

Tourism Department: In Search of Tourists

Shiva Mishra

Delhi is believed to be *dil* of India. It features historic attractions tracing our evolution from the past to the present. The legacy includes architecture of every description, which never ceases to lure the travellers. Here the past coexists with the present. Still the Tourism Department, Delhi, is in search of tourists. I tried to understand the functioning of the Tourism Department and in this journey; the Department literally made me a tourist, making trips to its offices. My objective in this paper is to find out that how the Department works to attract tourists in Delhi.

Department of Tourism, Government of National Capital Territory (NCT) of Delhi

The Government of NCT of Delhi has different departments as the Union Government has different ministries; tourism department is one of them. It has been created under the Government of NCT of Delhi (Allocation of Business) Rules, 1993.¹ This Department deals with Tourism infrastructure, Promotion of Tourism–Delhi as a Destination, Grants-in-aid to Delhi Tourism and Transportation Development Corporation Limited (DTTDC) and conducting three years Diploma course through Delhi Institute of Hotel Management and Catering Technology (DIHMCT) etc.

The following subjects are assigned to the Tourism Department,

1. Promotion of domestic and international Tourism.
2. Development of Tourism related infrastructure.
3. Co-ordination with agencies involved in Tourism industry.
4. Classification of Hotels.
5. Licensing of Tour Operators, Travel Agents etc.
6. To be Administrative Department for
 - a) Delhi Tourism and Transportation Development Corporation Limited (DTTDC).
 - b) Delhi Institute of Hotel Management and Catering Technology (DIHMCT).

Organisational Structure of the Departments

The Department has one Principal Secretary, Tourism, one Additional Secretary, Tourism, one Assistant Director, three Research Officers, ten Statistical Assistants, Planning, ten Statistical Investigators and other staff members. But this is on paper only as there are 34 sanctioned posts in the Department but working posts are only 21; rests are vacant.²

Functions of the Department

On the first day, I went to the Department office and the staff there sent me to DTTDC saying the Department itself works through DTTDC. At DTTDC, they sent me back to the Department office. The office of the Department is located in the Old Secretariat campus. Initially it was in New Secretariat but some time back it got shifted from there. The Department is only a link between the Finance and Planning departments and its two agencies. The two agencies are DTTDC and DIHMCT. The Department is only for administrative purposes. The two agencies set up their plans and ask for money from the Department, which it gets from GNCT. The Department passes their requests to

¹ <http://www.delhiplanning.nic.in/Write-up/2002-03/volume-I/Tourism.pdf>

² Annual plan document on manpower and employment, 2000-01, GNCT of Delhi

Finance and Planning Departments and after approval of the grants, it transfers funds to the respective agencies. Therefore, the Department acts as a bridge for transfer of funds and requests.³

Table 1: Sector wise Plan Outlay, in Rs lac

Department of tourism	9 th Five Year Plan (1997-2002) Approved Outlay	10 th Five Year Plan (2002-07) Approved Outlay	Annual Plan 2002-03
Strengthening of Department of Tourism	20.00	25.00	5.00
Tourism infrastructure	660.00	2,025.00	200.00
Promotion of Tourism	160.00	1,750.00	175.00
Other activities	160.00	Nil	Nil

Source: 10th Five Year Plan (2002-07) and Annual Plan (2002-03)-NCT of Delhi

It is mentioned in the Five Year Plan report that these are the categories on which Tourism Department has to spend money but, J L Kapoor, Research Officer, Tourism Department, told me that only the fund for strengthening of the Department comes to it as salary and rest goes to DTTDC. The other activities are certification of tourist vehicles and tourist accommodation, development of night safari and aquarium and development of Parayatan Parisar, Tuglakabad Fort.

The Department is planning to start a new scheme namely Licensing of Tour Operators/Travel Agents/Excursion Agents etc.⁴ In this scheme the Principal Secretary of the Department would control the issuing of licenses, so that the prices charged by the travel and tour operators remain constant and tourists only pay reasonable charges.

Agencies of the Department

1. All the promotional activities for tourism are performed by DTTDC only. It is the executive wing of the Department. It is a corporation, which acts under the eyes of the Government of NCT of Delhi.
2. The Institute of Hotel Management and Catering Technology provides a three year hotel management diploma courses under the National Council for Hotel Management.

