

INTEGRATED TOURISM PLAN

for

ISLAMABAD CAPITAL TERRITORY



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Produced by

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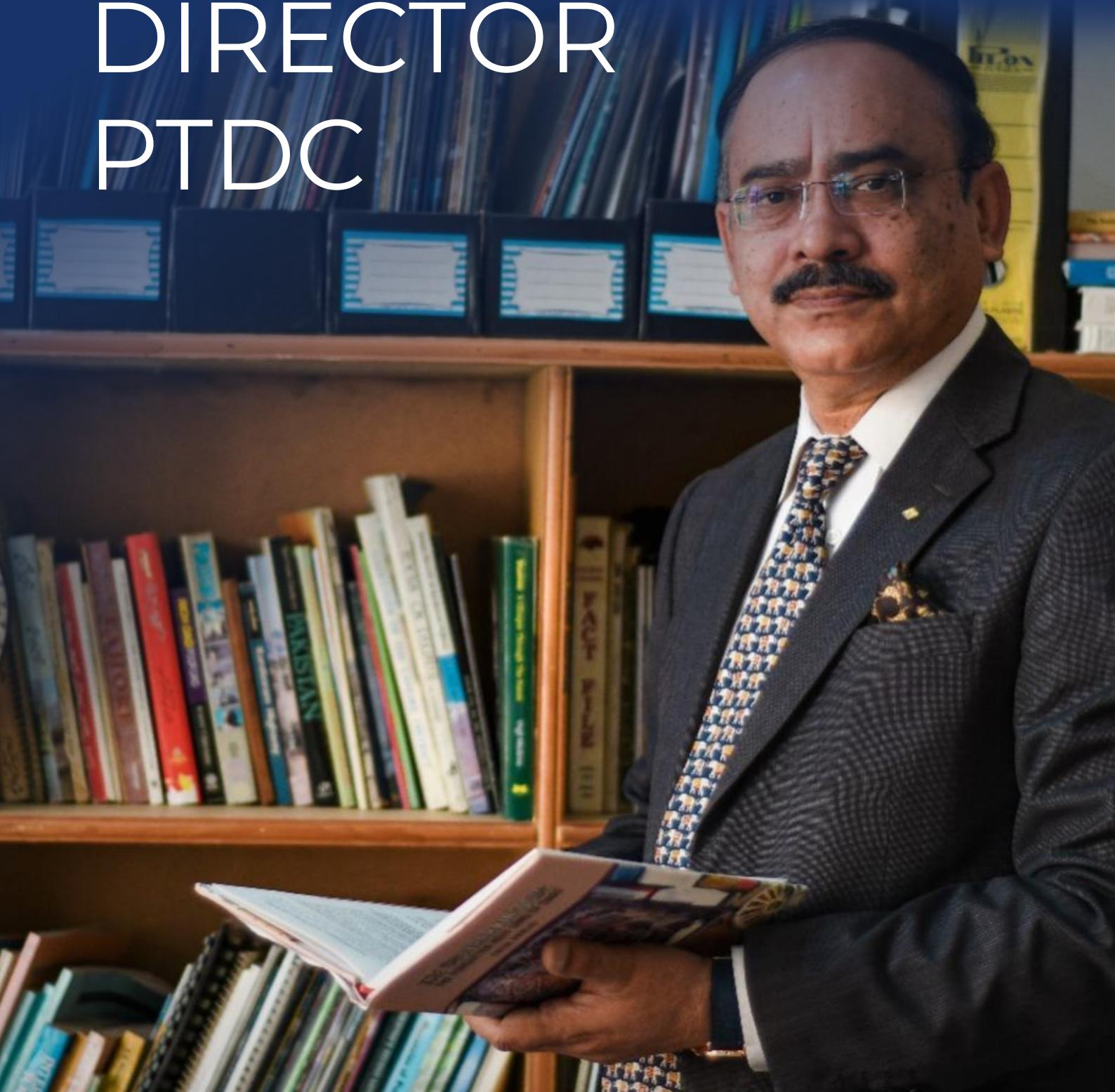
Edition

First Edition – Jan 2022

LIST OF ACRONYMS

BOI	Board of Investment
CAA	Civil Aviation Authority
CDA	Capital Development Authority
CSR	Corporate Social Responsibility
DMO	Destination Management Organizations
DMP	Destination Management Plan
DOAM	Department of archaeology and Museums
DTS	Department of Tourist Services
DTs	Department of Tourist Services
FDI	Foreign Direct Investment
GB	Gilgit-Baltistan
HEC	Higher Education Commission
ICCI	Islamabad Chamber of Commerce and Industries
ICT	Islamabad Capital Territory
ITP	Islamabad Traffic Policy
IWCCI	Islamabad Women Chamber of Commerce and Industries
IWMB	Islamabad Wildlife Management Board
MCI	Metropolitan Corporation Islamabad
MOA	Ministry of Aviation
MOD	Ministry of Defense
MOI	Ministry of Interior
MOU	Memorandum of Understanding
NIFTH	National Institute of Folk and Traditional Heritage
NOC	No Objection Certificate
NTCB	National Tourism Coordination Board
PATO	Pakistan Association of Tour Operators
PHA	Pakistan Hotel Association
PMNH	Pakistan Museum of National Heritage
PNCA	Pakistan National Council of Arts
PPP	Public-Private Partnership
PTA	Pakistan Telecommunication Authority
PTDC	Pakistan Tourism Development Corporation
PYHA	Pakistan Youth Hostel Association
QAU	Quaid-I-Azam University
SOP	Standard Operating Procedure
STFP	Sustainable Tourism Foundation Pakistan
TAAP	Travel Agents Association of Pakistan
TDCP	Tourism Development Corporation Punjab
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNWTO	United Nations World Tourism Organization
WTTC	World Travel and Tourism Council

Message of **MANAGING DIRECTOR** PTDC



Islamabad, the capital city of Pakistan is ranked as one of the most beautiful cities in the world and it is also famous as the gateway destination for the tourists going to the popular tourist spots in the northern areas of Pakistan. There are many places of tourist interest within Islamabad capital territory and in its surrounding areas.

There is need to fully utilize the rich potential of tourism available in the area of Islamabad and its surrounding to create a world class experience for the domestic and foreign visitors. For this purpose, a process of consultation was initiated by PTDC by involving all the key stakeholders from public and private sector.

With great pleasure, I am presenting the first draft of "Integrated Tourism Plan for Islamabad Capital Territory". This document has been prepared in consultation with the large number of stakeholders who participated in four consultative workshops organized by PTDC and shared their input for the development and promotion of tourism in the capital city of Islamabad.

Part-I of this report covers details of Islamabad as one of the best tourist destinations of Pakistan in terms of topology, population, climate, heritage, recreational activities, arts & crafts, sports facilities, adventure tourism and other tourism products. Whereas part-II provides details of priority areas for the improvement of tourism management, infrastructure development, tourism product development, human resource development, investment promotion, effective marketing and promotion and coordination among various agencies and partner organizations for the integrated development of tourism in the city of Islamabad.

I believe that this important document will greatly help to develop tourism in Islamabad within the framework of National Tourism Strategy 2020-30 which is aimed at creating an enabling business environment for the sustainable development of tourism mainly focused on the socio-economic growth in the country. At the end, I would like to thank all the stakeholders and experts who shared their collective vision and valuable input for the development of this document.

