

Success Story

Manual Preparation

Preparation of Operations Manual, Financial Management Manual, and Procurement Manual

Storyline...

The Uttar Pradesh pro-Poor Tourism Development Project was a World Bank assisted project of the Government of Uttar Pradesh (UP). The Project aimed to unlock the potential of UP's unique heritage through pro-poor tourism development for inclusive growth and poverty reduction.

MaGC® (formerly NCRCL®) was entrusted the assignment of preparing manuals governing the Project's administration, financial management and procurement functions.

Once upon a time...

Uttar Pradesh is the most populous state in India with immense tourism potential. The Project with a financial outlay of USD 300 Million aimed to exploit the tourism potential, while simultaneously developing sustainable livelihood opportunities for the local population in three geographic corridors in the state. The Department of Tourism was executing an externally aided project for the first time. There was a need for preparing a set of manuals that could govern the Project from the start. The manuals were expected to help the Project comply with the various legal and funding agency requirements.

Moving on...

Preparing the manuals required the MaGC team to first understand the Project in detail in terms of its objectives, the institutional structure, the governing legal and policy framework, and the requirements of various stakeholders- primarily the World Bank, the Government of India, and the state government. This understanding was achieved through consultations with multiple stakeholders and a review of the Project preparatory documents.

Having understood the Project and the key requirements, the MaGC team worked on preparing the three draft manuals. The manuals were prepared keeping in mind requirements of the procurement

and other guidelines of the World Bank, central and state laws, and established practices in the state government. A key challenge was that the project implementing entities comprised of government departments as well as development authorities with different administrative structures, internal processes, and accounting systems.

The manuals went through rigorous reviews by the Department of Tourism as well as World Bank officials and multiple rounds of iterations before finalization.

Finally...

The three manuals served as useful guides for project personnel at all levels considering that this was the first externally aided project of the department. The Operations Manual helped streamline project operations and project monitoring. The Financial Management Manual brought in uniformity in accounting and financial reporting across all project entities. The Procurement Manual ensured that procurements under the Project were carried out in compliance with the relevant state laws and guidelines of the World Bank.