Delhi Tourism and Transportation Development Corporation Limited

Delhi Tourism Development Corporation was incorporated in 1975 to promote tourism in Delhi. When the mandate for construction of flyovers was entrusted to the Corporation in 1989, its name was enlarged to Delhi Tourism and Transportation Development Corporation Limited. The number of sanctioned employees in DTTDC is 1286 and working employees are 1035, rests are vacant.⁵ DTTDC offers a wide-ranging spectrum of services to tourists and also to the citizens of Delhi. The objectives of the Corporation are:⁶

1. To disseminate tourism related information.
2. To provide tourist related services.
3. To provide recreational activities.
4. To develop tourism infrastructure.

³ This information has been provided by J L Kapoor, Research Officer, Tourism Department on 4 July 2003.

⁴ Information provided by Vinod Thukral, Statistical Assistant, Tourism Department on 4 July 2003.

⁵ Annual plan document on manpower and employment, 2000-01, GNCT of Delhi.

⁶ <http://delhitourism.nic.in/aboutus.htm>

- To train manpower for tourism.

Dissemination of Tourism related information

DTTDC has set up nine information centres in Delhi and seven outside Delhi including Noida, to provide reliable information on historic and cultural facets and to impart various tourist related services. These information offices provide free literature and offer services like hotel reservation, transportation and tours.

Table 2: Plan Outlay in Rs lac

Delhi Tourism and Transportation Development Corporation	9 th Five Year Plan (1997-2002) Approved Outlay	10 th Five Year Plan (2002-07) Approved Outlay	Annual Plan 2002-03
Grants-in-aid to DTTDC for strengthening of Tourism Information Centres	100.00	100.00	20.00
Share Capital continued to DTTDC	300.00	Nil	Nil

Source: Tenth Five Year Plan (2002-07) and Annual Plan (2002-03)-NCT of Delhi

The entry in the table as Share Capital to DTTDC was only for a year, when the Government of wanted to give some additional help to DTTDC.⁷ DTTDC spends a lot on tourist information counters, as these are the centres from where the tourists can get information and visit whole Delhi. We can see this expenditure pattern of DTTDC in following table:

Table 3: Grants for Information Counters in Rs

Year of Grants	Received/Receivable during the year	Incurred/utilised during the year
1997-98	30,00,000	30,00,000
1998-99	30,00,000	30,00,000
1999-2000	27,00,000	19,11,000
2000-01	19,49,678	19,49,678
2001-02	Nil	27,89,000

Source: Details of Government Grants Received/Receivable and utilisation, DTTDC

We can see that a huge share of the grants goes to the Information Counters. In 2001-02, nothing was given for this but DTTDC spent from its own funds.

An evaluation study the Planning Department of Government of Delhi during 2000-01 on 16 tourist information centres recommended immediate closing of five centres of R.K.Puram Coffee Home, Delhi Haat, ISBT, Kashmere Gate, Noida and Ahmedabad.⁸ The reason for closing down of these centres is that they had a low level of usage, due to locational problems.

Tourism related services

- The Corporation offers value-based city sightseeing tours and innovative package tours to places of historic, cultural and scenic interest and to places of pilgrimage.

⁷ Information provided by J L Kapoor, Research Officer, Tourism Department on 4 July 2003.

⁸ <http://www.delhiplanning.nic.in/Write-up/2002-03/volume-I/Tourism.pdf>

- Delhi Tourism⁹ also provides facilities like trekking in high mountains, rock climbing, parasailing and water sports.
- The Corporation's travel bureau has facilities for computerised on-line reservation for Indian Airlines, international air ticketing and money changing.
- The Corporation's fleet of coaches and cars can be hired for both local and outstation runs through all information offices.
- The Corporation through its tourist assistance and information counters offers facility of accommodation reservation.