Aftab-ur-Rehman Rana

Director PTDC



EXECUTIVE SUMMARY



Pakistan Tourism Development Corporation (PTDC) organized four consultative workshops from 24th -27th August 2021 to develop an Integrated Tourism Plan for Islamabad Capital Territory (ICT). The workshops were attended by relevant stakeholders from the Public and Private sector in which various dimensions of tourism spectrum related to Islamabad were discussed. It included the current issues faced by the capital city, development of unique tourism products, tourism marketing and promotion strategies, capacity development of tourism staff and service providers, tourism research & data collection and investment promotion strategies.

The report covers the details of Islamabad as the best tourist destination in terms of topology, population, climate, heritage, arts & crafts, recreational activities and sports facilities. The purpose of this workshop was to develop an integrated plan for Islamabad Capital Territory comprising of institution arrangements, monitoring mechanism, infrastructure, tourism information and facilitation centres and improve the standards for boarding and lodging facilities.

It also covered the development of tourism products, that are craft bazaar and guided tour services which is the way to introduce the city to tourists. It also includes promotion of adventure sports to attract the tourists. PTDC is also working on the promotion of student and youth tourism as 29% of our population is between the ages of 15-29 which shows a unique opportunity to utilize and establish tourism products.

PTDC will soon launch a unique brand of Islamabad tourism, which will allow all the tourism activities taking place in the city to come under one platform instead of information which is currently available in a scattered manner for promotion and marketing along with Tourism Brand there are also Information leaflets and You-Tube channels. There will be workshops for media Personnel which has an important role to play in highlighting the image of any place.



INTRODUCTION



Islamabad, the capital city of Pakistan is ranked as one of the most beautiful cities in the world. It is also famous as the gateway tourist destination as all the foreign and domestic tourists going to the famous mountain areas in the north pass through this city. The city of Islamabad was built in 1960 to replace Karachi as the new capital of Pakistan, which it has been since 1963. Due to Islamabad's proximity to Rawalpindi, they are considered twin cities. The area where Islamabad is located has a history going back to the earliest human habitations in Asia.

The city is famous for its lush green landscape and is often referred to by its nickname 'The Green City'. It includes number of city parks, green belts, and walkways. The city of Islamabad is also home to several landmarks, including the Faisal Mosque, which is one of the largest mosques in South Asia. There are many other sites of tourist interest and outdoor activities to enjoy in the city, such as Pakistan Monument, Shakarparian, Lok Virsa Museum, Museum of Natural History, Daman-e-Koh, Pir Sohawa, Rawal Lake, Simli Dam Lake, Japanese Garden, F-9 Park, Rose and Jasmine Garden, Sports Complex, Shah Allah Ditta Caves, Saidpur village, Shahdara, Shrine of Hazarat Bari Imam, Golra Sharif, Railway Heritage Museum of Golra, Lake View Park and different hiking trails in the Margalla Hills National Park (MHNP).

Margalla Hills National Park (MHNP), located in the heart of Islamabad Capital Territory provides a beautiful backdrop to the landscape of this city. The Park includes the Margalla Hills, which form's the foothills of the Himalayas, along with Shakarparian Park and Rawal Lake. Tilla Charouni with a height of 1604m is highest point in the park. Margalla Hills are a popular tourist destination, with Daman-e-Koh and Pir Sohawa serving as popular hill stations, while Shakarparian Cultural Complex and Lake View Park are popular picnic spots. The Park is rich in biodiversity, especially in Sino-Himalayan fauna, most notably grey goral, barking deer and Leopards. The MHNP is home to around 600 plant species, 402 bird varieties, 38 mammals and 27 species of reptiles.

Islamabad is the gateway to many popular tourist destinations situated in the northern part of country. There are many tourist destinations around Islamabad at few hours' drive. Famous hill stations of Murree, Nathiagali, Ayubia, Bhurban, Angori Valley, Simli Dam, Lehtrar Valley are within the reach of one and half hour drive. Historical sites of Taxila, Rohtas Fort, Rawat Fort, Tilla Jogian, Wah Garden, Katas Raj, Khewra Salt Mines, Malot Temples, Historical site of Hund on River Indus, Attock Fort, Hasanabdal and some other sites are also within the range of few hours' drive.

The present government is committed to the development of tourism sector in all regions of Pakistan and working on different projects to develop harmonised tourism development strategies to ensure sustainable and eco-friendly growth of this sector for the socio-economic development and employment generation in the country. To fully utilize the rich potential of tourism available in the area of Islamabad Capital Territory (ICT) there is a need to develop an Integrated Tourism Development Plan for the capital city of Islamabad. In this connection, Pakistan Tourism Development Corporation (PTDC) planned a series of consultative workshops to get feedback from all the concerned stakeholders from public and private sectors for the formulation of integrated tourism development plan for Islamabad Capital Territory.

APPROACH & METHODOLOGY



Pakistan Tourism Development Corporation (PTDC) organized a 4-day consultative workshop from 24th -27th August 2021 to develop an Integrated Tourism Plan for Islamabad Capital Territory (ICT). The workshop was attended by relevant stakeholders from the Public and Private sector in which various dimensions of tourism spectrum related to Islamabad were discussed. These included the

current issues faced by the capital city, development of unique tourism products, tourism marketing and promotion strategies, capacity development of tourism staff and service providers, tourism research and data collection and investment promotion strategies.

Due to the ongoing prevalence of Covid-19, the workshops were arranged at PTDC office and participants were divided into four groups:

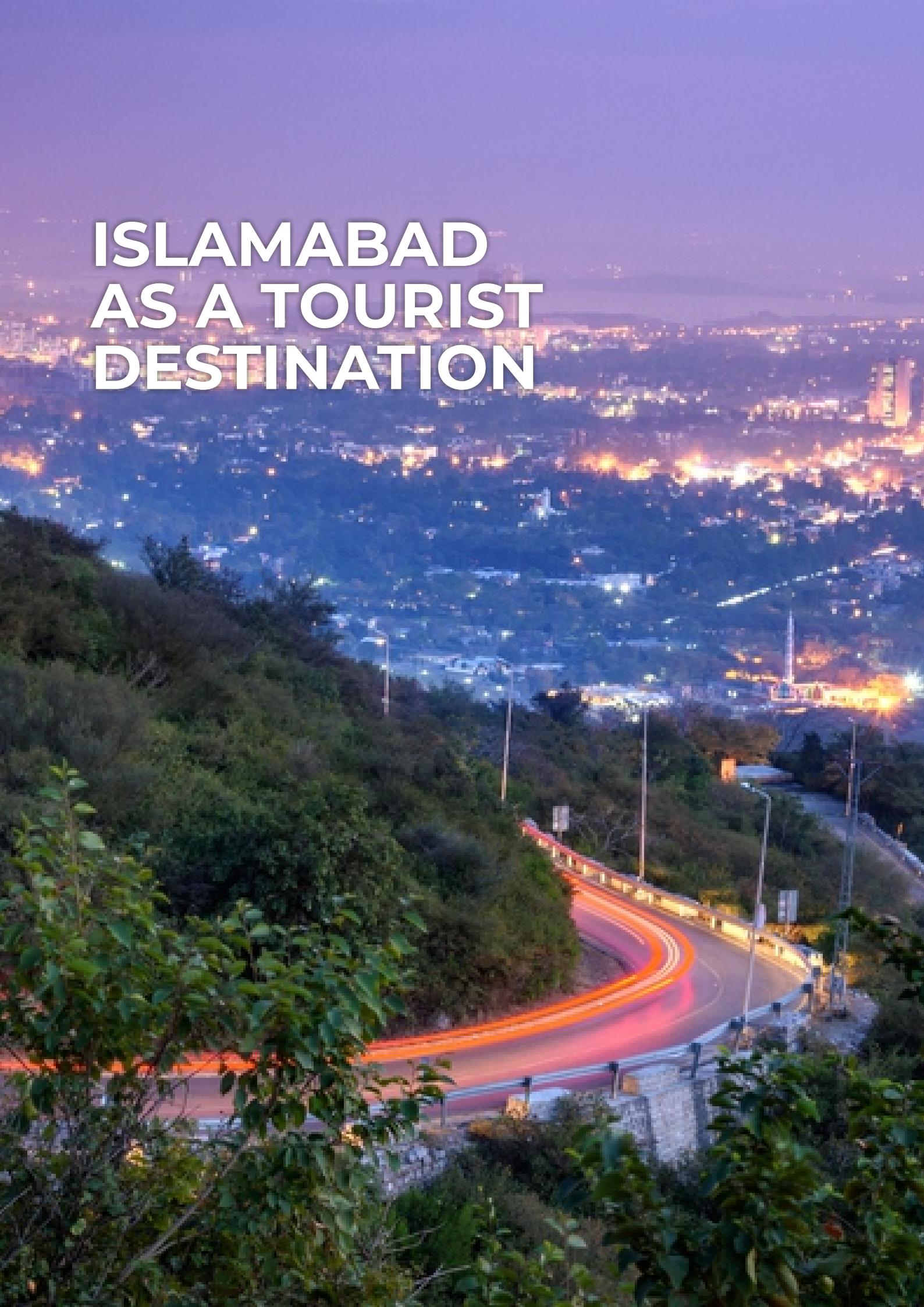
1. Public Sector representatives
2. Private sector representatives
3. University students and Donor Organization representatives
4. Media personnel

