATION OF MOU

10.1 This project is initially proposed to be implemented for 5 years subject to the review of the performance at any time. In case of unsatisfactory performance and non-compliance of guidelines the MoU is liable to be terminated

## 11 Management Structure

The management structure would consist of the following committees and stakeholders whose functioning would be as such:

### A. Oversight and Vision Committee:

#### Committee Composition:

1	Co-chaired by Secretary (Tourism) and Secretary (Culture)	Chairperson
2	Director General (ASI)	Member
3	Director General (Tourism)	Member
4	Additional Secretary (Culture)	Member
5	Additional Director General (Tourism) /Joint Secretary (Tourism)	Convener of the committee
6	Representatives from other Ministries/departments who can be co-opted as and when required for co-ordination	Member

#### Roles & Responsibilities:

- Enunciate the vision and chalk out the road map for the project and provide platform for exchange of ideas.
- Coordinate to oversee all operations, steer, and review and monitor overall performance of the project and provide guidance on specific issues relating to the project.
- Conduct the 'Vision Bidding' and select the 'Monument Mitras' from the bidders after evaluation
- Oversee the planning, sanctioning and execution of the project sites and also the overall monitoring.
- Power of termination of MoU of Monument Mitras in case of noncompliance of guidelines and EoV, or any other reason of non performance.

## B. Implementation Committee:

### Committee Composition:

8.	Co-Chaired by Director General (Tourism) & DG, ASI	Chairperson
9.	Member Secretary, National Monument Authority	Member
10.	Additional Director General (Tourism)	Convenor
11.	Joint Secretary (Culture)	Member
12.	Additional Director General (ASI)	Member
13.	Director (Travel & Trade)	Convener of the committee
14.	PMC (Project Management Consultant)	To support Implementation Committee

### Roles & Responsibilities:

- Guide the selected 'Monument Mitras' for getting the necessary clearances, approvals and NoCs.
- Assist the 'Monument Mitras' in the 'joint inspection' exercise in each of the heritage sites/monuments for the 'Need-Gap Analysis'.
- Recommend mid-course corrections in the implementation tools.
- Periodical oversight and review of proposed/ongoing projects.
- Ensure co-ordination among the Ministry of Tourism, Ministry of Culture and ASI.

## C. Monument Committee: (Composition & Functions)

### Committee Composition:

1	Director (Travel & Trade)	Chairperson
2	Assistant Director General (Travel & Trade)	Convener
3	Superintending Archaeologist(s) of the various circles involved / Representative of State Archeology Department / Concerned representative of State Government.	Member
4	Representative of the Monument Mitras	Member
5	Concerned Regional Director of the India Tourism	Member
6	Representative of Tourism & Travel Industry can be coopted as an when required for Industry Inputs	Member

7	PMC (Project Management Consultant)	To support Monument Committee
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**Roles & Responsibilities:**

- Providing NoC for executing planned interventions at the selected heritage sites/monuments.
- Assisting the Executing/Implementing Agencies (of the selected ‘Monument Mitras’) in the implementation of works.
- Assisting the Executing/Implementing Agencies (of the selected ‘Monument Mitras’) in the Operations and Maintenance of the heritage sites/monuments.

**D. Monument Mitras**

Public / Private sector companies or individuals successfully selected through the process of ‘Vision Bidding’, on a competitive basis for the project shall be called as Monument Mitras. Various roles and responsibilities of the Monument Mitras shall be as mentioned below.

**Roles & Responsibilities:**

- Prepare detailed Vision Bidding document for all the heritage sites/monuments that they plan to adopt (At least one monument from each category of the listed monuments forming a package).
- Carry out need gap analysis in each of the heritage sites/monuments that they are taking up for adoption.
- Get the necessary approvals, clearances, NoCs etc. soliciting the guidance of the Monument Committee.
- Do the entire end to end work of creation of assets and services of the required levels and standards as per approved vision, proposal and MoU.
- Carry out Operations and Maintenance (O&M) of the assets and services created.
- Assist the Implementation Committee in the mid-course corrections and provide feedback in a periodic manner.

**E. Project Management Consultant**

Other than the Roles & Responsibilities of the PMC as part/member of Oversight and Vision Committee, Implementation Committee and Monument Committee, PMC has to adhere to following roles and responsibilities:

- Coordination with the Monument Mitras for vision presentations and final preparation of the Vision Bidding Document
- Assist the Oversight and Vision Committee in the evaluation of the Vision Bidding Documents from the Monument Mitras
- Assist Implementation Committee in project implementation, periodic reporting of implementation status and mid-course corrections if any
- After completion, compilation and analysis of survey data of tourist experiences and feedback and service level achievement details as provided by the Monument Mitras.
- Assist the Monument Committee in preparing 'Rating Matrix' for the heritage sites/monuments.

## **12. ENFORCEMENT OF GUIDELINES**

The project guidelines shall remain enforced for the entire period of contract

## **13. TERMINATION**

13.1 This MOU once operative shall continue to be in full force until terminated.

13.2 This MOU can be terminated by Monument Mitra by giving not less than six months notice in writing of intended termination to other parties hereto. The MoU can be terminated by Ministry of Tourism/ Ministry of Culture/ASI at any time on non-compliance of project guidelines and/or unsatisfactory performance of Monument Mitra. The non-terminating parties shall be at liberty to re-negotiate fresh agreement amongst them, as the circumstances may permit, to the exclusion of the terminating party.

## **14. DISPUTE RESOLUTIONS**

14.1 All disputes arising out of MOU shall be settled by discussion and failing which the settlement, the decision of the 'Oversight and Vision Committee' shall be final and binding upon the parties.

## **15 INDEMNITY CLAUSES**

15.1 First, Second and Third party will identify and hold harmless ..... Fourth party (company/Trust and its officers and employees), against any loss, costs and expenses of any third party claims which the latter may suffer as the result of any claims or proceedings brought against them arising from work performed in accordance with the scope of work and performance of this understanding.

**IN WITNESS THEREOF** the parties set their respective hands on this MOU on the date, month and year first written above.

1. SIGNED AND DELIVERED for and on behalf of the above First Party

By  
Name:  
Designation:

WITNESS:

(i) \_\_\_\_\_

(ii) \_\_\_\_\_

2. SIGNED AND DELIVERED for and on behalf of the above Second Party

By  
Name:  
Designation:

WITNESS:

(i) \_\_\_\_\_

(ii) \_\_\_\_\_

3. SIGNED AND DELIVERED for and on behalf of the above Third Party

By  
Name:  
Designation:

WITNESS:

(i) \_\_\_\_\_

(ii) \_\_\_\_\_

4. SIGNED AND DELIVERED for and on behalf of the above Fourth Party

By  
Name:  
Designation:

WITNESS:

(i) \_\_\_\_\_

(ii) \_\_\_\_\_