Recreational activities

Tourism Department also provides facilities of boating and water sports at Bhalaswa Lake. Boating facility is also available at Naini Lake, Prasad Nagar Lake, Hari Nagar Lake, Purana Quila and India Gate water channels. Delhi Tourism puts on display the rich and diverse cultural heritage by holding various festivals during the year. These are:

- Garden Tourism Festival-February
- Roshnara Festival-May
- Mango Festival-July
- Shalimar Festival-September
- Qutub Festival-October
- Chrysanthamum Festival-December
- Winter Carnival-December

I would like to mention about the Mango Festival, organised from 4 July 2003 to 6 July 2003, which showed the problems that a citizen can face if he/she wants some information. When I went to the DTTDC office, all officials were busy in this festival and they were not giving me time. I made seven visits to DTTDC and five of them were on consecutive days, these days they left me like a tourist to their office. For me the office was like an Information Centre, which would give me information not about the tourist places but about the Centre itself.

Delhi Tourism also runs Coffee Homes. These are to provide hygienic food at affordable prices; they also serve as a meeting point. There are five Coffee Homes in Delhi, at Baba Kharak Singh Marg, Vikas Marg; Near Palika Sadan, R K Puram, Bahadur Shah Zafar Marg, Subway and International Cargo, Indira Gandhi International Airport.

Tourism infrastructure

Under this category, DTTDC has many ambitious plans. The important schemes on which Delhi Tourism is working are:

- Dilli Haat
- Musical Fountain, at Ajmer Khan Park
- Sound and Light show at Purana Quila
- Garden of Five senses, Said-ul-Ajaib
- Flyover and other pedestrian facilities
- Restoration of denotified monuments

Schemes of ninth Five Year Plan viz "Restoration of denotified monuments," "Water sports tourism complex at Bhalswa," " Establishment of wayside amenities," " Mini India Rural Heritage Complex" and "Development of Tourism Complex in Delhi" also have been clubbed in modified Scheme namely "Tourism Infrastructure".¹⁰

Manpower Training for the tourism industry

The Indian Institute of Tourism and Travel Management (Delhi Chapter) of Delhi Tourism was set up by the Ministry of Tourism, Government of India on 1 January 1993 under the agencies of DTTDC.

⁹ Delhi Tourism implies DTTDC.

¹⁰ <http://www.delhiplanning.nic.in/Write-up/2002-03/volume-I/Tourism.pdf>

This Institute provides Diploma in Tourism; short term Management Development Programmes, Executive Development Programmes and Tourism orientation talks at school and college level and tourism promotion competitions among younger generation.¹¹

Important features of DTTDC

1. Dilli Haat

The Dilli Haat, located opposite INA Market, is a venture jointly set up by the New Delhi Municipal Council, Ministry of Textiles, Government of India, D C (Handicraft), D C (Handlooms) and Delhi Tourism. It provides the ambience of a traditional rural Haat (market); it is a synthesis of crafts, food and cultural activity. Since its inauguration on 24 March 1994, it has been home to nearly 50,000 handicraft and handloom artisans.¹²

The sales generated, so far, are estimated at Rs 300 crore. Every day around three to four thousand people come to Dilli Haat. Lalit Gulati, Manager, Finance, DTTDC told me when Dilli Haat was started in 1994, its cost came around Rs 3.5 crore and its per year maintenance and administrative expenses are around Rs one crore. Since last two years Dilli Haat is accruing profit of Rs 1.60 crore but before that it was less than Rs one crore. Therefore, Dilli Haat is one of the profit-making venture in which DTTDC is involved.

2. Country liquor and IMFL Retail outlets

Delhi Tourism has retail outlets for the sale of country liquor and Indian made foreign liquor. These outlets are spread all over Delhi. K V Sharma, Chief Manager, DTTDC told me there are 38 Country Liquor and 93 IMFL shops in Delhi. Out of them, some sell both. The staff strength in Liquor Outlets is 550 out of 1035 working in DTTDC. The funds generated from retail sale of country liquor are used exclusively for construction of flyovers and other pedestrian facilities. DTTDC has been constructing flyovers at Lodhi Road, Chirag Delhi, Indian Institute of Technology (IIT), Raja Garden, and Peeragarhi Chowk. Funds generated from IMFL trade are used for tourism related infrastructure. This is the bread-winner of this Corporation. DTTDC crossed its sale of Rs 500 crore on 16 March 2003 in the financial year of 2002-03, for the first time ever in the history of DTTDC.