Strict adherence to the Covid-19 SOPs was ensured during the workshop as outlined by the National Command and Operation Center (NCOC), with many participants joining the sessions online.

The consultative workshop was divided into four sessions with each of them taking place with different stakeholder groups, bringing them together to form a harmonized approach to develop a plan which is backed by concerted effort from all the parties involved. The workshop started with Managing Director PTDC, Mr. Aftab Ur Rahman Rana welcoming the delegates and delivering a presentation highlighting the unique tourism potential of the capital city and outlining the objectives of the workshop. Following the presentation, the floor was opened for discussion and each delegate was given opportunity to give his/her feedback, suggestions, views to facilitate the development of an integrated tourism development plan for the city.

Areas of discussion included identification of key issues faced by the city with respect to tourism, development of new tourism products and improvement of existing products and tourist services. Other areas coming under discussion included marking and promotion strategy of Islamabad, capacity building initiatives for tourism sector staff and service providers, role of academia in the development of tourism industry, investment promotion initiatives to be undertaken to attract local and foreign investors and coordination between various stakeholders. Participants provided input on actional goals to achieve the objectives of the workshop and role they can play in realization of these goals. The workshop concluded with the pledge to work together and continue deliberation after the draft report of the workshop was shared by the participants.

ISLAMABAD AS A TOURIST DESTINATION



Topography

The capital city of Islamabad, lies at Northern latitudes 33°49' and longitudes 72°24' East of Greenwich, at the North-eastern edge of the Potohar plateau of the province of Punjab. The city's elevation ranges from 457 to 610 meters with an estimated area of 906.50 square kilometers. Further 3626 square kilometers

area to the north and northeast situated is the Margalla Hills which is known as the Specified Area. As Islamabad is located 14 kilometres northeast of the city of Rawalpindi, the two cities share strong social and economic links, and hence they are known as the twin cities of Pakistan.

Population Profile

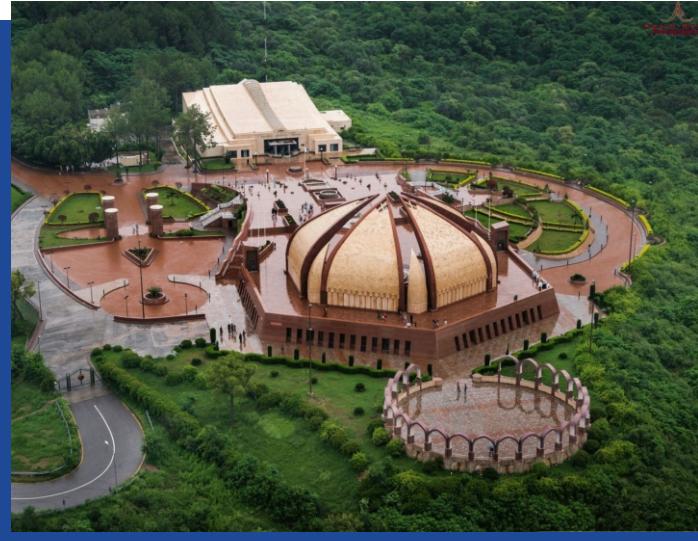
The metropolis of Islamabad is estimated to have a population of 1,163,584 million as of 2021, comprising of a diverse community and being the top cosmopolitan area in Pakistan. Around 59% of population of Islamabad belongs to the 15-64 age bracket, whereas over 37% of residents are under the age of 15, leaving a small percentage of only 2.73% which makes up the total older population (above 65 years). Moreover, Islamabad has the highest literacy rate in Pakistan, at 88% (World Population Review, 2021). The modern city is famous for its pleasant climate, exotic greenery, outstanding infrastructure, rich cultural heritage, and high standard of living, which has attracted residents from all over the country. The growing sector of major business and commerce center has further attracted skilled workforce from major cities including Karachi, Quetta, and Lahore towards the capital. Islamabad is also recognized as a gateway tourist destination for both domestic and foreign tourists as they pass this city while traveling towards the Northern Areas of Pakistan (CDA, n.d.).

Climate

Islamabad has a humid subtropical climate, with temperature varying from 38°F to 100°F throughout the year and in very rare cases it gets below 33°F or above 107°F. The hot, sweltering, and humid summer seasons starts in April and ends in September, which is accompanied by the monsoon season. The winters are usually cold and partly cloudy which begins in October and lasts till March. In addition to this, average yearly rainfall in the city is recorded to be 1143 millimeters and average yearly humidity is 55%. For tourism, the period from early May to mid-June and from late August to early October is the best time of the year to visit Islamabad mainly for hot-weather activities (Weather Spark, n.d.).

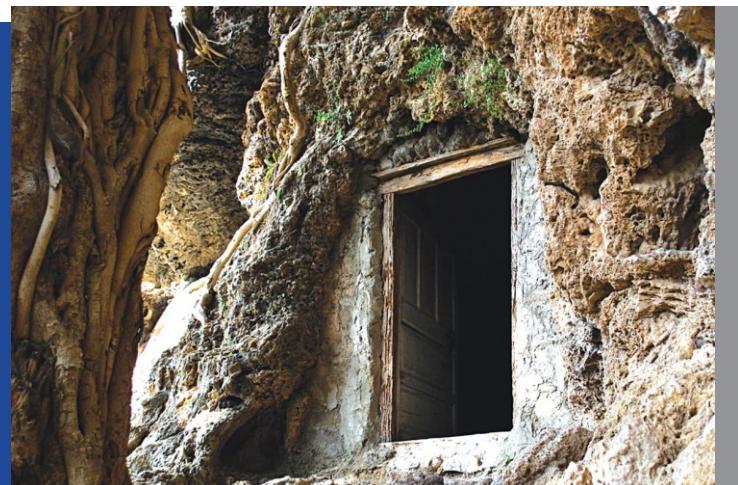
Cultural Heritage

The beautiful city of Islamabad hosts a set of unique places which represent the culture and customs of Pakistan. The renowned Folk Heritage Lok Virsa Museum located near Shakarparian Hills, preserves and displays different cultures found in Pakistan as well as serves as a stopping point to musicians, artists and craftsmen coming from all over the country. Next, the Pakistan Monument represents the country's four provinces and three territories through its unique structure, and the design is dedicated to those who sacrificed their lives for the nation during the Pakistan movement. Saidpur village is another popular tourist attraction which showcases multicultural heritage and religious history where three important buildings are built closely together: a Church, a Mosque and a Gurdwara. The village is also famous for being surrounded by mango trees, colourful architecture, and traditional pottery wares (CDA, n.d.). Other cultural heritage sites in Islamabad include Golra Sharif Railway Museum and Pakistan Museum of National History.