Excise Department of Government of NCT of Delhi has allotted the function of selling liquor to the Corporation, as the Government wants to keep the sale of liquor in its own hands. Excise Department has given charge of selling liquor to two other corporations also; they are Delhi State Civil Supplies Corporation (DSCSC) and Delhi State Industrial Development Corporation (DSIDC) and Delhi Consumer Cooperative Wholesale Store Limited (DCCWS).

Table 4: Turnover of corporation due to liquor sale in Rs crore

Financial year	Turnover of Corporation
2001-02	419
2002-03	528

Source: K V Sharma, Chief Manager, DTTDC

The turnover of the Corporation from country liquor in 2002-03 was Rs 202 crore. The Corporation got profit of Rs 2.5 crore due to sale of country liquor. It purchases Country Liquor from Excise Department at Rs 34 per bottle and sells at Rs 40 per bottle. Therefore, the Corporation gets profit of Rs six on each bottle. Out of Rs six, it spends Rs five on flyover construction and Rs one on administrative purposes. DTTDC sold 504.84 lac bottles in the year 2002-03 and as Rs five spent on flyover construction, it spent Rs 25 crore on the construction.

¹¹ Ibid.)

¹² Model brochure produced by Dilli Haat, a unit of Delhi Tourism

In the year 2002-03 the Corporation got profit of Rs four-five crore from sale of Indian Made Foreign Liquor (IMFL). It spends this profit on tourism infrastructure like Dilli Haat, Garden of Five Senses, Sound and Light Shows and others.

3. Publicity

DTTDC spends a lot on publicity of its festivals, cultural shows, historical sites and monuments, traveller's guide and adventure sports. When I went to DTTDC office, they gave me lots of interesting literature on Dilli Haat, Purana Quila, Historical Sites and Delhi guide and maps. We can see the share of grants spend on publicity by DTTDC in following table:

Table 5: Grants-in-Aid to DTTDC for publicity in Rs

Year of Grant-in-Aid	Received/Receivable during the year	Incurred/utilised during the year
1997-98	2,154,323	2,077,500
1998-99	928,650	108,823
1999-2000	1,043,000	984,150
2000-01	1,097,000	558,983
2001-02	Nil	1,370,371

Source: Details of Government Grants Received/Receivable and utilisation

In 2001-02, DTTDC spent from its balance of grants-in aid account.

Wayside amenities

DTTDC also provides facilities of wayside amenities. Wayside amenities imply facilities provided to tourists, like toilets, cafeteria, telephone booths, hotels, petrol pumps, guesthouses for resting and others. These facilities are provided on the entrance points of Delhi, but when I asked Pradeep Ahluwalia, Chief Manager, Planning, DTTDC and Amarjeet Singh, Deputy Manager, Planning, DTTDC, they said that DTTDC is now trying to privatise this area and is inviting private parties for construction of wayside amenities as Government does not want to spend on this head. Till now approximately Rs 19 lac has been spent on wayside amenities and that is on National Highway number 8 for boundary wall construction. DTTDC has asked Department of Tourism for issuing tenders.

Some accounts based facts about DTTDC

DTTDC profit is increasing in last few years. One of the main reasons is increase in the sale of liquor. We can look on the turnover and cost difference of DTTDC.

Table 6: gross profit of DTTDC, in Rs

	Amount (2001-02)	Amount (2000-01)
Turnover		
Sales	3,82,63,89,785	3,39,73,31,864
Income from services rendered	1,57,93,447	1,72,45,052
Total (A)	3,84,21,83,232	3,41,45,76,916
Cost of sales/services rendered		
Cost of sales	3,46,99,66,105	3,09,46,60,149
Cost of services rendered	91,74,361	1,12,07,952
Total (B)	3,47,91,40,466	3,10,58,68,101
Gross profit (A-B)	36,30,42,766	30,87,08,815

Source: annual Accounts, 2001-2002, DTTDC

Here sales (net of sales tax) is from IMFL and Beer, Country Liquor, tourist literature and other publications, catering, souvenir items, foreign currency and air ticketing. Income from services

rendered implies regular and conducted tours, hotel reservation schemes, adventure activities, others and sales of ticket at Museum, Fountain and Sound Light Shows. Cost of sales implies cost of the things mentioned above which DTTDC sales and cost of services rendered shows cost of vehicle maintenance and petrol, tour expenses, adventure activities and others.

Delhi Institute of Hotel Management and Catering Technology (DIHMCT)

The Tourism Department of Delhi Government runs this Institute. It was started in 1983. There is another government institute for Hotel Management, which is run by Ministry of Tourism, Government of India, National Council for Hotel Management and Catering Technology, PUSA. DIHMCT runs two types of courses:

- One and half year trade diploma courses in five different disciplines, which are affiliated to the Board of Technical Education, Government of NCT of Delhi.
- Three-year diploma in Hotel Management and Catering Technology affiliated to the National Council for Hotel Management and Catering Technology.

Intake for the courses:

- Three year diploma under National Council for Hotel Management and Catering Technology- 40 students
- One year diploma under Board of Technical Education, Delhi- 24 students in each five course

The Institute has recently started a Degree course, whose entrance exam and the Institute in PUSA will conduct recruitment. The building of DIHMCT is under construction adjacent to the present premises.

Number of sanctioned posts for the Institute is 30 and the working posts are 28.¹³ According to the Planning Document, 2002-03, so far Planning and Finance Department have accorded sanction of three posts of faculty and one junior Accounts Officer. However, some posts will be created as per norms of National Council of Hotel Management and Catering Technology.

There are other institutes also who provide courses in Hotel Management and Catering Technology. These are:

1. R M Institute of Hotel Management
2. The Oberoi Centre for learning
3. Banarasidas Chandiwala Institute of Hotel Management and Catering Technology
4. Institute of Hotel Management, Catering Technology and applied nutrition
5. S R M Institute of Hotel Management
6. Indira Gandhi National Open University

An outlay of Rs 2000 lac is approved for the Tenth Five Year Plan 2002-07. In the Ninth Five Year Plan an outlay of Rs 1800 lac had been approved.¹⁴

Urban Development Department (UDD)

UDD and Tourism Department have few common goals. Keeping in view the gigantic and peculiar problems like increasing population, encroachment of public land and the sites earmarked for various development projects, lack of sanitation services and others, Delhi Government is trying to improve the condition of tourist importance places. Delhi ranks as one of the most important historic cities of our country. With the increase in the quantity of garbage resulting in spread of insanitation conditions, the surrounding areas of the historical monuments have been affected severely. Therefore, the Government has now proposed to conserve and redevelop ancient and historical monuments, archaeological sites and heritage.¹⁵

¹³ Annual plan document on manpower and employment, 2000-01, GNCT OF Delhi.

¹⁴ <http://www.delhiplanning.nic.in/Write-up/2002-03/volume-I/Tourism.pdf>

¹⁵ Ibid.

In the Annual Plan 2001-02 Rs 25 lac had been approved to the Department for development of Red Fort and other Historical Monuments/Tourist spots under the head of Tourism Department. In Tenth Five Year Plan 2002-07 Tourism Department has approved Rs 100 lac for the Department.¹⁶

Number of tourists coming to Delhi

Delhi, the National Capital Territory and the most important point of entry for foreign tourists on an average receives 62% of foreign travellers and Non Residential Indians (NRIs) visiting India. There are more than 15 million Indian tourists visiting Delhi per year. Delhi serves as an entry point to cover important travel gateways. This is also an important destination for Conventions, Conferences, trade Fairs and incentive travel.¹⁷ We can see the number of tourists coming to Delhi in last two-three years.

Table 7: Number of tourists

Year of visit	Total number of guests checked in		Total number of bed nights spent in bed	
	Domestic	Foreign	Domestic	Foreign
1998	6,60,195	5,06,278	10,54,579	8,37,421
2001(Jan. to Nov.)	7,30,911	4,72,413	10,05,821	8,51,522
2002	6,14,470	2,69,445	9,09,533	4,84,906

Source: Tourism Department, monthly statistics of tourists visiting Delhi.

The one reason of fall in the number of tourists coming to Delhi in 2002 is tragedy of 11 September 2001 and another reason is that for information about the number of tourists the Department consults 396 enrolled hotels, but in 2002 all the hotels could not give the information.

Ongoing Schemes

Tourism Department is trying hard to make Delhi a destination for tourists. Some of the schemes of the Department are:

1. Establishment of wayside amenities (construction of project).
2. Development of Mini India Heritage Complex (seed money for acquisition and development of land).