Historic sites

Islamabad is the first planned city of Pakistan with excellent infrastructure and natural beauty. However, these are not the only reasons why local and international tourists are attracted here. Islamabad is home to a number of historical estimations which provide visitors with a unique experience of going back to the past and exploring Islamabad's rich history. Shah Allah Ditta village is situated at the foothills of Margalla Hills, which is considered to be more than seven hundred years' old and a site of the Buddhist era. The village also holds a significant historical importance as it was a route for Alexander the Great moving from Kabul to Gandharan city of Taxila, as well as for many Mughal emperors travelling from Afghanistan to India. Moving up in the Margalla Hills, comes the Buddhist caves of Shah Allah Ditta and Losar Baoli, commonly known as Sadhu ka Bagh, which is a beautiful, pleasant, and peaceful historic site. These caves date back to Buddhist period and is believed to be the platform of meditation by Buddhist monks and later by Hindu Sadhus. Archaeological evidence from the caves found 2400-year-old mural of Buddha along with many other remains from the Buddhist era. Several other archaeological and historic sites are located in Islamabad which is a great tourist attraction (CDA, n.d.).



Arts and Crafts

The Potahari Arts and Craft Village, located below Shakarparian Hills, exhibits and promotes local arts and handicrafts, serving as a hub of cultural activities for the South Asian Region. The village consists of an exhibition hall, tea shops, a studio for artists, lots of shops, show rooms and folk theatre. Moreover, the village attracts artisans and artists from the different regions of Pakistan to showcase their talent and provides hostel facilities for them (CDA, n.d.).



Natural Heritage

The capital's unique tourist experience must come with the wildlife tour to Margalla Hills National Park located in the foothills of Himalayan Range. It is one of the most easily accessible national parks in Pakistan due to its proximity to Islamabad. Margalla Hills park houses wild animals including wild boars, Asiatic leopard, chinkara, Barking deer etc. The place is excellent for bird watching of different species like Laggar Falcon, Himalayan Griffon Vulture, Paradise flycatcher and many more. The Daman-e-Koh viewpoint and hilltop garden in the midst of Margalla hills has become the most visited tourist site in the city. The viewpoint offers high quality restaurants, lodges, camping grounds, picnic sites and above all of them, a mesmerizing view of the entire capital city (Wildlife of Pakistan , n.d.). Moving on towards the Margalla Hills hiking opportunities, there are 6 hiking trails in the hills with different levels of challenge and distances.



Recreational Facilities

Islamabad provides a wide range of recreational facilities for all age groups. Lake view park located at the banks of Rawal Lake is the perfect place for both friends and family fun exciting days. The well-maintained park is surrounded by beautiful flower beds and benches, offering recreational activities like rock climbing, paint ball battlefields, boating and fishing area, lakeside sitting areas, amusement park rides, and the list goes on. This is one of the top tourist attractions in



Islamabad that can be said to have it all, and hence draws a large number of visitors every day. Marghazar Mini Zoo is located at the base of Daman-e-Koh which entertains its visitors with a variety of enchanting animals. Adjacent to the zoo is The Children Japanese Park with bamboo wood swings and a fresh green environment. Lastly the historic Shakarparian Hills park has a centric fountain and allows tourists to view the whole city at a height of 609 meters, making it one of Islamabad's favorite sites (CDA, n.d.).

Sports Facilities

The capital has plenty of sports facilities for example six hiking trails and rock climbing in Margalla Hills, walking and jogging track in Fatima Jinnah Park etc. (CDA, n.d.). The famous Islamabad Club offers golf, badminton, horse riding, table tennis, squash, polo, swimming pool, gymnasium, and other sports activities (Islamabad Club, n.d.). The largest sports complex of the country is also situated in Islamabad on Kashmir Highway where facilities of all the sports are available under the patronage of Pakistan Sports Board. Lake View Park has facilities for number of recreational sports including boating, rock climbing walls, car racing track, mini golf course, archery. The Guns Club offer various shooting sports. Adventure Complex of AFP offers a training program of various adventure sports including Skiing, Rock Climbing, Mountaineering, River Rafting, Trekking and Camping in different parts of Pakistan through its base in Islamabad.



Shopping Facilities

Besides small to big local markets, the Federal Capital has a setup of International Standard shopping malls. From the trendiest designer shops to local sellers, the markets and shopping malls have setup of cafes, eateries, banks, bookstores etc. and service facilities to make the tourists comfortable during their shopping hours. Jinnah Super Market, Aabpara Market, Super Market and Karachi Company markets are the oldest and big shopping centers of the capital city while during last few years, Centaurus and Safa Malls have gained attraction of tourists by offering established brands and international level facilities under one roof with proper security and best shopping opportunities.

Architectural features

Islamabad's architecture is a combination of modernity and old Islamic and regional traditions. From Faisal Mosque to the National Art gallery of Pakistan National Council of the Arts (PNCA), National Monument and the Centaurus mall, the architecture is an example of the integration of modern architecture with traditional styles. The city gives a look of modern cities with the newly designed architectures while the greenery has its own impact to enhance the beauty of these features in the Capital City.

Access

Islamabad is a planned and not a very big city, so access to its popular spots is easy through local or private transports that are easily available. While there is a need to start a special transport service for the foreigners wishing to visit all the spots with a proper guide.

Hotels and Restaurants

Islamabad has a variety of hotels and Restaurants from five star hotels to Dhaabas, international food franchises to regional foods almost every kind of Arab, continental, Afghani, Chinese, Thai and Pakistani foods are available for visitors and the residents.

Marketing and Promotion Strategy

Tourism Information Leaflet

In the meeting, it was discussed that there was absence of accurate tourist destination that was hampering the development of the sector as local and international tourists were not aware of the tourism potential due to limited information, for this, a 3D map of Islamabad mentioning accurate information has been uploaded on the E-portal of tourism while Islamabad Guide Map with popular tourist destinations has also been printed to keep the tourists aware about the tourism potential in the Capital city.

Travel and Youtube Channels

The PTDC is utilizing maximum resources to bring tourism on social media as engaging social media (Youtube, Instagram, Facebook and Twitter etc) has a deep impact on promotion of any sector. We are living in an era where the social media is considered as the fastest way of communication.

PTDC has engaged Vloggers, developed its own social media pages, created its youtube channel and

in process of developing content to give authentic information to the tourists regarding tourism potential in Pakistan.

Guided City Sightseeing Tour Service

Pakistan Tourism Development Corporation Pakistan (PTDC) has recently signed a Memorandum of Understanding (MoU) for development of skilled workforce especially trained tour guides to meet the demand of tourism industry of Pakistan.