New Schemes

1. Development of Dilli Haat type projects in different parts of Delhi (construction of projects).
2. Setting up of Coffee Homes in Delhi (seed money for acquisition and development of land)
3. Conservation and preservation of Heritage and Upgradation of Monuments. The following activities can be taken up under the scheme:
 - (A) Restoration of denotified monuments and Refurbishment of monuments.
 - (B) Construction of Souvenir shops, Public Convenience complexes, cafeteria at monuments.
 - (C) Accessibility of monuments and historical buildings through construction of trail etc.
 - (D) Illumination of monuments.
 - (E) Integrated development of Nizammudin.
4. Development of Lakes: Tourism Department will take development, preservation and maintenance of ancient lakes like Naini Lake, Bhaleswa Lake, Karala Village, Tihar Lake Mehrauli Lake and others.
5. Development of adventure sports project.
6. Promotion of Cultural Festivals and Youth Tourism.

¹⁶ 10th Five Year Plan (2002-07) and Annual Plan (2002-03)- NCT of Delhi

¹⁷ <http://www.delhiplanning.nic.in/Write-up/2002-03/volume-I/Tourism.pdf>

My Observations

When I started this project, I was a bit confused about the functioning of the Department and DTTDC, like who exactly promotes tourism in Delhi. Then one day my visit to Department Office, Old Secretariat cleared the cloud of confusion that the Department is only an administrative wing and DTTDC is the executive body. When I got rid of this problem then another problem was waiting for me, this time it was Mango. It may sound peculiar but actually, it was a great one for me. For few days, I was a regular visitor of DTTDC office in Defence Colony, but could not find any officer to talk, as all were busy in Mango Festival. Finally, my tours came out mangoful I mean fruitful and I got information.

1. The Department Office

- In my observation about the Department, I found that there is not much to do in the Office at Old Secretariat. One staff member told me that he was doing that is compiling data, anyone can do it and they do not have to do anything as such. However, there were few officers so busy that for them I had to wait for five hours. So, this is the working disparity.
- When I went to the Department office, Old Secretariat, I saw a project model in the office and when I asked about the project, Vinod Thukral, Statistical Assistant told me that this is Karala Lake project and work on this project is in progress. But there is a problem with the project that again it is in remote area so it would not be able to attract many tourists.

2. The DTTDC Office

- One very interesting thing, which I found in the DTTDC Office, was that all employees were in Blue chec shirts and Grey pants with logo of Delhi Tourism. All female employees were in *Chicken Suit* or Saree. It was good to see such discipline in Government Undertaking.
- Delhi Tourism has its unique way of organising festivals. Suman Sharma, Chief Manager, publicity, DTTDC told me that last year when DTTDC organised Qutab Festival, it put around Rs three- four lac of its own and took Rs five lac from Indian Tourism Development Corporation, Rs eight lac from Hindustan Times for publicity in newspaper and for other helps, Rs five lac from Sahitya Kala Parishad. Some agencies helped it in printing literature and posters, Maurya Shereton participated in the Festival by giving staying facilities to the guests and there were other such helping hands also.

3. Comptroller and Auditor General (CAG) Report

- On request of International Airport Authority of India (IAAI), DTTDC agreed to open a coffee home at Indira Gandhi International Airport (IGIA) in 1992. The coffee home was commissioned May in 1996. Capital Expenditure incurred on the coffee home was Rs 91.24 lac including expenditure of Rs 67.13 lac on building and electrical fitting as against the estimated cost of Rs 90 lac. Due to poor sales, the coffee home started incurring losses since its inception in May 1996 and was closed down on 16 June 2000. By the time, it had accumulated loss of Rs 69.17 lac (provisional).

When the Corporation took up the project, it was mentioned in the terms of agreement with IAAI that the coffee home has to be run on no profit no loss basis and the rates of items to be charged from customers would be under the control of IAAI.

The management stated (October 2001) that main reasons for losses were payment of license fee and heavy electricity charges and high charges for parking of vehicles. But all these aspects should have been examined before taking up the project.