The MoU has been signed between PTDC, World Federation of Tourist Guide Associations (WFTGA), Austria-Pakistan Association (APA), Kohsar University Murree (KUM), Pakistan Business and Professional Council (PBPC), Sustainable Tourism Foundation Pakistan (STFP) and Discover Pakistan TV Channel as follow up of Pakistan Tourism Development Conference-2021.

The objective of this MoU is to create and maintain effective working relationship between the Parties regarding the cooperation for the promotion of tourism in Pakistan and development of skilled workforce especially trained tourist guides for the tourism sector of Pakistan.

However, there is a need to engage special transport service along with tour guides to manage the guided city sightseeing tours.

Capacity Building of Tourism Service Providers

Training of Tour Guides:

A number of untrained tour guides are operating within the tourism domain who are also not registered with any entity that was creating some problems for the tourists who are sometimes misguided. To handle this situation, Pakistan Tourism Development Corporation Pakistan (PTDC) has recently signed a Memorandum of Understanding (MoU) for development of skilled workforce especially trained tour guides to meet the demand of tourism industry of Pakistan.

The MoU will create and maintain effective working relationship between the Parties regarding the cooperation for the promotion of tourism in Pakistan and development of skilled workforce especially trained tourist guides for the tourism sector of Pakistan.

ISLAMABAD CAPITAL TERRITORY INTEGRATED TOURISM PLAN



Institutional Arrangement

To develop a coordinated approach towards tourism development in Islamabad, there is a need to establish a coherent framework and institutional arrangement to ensure effective execution, implementation and monitoring of implementation of identified interventions. The workshop participants, during their

deliberations, suggested that a formal body needs to be established, having representation from all relevant stakeholder groups, which assigns tasks and follows up on the progress of each task to ensure relevant departments fulfill their obligations and play their part in the timely fulfillment of activities.

In this regard, an 'Islamabad Tourism Council' may be notified by the competent authority which includes members from the public as well and private sector. This council may devise the overall direction of the Islamabad Tourism Strategy, while developing timebound, specific actionable goals, assign them to relevant stakeholders and monitor its implementation.

This council will also ensure that coordination between various stakeholder groups is ensured through regular meetings and performance reviews. Representation of relevant organisations will give the ownership required to the council and will be able to bring various departments on a single platform, which currently are working in isolation. There is a need for a harmonized effort to move forward in a coordinated manner to avoid any duplication of tasks. PTDC may provide the secretariat Responsibilities of the said council. This will allow the development of a clear policy and vision for sustainable development of tourism in the capital territory.

Additionally, the council may establish dedicated working groups which are disaggregated according to thematic areas such as infrastructure development and rehabilitation, establishment of new tourism products and activities, marketing and promotion, events organization, capacity building activities, ecotourism initiatives in MHPN and investment promotion for the new tourism project in ICT.

Moreover, to strengthen coordination between stakeholders, MOUs may be signed between PTDC and public sector organizations such as Capital Development Authority (CDA), Metropolitan Corporation of Islamabad (MCI), Pakistan National Council of Arts (PNCA), Lok Virsa and Department of Archaeology and Museums (DOAM) etc, so that concerted efforts with regards to tourism may be made in Islamabad. Currently, all these organizations are working in isolation and lack coordination among them. Signing MOUs will allow these organizations to work together and perform activities in conjunction to each other. This will help save funds and give way to efficient planning and execution of activities.

Various stakeholders operating in Islamabad which may come under the umbrella of institutional framework are listed below:

Public Sector Stakeholders	Private Sector & Non-Profit Stakeholders
Capital Development Authority (CDA)	Islamabad Chamber of Commerce and Industry (ICCI)
Metropolitan Corporation Islamabad (MCI),	Asian Study Group (ASG)
Department of Tourist Services (DTS)	Pakistan Youth Hostel Association (PYHA)
Islamabad Traffic Policy (ITP)	Pakistan Boy Scout Association
National Institute of Folk and Traditional Heritage (NIFTH)	Pakistan Girl Guides Association
Department of archaeology and Museums (DOAM)	Islamabad Chapter of Pakistan Association of Tour Operators (PATO)
Pakistan National Council of Arts (PNCA)	Islamabad Chapter of Travel Agents Association of Pakistan (TAAP)
Pakistan Museum of National Heritage (PMNH)	Adventure Foundation Pakistan
Islamabad Wildlife Management Board (IWMB)	Islamabad Women Chamber of Commerce and Industries (IWCCI)
Quaid-I-Azam University (QAU)	Sustainable Tourism Foundation Pakistan
Higher Education Commission (HEC)	Alpine Club of Pakistan
Pakistan Tourism Development Corporation (PTDC)	Islamabad Chapter of Pakistan Hotel Association
Punjab Tourism Development Corporation (TDCP)	Islamabad Hiking Club
Pakistan Railways	Adventure Club
Pakistan Sports Board (PCB)	Paragliding Club

Monitoring Mechanism

To achieve the desired results of ongoing and upcoming projects, there is a need to develop a comprehensive monitoring and evaluation frameworks which operates under the Islamabad Tourism Council to ensure accountability as well and adherence to rules and timelines. PTDC may ensure the evaluation and monitoring of tourism projects through contracting independent experts and auditors with the help of other stakeholders involved in the process.

Development of Tourism Infrastructure

Tourism Infrastructure plays a vital role in determining the experience of the visitors. There is a need to establish new infrastructure, including transportation routes through land and air to connect other regions of Pakistan, while also improving the existing facilities to meet international standards. Provision of high stand accommodation facilities while conserving the regional architectural assets is core to quality customer service. Focus also needs to be given to training and sensitization of staff, be it Police and security services, accommodation and hospitality services staff or general public who come in contact with tourists.

Upgradation of existing infrastructure and addition of new structures should be facilitated and properly regulated by concerned national and district authorities in collaboration with private entrepreneurs. The decisions should be based on making the infrastructure sustainable and eco-friendly while also introducing a practical waste management plan to support the diversity and conservation of natural systems. While planning new infrastructure, cultural heritage of Islamabad needs to be preserved and marketed.

Littering at tourist sites/destinations is an unfortunate problem created by tourists and locals alike. Local like-minded organizations should plan and carry out regular cleanup driver of frequently visited places.

Conservation of natural environment and cultural heritage is part and parcel of tourism development strategies in most of the countries as it is the key to ensure the sustainable use of tourism assets for the long-term benefits. Government departments, in association with concerned stakeholders should prepare master plans of major tourist sites to ensure sustainable eco-friendly growth of tourism at destinations. There is also a need to develop necessary guidelines for the development of various kinds of facilities as per international best practices of eco-friendly tourism.

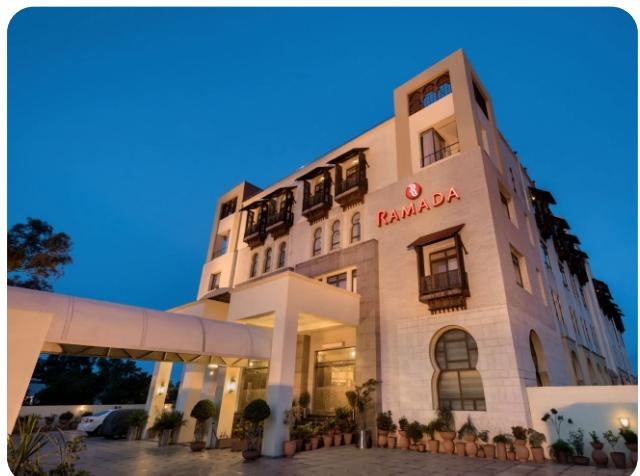
Tourism Information and Facilitation Centres

PTDC plans to establish tourism facilitation centers at Islamabad Airport and inside the city. To begin with, the tourism information center at F-6 will be transformed and equipped with latest technology, as well as trained staff which can guide the tourists from Islamabad and answer their queries in a reasonable to increase tourist experience and minimize any disruption and inconvenience to tourist. Tourism is a planned activity, and it is of utmost importance that tourists are given all the required information to plan their travel in advance. It is important to also establish a tourism facilitation center at Islamabad International Airport as it is the main entry point for most foreign tourists which requires facilitation and required facilities such as Phone Sims, car rentals, currency exchange and information regarding tourist sites. PTDC will also establish 24 hrs tourist helpline introduce a mobile app to facilitate tourists.

Improvement of Standards of Boarding and Lodging Facilities

Quality Accommodation is a cornerstone of any tourist's experience. Although there are several categories of accommodations available to a tourist in Islamabad, there is a need to improve the current state of boarding and lodging, along with development of new accommodation facilities which are in accordance with service standards and visitor expectations. Affordable accommodation is an area which requires more attention and will allow the capital to capture transiting tourists who are planning to head towards the north after taking a brief break in Islamabad.

Through the formulation of National Minimum Standards document, the government now has a mechanism through which the quality of accommodation services may be measured and assessed by the international best practices. DTS has a major role to play in the implementation of the National Minimum Standards, which will allow maximum customer satisfaction along with redressal of any complaints. This will also encourage other investors to enter the market and promote homestay facilities and Bed and Breakfasts.



DEVELOPMENT OF TOURISM PRODUCTS



Islamabad Capital Territory has numerous opportunities to exploit different Tourism products. There is a need to draft a plan which is sustainable and leads to the healthy development of the sector. Numerous

suggestions were given during the workshop to develop new tourism products and upgrading the existing segments. These are discussed below.

Ecotourism Activities

The increasing trend of domestic tourism has a positive impact on the local economy of the city. However, it also has negative impact on the fragile natural environment and rich cultural heritage of tourist destinations. In an absence of any proper planning, most of the tourist spots are losing their touristic charm because of the over development and no regard of carrying capacity of these tourist places. Concrete structures of multi-story hotels without considering the local architectural designs into consideration are not only damaging the natural landscape beauty but are also dumping gallons of wastewater and solid waste in the mountain rivers and streams and on mountain slopes in the backyards.

The principle of sustainable development dictates that the level of development should not exceed the carrying capacity of the area. Concerned departments should ensure adherence to such limits through appropriate planning instruments, guidelines and enabling regulations and their enforcement. Efforts should be made that tourism is developed in such a way that it does not negatively impact on the natural and cultural environment of the destinations. International best practices of eco-friendly sustainable tourism should be adopted to ensure that tourism is beneficial for present tourists and host communities, and it is well-maintained for the future generations as well.

In this regard, it was suggested that picnic spots should be established within Islamabad which gives the tourists a variety of opportunities to enjoy the ecological wonders of the city and will also help address the issue of accommodation. Camping pods may be installed for hire which are powered through solar energies along with waste management equipment. Bird watching and nature walk activities may be planned through collaboration with local companies to give visitors a feel of the diverse flora and fauna of the city.

Similarly, picnics spots may be established at selected sites with BBQ and seating facilities for families to enjoy a pleasant day while doing BBQ and taking walks in the parks. Islamabad has various hiking trails which can be better equipped with water facilities, prefabricated toilets, and other amenities to enrich tourist experience.

Craft Bazaar

One of the benefits of tourism is the inclusion of marginalized segments of the society including women, students, people with disabilities and minorities. There are numerous projects under way to impart technical skills to women entrepreneurs and craftsman. However, one of the issues highlighted during the sessions was that the women entrepreneurs and craftsmen do not have access to facilities where they can showcase their skills and craftsmanship. It was recommended that a craft bazaar may be established in Islamabad where people can showcase their talents at reasonable rates. This will also allow the flourishing of made in Pakistan handicrafts which tourists may buy to make their travel memorable.

Guided City Sightseeing Tour Service

Guided City tours is a wonderful fun packed way of introducing the city to incoming tourists. Tourism Development Corporation Punjab (TDCP) is already operating a double decker bus service in the twin cities. However, there is still a gap in this area, which may be capitalized through introduction of additional city tour services.

Similarly, Guided tour of Margalla hill park and museum for educational purposes along with some interactive activity for students can be arranged which will instill awareness and sensitize the students regarding the principles of responsible tourism and wildlife conservation.

Promotion of Adventure Sports & Sports Tourism

The workshop participants suggested that adventure sport facilities may be provided at Rawal lake for tourist engagement. Islamabad hosted the Islamabad tourism festival in which paragliding activities were introduced for the visitors which become quite popular. Similar activities may be introduced in the city.

Promotion of Gastronomy Tourism

Gastronomy tourism is emerging as an important segment of tourism product and is regarded as 'protector of cultural heritage' by UNWTO. This segment reflects the culture, heritage, traditions, and sense of community of different peoples. It is a way of promoting understanding among different cultures, and of bringing people and traditions closer together. Islamabad is the pinnacle of multiculturalism in the country and people from different parts of the country reside in Islamabad which makes it a perfect contender for gastronomy tourism. Efforts may be made to promote regional cuisines of the country through food festivals and food streets where tourists can enjoy all the regional delicacies in one place.

Promotion of MICE Tourism

Being the capital City, Islamabad has a lot of potential for MICE tourism which stands for Meetings, Incentives, Conferences and Exhibitions. Favorable government policies may allow other countries to host conferences in Islamabad which will promote the inflow of foreign investment in the form of tourism exports. side by side various corporate groups, NGO, INGOs can also be facilitate to hold them conferences and events in ICT.

Promotion of Rural Tourism

Rural development is a major facet of tourism development and countries throughout the world have capitalized on their rural landscape to attract tourists and allow them to experience the rich heritage. Islamabad already has a model village at Saidpur which attracts many local and foreign tourists who are amazed by the rural life of Pakistan. However, there is room for strengthening tourism infrastructure to provide access to rural areas neighboring Islamabad.

Promotion of Rail Tourism

Recently, Pakistan Railways introduced a safari train service which takes tourists from Rawalpindi railway station to Attock Khurd station. This venture may be strengthened through a collaboration of PTDC and Pakistan Railways by facilitating ticket sales and promoting this service through print and electronic media. Additional routes may also be established to give tourists a feel of natural and of cultural landscape surrounding Islamabad.

Promotion of Youth and Student Tourism

According to a report by UNDP, 64% of Pakistan's population is younger than 30 years and 29% of this population is between the ages of 15 and 29. This presents a unique opportunity for Pakistan to utilize and establish tourism products centered around youth and students. Organizations such as Pakistan Boys Scout Associate and Pakistan Girl Guides Association may be facilitated to organized student related programs and activities which may also be centered around responsible tourism and sensitization. This will not only open up a new tourism product but will also help in raising awareness amongst the youth of the country regarding conservation, ecotourism, and public dealings.

Students may be given opportunities for internships during their studies to perform duties as tour guides and ambassadors of clean green Pakistan. Similarly, an industry- Academia collaboration may be established to encourage students to develop research papers regarding tourism development in the country.