- There are 63 vends operated by the Corporation at the end of February 2002 of Indian Made Foreign Liquor (IMFL). The vends are opened on the basis of sale potentiality in the area. A review of the operating results of the 63 vends as on 28 February 2002 revealed that three vends (Dayal Pur, Sanjay Gandhi Transport Nagar and Sawroop Nagar) were incurring heavy losses due to low sale since April 1998 continuously. Another vend at Singhu Border opened in January 2000 also started incurring losses after three months (April 2000). The IMFL division submitted

proposals to the Managing Director for closing/shifting of these vends in March 1999 and again at the time of renewal of the licenses of each vends. However, every year the licenses were got renewed (at a fee of Rs 50,000 to Rs 60,000 per year) for all the vends including loss making. During April 1998 to February 2002, the three loss making vends incurred loss of Rs 24.37 lac.

Even the clarification of the Management (July 2002) that to fulfil some social objectives like to open a vend where there is no liquor vend in nearby area is not justified as there were liquor vends of other State Government companies in the proximity of the Corporations loss making vends.

- Delhi administration allotted Gaon Sabha land of village Tikri Kalan on the National Highway Number 10 at Bahadur Garh Border for setting up Azad Hind Gram Tourist Complex to DTTDC. The land was not supposed to be used for commercial purposes as this place is considered to be of historical importance, as Netaji Subhash Chander Bose was believed to have delivered his last address there. The cost of the project estimated in April 2000 was Rs 5.42 crore. The revised techno-feasibility report of September 1998 envisaged construction of Smarak of Netaji Subhash Chander Bose, restaurant, cafeterias, tourism information centre, India National Army Museum and Petrol pump. The anticipated loss was Rs 5.08 crore (before tax) during the first 12 years and net operational loss of Rs 27.70 lac during the first 11 years.

Finally, in a meeting in September 1999 the Corporation members realised that the decision to locate the project at the site was wrong because the place was in outskirts and many tourists were not expected. Therefore, the direction of the project changed and now it has been destined to be a centre for crafts and culture and a destination for tourists, school children and others.

Therefore, in this way the Corporation locked up funds of Rs 4.65 crore due to locational disadvantage and abnormally long gestation period. When I asked Amarjeet Singh, Deputy Manager, Planning, DTTDC, he gave justification like, "when you make a home you lose some money in its construction, so its not locking up of funds in fact it is just an investment. When the project was started, it was only a tribute to Netaji, but when it started becoming expensive so we started to make it a tourist place also".

Suggestions

1. DTTDC should not be so much dependent on income coming from liquor sale. It should try to find out some other good sources of income.
2. As the liquor sale is very important for DTTDC so when it is compared to number of liquor shops in other cities, the outlets are really less in Delhi. So there is a need of increasing the number of shops.
3. Being a Corporation, DTTDC should take commercially viable projects, and avoid like, Azad Hind Gram Tourist Complex and Coffee Home at Indira Gandhi International Airport.
4. The Department should try to avoid taking projects, which have locational disadvantage like projects in remote areas because it leads to ignorance on part of tourists as they try to avoid going out of city.
5. The Department is sharing few of its objectives with Urban Development Department and it seems that its trying to run away from its responsibilities as it is not paying much attention towards development of old tourist spots like monuments. Hence, it should try not to sell liquor only but do developmental activities too.
6. The Department organises one festival and forgets all the other projects during that time. It should be avoided.

Concluding Remarks

I had an interesting journey of Tourism Department and it brought me closer to Delhi. The Department has lots of responsibilities for promoting "Delhi as a destination". Tourism is not merely a source of revenue, but it also portrays one's city and Delhi being capital of India means a lot to all of us. It is always being said that Delhi accepts everyone but no one accepts Delhi. Many reasons could be given for this: Delhi's winter is bad, its summer is worse; it is one of the ten most polluted cities in

the world. No denying the fact that it has few deficiencies but it is also capital of world's most prominent developing country, so a centre of attraction. With its slogan "come as a tourist and leave as a friend " DTTDC and the Tourism Department are trying their best to attract tourists. However, it seems that DTTDC is straying off the path of promoting tourism in Delhi, getting involved instead in activities like liquor sale and few loss making projects. The Department's refrain of, "We are fulfilling social objectives" cannot be an excuse for every wrong decision made. The Department should not get complacent after organising a festival here and there, rather it should concentrate more on firm activities like developmental activities, taking care of monuments and providing good services to the tourists.

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