MARKETING AND PROMOTION STRATEGY



PTDC has concluded the development of Brand Pakistan, which will be launched by the Prime Minister soon. It includes a dedicated Brand Pakistan logo and unique identity, which will lead country's concerted efforts to promote the soft image of the country through aggressive domestic and international marketing campaigns. It is complemented by the Development of a tourism e-portal, a one-stop shop for all tourism related activities including online bookings, destination

information and feedback mechanism. This initiative will spearhead the tourism marketing and promotion initiatives in the country and will allow all the provinces and regions to rally behind a national brand to jointly promote the tourism potential of the country. Various suggestions regarding marketing and promotion were given during the workshop which are highlighted below.

Development of Islamabad Tourism Brand

Under the umbrella of Brand Pakistan, there is also a need to establish a unique brand of Islamabad tourism. This will allow all the tourism activities taking place in the city to come under one platform instead of information which is currently available in a scattered manner. Additionally, development of tourism sector cannot take place without an extensive marketing plan. This will require a comprehensive document entailing marketing strategies, goals, aims, funding requirements and action steps to be performed. Without a decisive marketing plan the tourism products will not catch the customer's eyes.

The marketing initiative needs to be data driven, which can be achieved through front end and backend support system in the form of a website and Management Information System (MIS) to provide important information to all tourists. The portal should have a distinct feedback mechanism to record and extrapolate tourist recommendation which can then be used to update the marketing strategy. The portal can also generate revenue by providing advertisement space to local and international tourism companies.

Signposting of Tourist Sites

Tourists coming from different areas of the country often complain about insufficient signposting of tourist sites on highways and intercity routes. Introduction of appropriate signage of tourist sites on strategic areas will raise awareness of tourists and attract people to those destinations.

Tourism Information Leaflet

Absence of accurate tourist destination information hampers the development of the sector. Local as well as international tourists are not aware of the tourism potential as there is limited information on the internet. There is a need for extensive marketing campaigns to showcase the diverse tourism experience Pakistan has to offer. Even the local tourists are not aware of the tourist sites and destination available for them to visit which significantly reduces the number of potential tourists visiting these destinations.

Travel and YouTube Channels

One of the benefits of tourism is the inclusion of marginalized segments of the society including women, students, people with disabilities and minorities. There are numerous projects under way to impart technical skills to women entrepreneurs and craftsman. However, one of the issues highlighted during the sessions was that the women entrepreneurs and craftsmen do not have access to facilities where they can showcase their skills and craftsmanship. It was recommended that a craft bazaar may be established in Islamabad where people can showcase their talents at reasonable rates. This will also allow the flourishing of made in Pakistan handicrafts which tourists may buy to make their travel memorable.

Guided City Sightseeing Tour Service

Pakistani Media should be encouraged and facilitated to launch a travel channel dedicated to promoting and showcasing areas of Pakistan. This channel should operate 24 hours and have unique programs, documentaries, travel videos, history of wildlife and highlight diverse culture inside the country. Travel bloggers and writers could be invited to provide content which will promote the image of Pakistan. Moreover, the proliferate the marketing campaigns to maximum people, official You-Tube for Pakistan Tourism should be launched.

Moreover, video and documentary competitions may be started to encourage youth to develop content for Pakistan's tourism industry which will highlight the tourism potential of Islamabad.

Networking with Tour Operators and Hotels

In order to have a cohesive and aggressive marketing approach, various stakeholders including tour operators and hotel association should be taken on board to develop a mechanism to highlight the true image of Pakistan to the local visitors and international tourists. Tour operators may be encouraged to develop country specific tour packages which may highlight various segments of tourists such as religious tourists, Ecotourism enthusiasts, adventure tourism etc. Similarly, Familiarization trips may also be designed through tour operators for local and international media persons and travel writers to give them content about Islamabad's tourism potential which can then be published across print and electronic media.

Islamabad Tourism and Cultural Festival

As an annual events, PTDC, in support with other stakeholders, may plan to organize an Islamabad Tourism and cultural festivals where all the departments operating within the tourism ambit of Islamabad may come together to showcase the tourism potential of the city. Cultural exhibitions, folk performances, regional cuisines, and other segments can be incorporated in this yearly event which bring together the people and Islamabad and other tourists to celebrate the rich cultural diversity of the city and the country.

Islamabad Calendar of Events

It was emphasized during the workshops that there is no dedicated Calendar of events for Islamabad city, which leaves the tourists searching for events and activities on the internet. Currently, all the information is scattered across various departments, social media accounts and needs to be brought under one platform where visitors can get information regarding every activity taking place in the city. For this, PTDC may develop a comprehensive calendar of events for Islamabad through a portal, which is updated regularly to keep tourists informed.

Workshops for Media Personnel

Media has a very important role to play in highlighting the image of any place. Currently, there are not many personnel dedicated to report on tourism. PTDC may engage other training institutes and tourism stakeholders to organize a series of workshops which equips media personnel with the skills to report on tourism in the country and how to capture the attention of the reader inside the country and abroad.



CAPACITY BUILDING OF TOURISM SERVICE PROVIDERS



Reaping maximum benefits from the tourism sector is not possible without equipping the local communities, tourism sector staff and services providers with the required skill set needed for sustainable development of this industry. Tourism is a service-based industry

and people to people contact is on the forefront of consumer experience. Various suggestions were provided during the workshop which focused on capacity development and are highlighted below.

Training of Tour Guides

Number of untrained tour guides are operating within the tourism domain who are also not registered with any entity. This creates a number of problems for the tourists who are sometimes not given appropriate information and are charged exorbitant rates for a substandard service. This can be countered through programs designed to train tour guides through training institutes, to equip tour guides with the right certification required for tour guiding operations MoU. The training of tour guides may include dealing with emergency situations, complete knowledge of tourist destinations, interpersonal skills and dealing with customers in a respectful manner.

Community Capacity Building

Community capacity building is a necessary ingredient for success of community development. Tourism development and building the capacity for local communities need to progress hand in hand. Community capacity building programs help underdeveloped communities to improve their ability to participate in the tourism decision-making processes.

They encourage community involvement and provide the tools that enable them to do so. Capacity building of communities is also important to sensitize the public regarding principles of responsible tourism and how to conduct themselves when visiting tourist destinations. Littering and irresponsible garbage disposal is a major problem at Islamabad's tourist destination, which can be countered through strengthening waste disposal mechanism, but also through community awareness programs.

Similarly, in order to fill the void of trained tour guides, community training programs may be implemented to train students and citizens to provide tour guiding services in tourist areas of Islamabad including Margalla Hills National Park. Moreover, programs may be initiated to train other service providers who meet tourists such as Taxi drivers, retail shop staff, street vendors etc.

Training of Hotel and Restaurant Staff

It is important to build the capacity of restaurant and hotel staff who come in contact with tourists on a daily basis. Labour quality may be enhance through periodic trainings and refresher courses. In this regards, local or international training firms may be hired to deliver quality training to staff of hospitality industry. Public and Private Sector Institutes as well as private hotel and travel trade industry may formulate a uniform curriculum on demand driven skill standards for development of professional manpower. Public and Private Sector Hospitality and Travel trade organizations may declare their establishments as teaching hotels and teaching travel organization for training certified youth in the relevant fields.



TOURISM RESEARCH AND DATA COLLECTION



Tourism research, data collection and monitoring and evaluation frameworks are vital to the development of sustainable tourism industry. It helps formulate data driven decisions which are backed by scientific frameworks and have a greater reliability of acquiring their goals. Bridging the information gap needs to be given top priority in order to develop the tourism sector. This could be done by engaging academia, developing a research section in PTDC, developing informative web

sites/portals or apps to disseminate authentic information. There is a story attached to each sacred site and relics; these legends are very important and sacred to the followers and raises the significance of the sites. Therefore, availability of relevant information will certainly attract tourists to their sacred places. Research and development support should be provided to the academia in order to generate quality thesis and dissertations on religious tourism. MOUs may be signed with colleges

and universities to increase engagement and developing a pool of research areas and topics which students can utilize for their research projects / dissertations. HEC can play a vital role in helping students to publish their research papers so that the tourism industry may benefit from the information gathered by students.

PTDC research cell may also be equipped with the required manpower to gather, collate, and analyse collected data to produce quality reports on tourism trends in Islamabad. Through this, Pakistan's ranking in the World Economic Forum Tourism Competitive Index may also improve, which will be pivotal in increasing tourism in the country.



INVESTMENT PROMOTION IN TOURISM SECTOR OF ISLAMABAD



It is pertinent to outline the financial streams which will aid in development of tourism products and services. To alleviate the burden on the exchequer, an investment plan needs to be devised which encourages private sector enterprises, international investors and donor agencies to invest in the infrastructure, transportation and development projects. In order to maximize this area, there needs to be cooperation and collaboration between the local and central governments to move

forward together.

There are various segments in the tourism sector with extraordinary potential for investment. These include development of tourist sites, Human resource development, construction of roads, service areas, recreational sites, basic amenities and international outlets. The prospects and opportunities in the tourism sector of the city should explicitly be outlined to make Islamabad an attractive place to invest. The

willingness and commitment of the government to promote and expand the sector needs to be capitalized on. Investment plans targeting specific target audiences and tourist segments are required, which are developed in consultation with the relevant stakeholders.

Additionally, Monitoring and Evaluation frameworks, based on predetermined targets/ indicators can aid in increasing the efficacy and impact of the investments to ensure the essence of impartiality and accountability. Including third party research and M&E plans in the financial documents can aid in reducing uncertainty for the investors and may help to boost their confidence.

To achieve the desired goals, it is required that a comprehensive list of future tourism projects may be developed which lists feasible projects along with their destination and investment plan. A financial forecast of return on investment is important to show the potential investors the projects are financially viable. PTDC may coordinate with relevant stakeholders to conduct international standard feasibility studies which includes all the required components require to entice investors. These projects can be advertised through print, electronic and social media to develop them through Public-private partnership (PPP). Similarly, PTDC may aim to improve coordination between Islamabad administration (CDA, MCI, etc) and BOI to plan for attracting investment into the city through fairs, exhibitions etc.

Monitoring Mechanism

Area of Intervention	Proposed intervention	Actionable Goals	Timelines (S/M/L)	Lead Role	Supporting Role
Institutional Strengthening	Strengthening of institutional framework for assigning tasks and ensuring timely implementation	<p>1. Formulate an Islamabad Tourism Council and associated Working Groups for better coordination, assigning of tasks, periodic progress review, monitoring and timely execution</p> <p>2. Signing MOUs between Islamabad stakeholders for collaboration and coordination on tourism initiatives</p> <p>3. Establishing Monitoring and Evaluation Framework to assess the efficacy of the projects and their ability to meet the desired objectives</p>	ST ST ST	PTDC PTDC PTDC	CDA, MCI, PNCA, NIFTH, DOAM, IWMB, PMNH Public and Private sector Stakeholders Islamabad Tourism Council
Tourism Products and Services	Developing new and revamping existing Tourism Products and Services	<p>4. Establishing Tourist Facilitation Centres at Islamabad Airport and F-6 Markaz</p> <p>5. Implementation of National Minimum Standards to with concerned stakeholders to improve quality of accommodation and achieving service excellence</p> <p>6. Development of Camping and picnic sites in Islamabad</p>	MT MT MT	PTDC PTDC CDA, MCI	CAA, Aviation Division DTS, QACOs, STFP, PATO, PHA PTDC, IWMB, STFP

Area of Intervention	Proposed intervention	Actionable Goals	Timelines (S/M/L)	Lead Role	Supporting Role
		7. Planning of Ecotourism Activities including hiking and trekking at Margalla Hills National Park	ST	IWMB	PTDC, STFP
		8. Development of Craft Bazaar in Islamabad	MT	CDA, MCI	PTDC, NIFTH
		9. Improvement in Solid Waste management facilities at various tourist destinations of Islamabad	MT	CDA, MCI	PTDC, Donor Orgs
		10. Focus on beautification and landscaping of the city	MT	CDA, MCI	PTDC, ICCI
		11. Provision of prefabricated toilets with waste management mechanism at various areas of Islamabad	MT	CDA, MCI	PTDC
		12. Introduction of Ramps and wheelchair access for people with disabilities	LT	CDA, MCI	PTDC, APRA, PHA
		13. Introduction of guided city tours of Islamabad through shuttle service and trained tour guides	LT	PTDC	PATO, CDA, MCI, TDGP
		14. Water Sports facilities at Rawal Lake and Simli dam including Fishing and Angling activities	MT	CDA	MCI, ICT Administration
		15. Promotion of Adventure sports in Islamabad e.g., Rock climbing, paragliding, parasailing, hot air ballooning etc.	MT	CDA	PTDC, Alpine Club, PHPA

Area of Intervention	Proposed intervention	Actionable Goals	Timelines (S/M/L)	Lead Role	Supporting Role
		<p>16. Promotion of sports tourism in Islamabad</p> <p>17. Promotion of gastronomy tourism by building food streets and pedestrian districts</p> <p>18. Provision of MICE tourism by enacting tourism friendly policies to attract meetings and exhibitions</p> <p>19. Promotion of Rural tourism by building model villages in the suburbs of Islamabad</p> <p>20. Development of Rail Tourism by promoting Train safari and adding additional routes</p> <p>21. Promotion of Youth Tourism</p>	MT LT MT LT MT MT	CDA CDA PTDC PTDC PTDC PTDC	PTDC, Pakistan Sports Board, ICT Administration, PTDC MOFA, CDA, ICT administration, PHA, PATO ICT administration, CDA Pakistan Railways Pakistan Boy Scout / Girl Guide Association, Schools, Universities
Marketing and Promotion	Clearly defined promotional activities based on market characteristics and consumer expectation	<p>22. Development of Brand Islamabad under the umbrella of Brand Pakistan</p> <p>23. Signage of Tourism destinations</p> <p>24. Printing of tourism leaflets and informational material with updated information on tourism sites and potential</p>	MT MT ST	PTDC CDA PTDC	Public and Private sector Stakeholders PTDC, ICT administration

Area of Intervention	Proposed intervention	Actionable Goals	Timelines (S/M/L)	Lead Role	Supporting Role
		<p>25. Familiarization trips for Media personnel, travel writers and social media influencers to various tourist destinations in Islamabad</p> <p>26. Organization of photo and video competitions to instil the culture of tourism promotion</p> <p>27. Developing a comprehensive calendar of events of all the activities taking place in Islamabad by public and private sector organizations</p> <p>28. Training workshops for media personnel regarding coverage of tourism events so maximize the outreach of Islamabad's tourism potential</p>	MT MT ST MT 	PTDC PTDC PTDC PTDC 	ICT administration, PMNH, IWMB, NIFTH, DOAM Ministry of Information, ICT administration, public sector stakeholders Public and private sector stakeholders Media outlets, Ministry of Information
Capacity Development	Implementing targeted capacity development initiatives to elevate the service delivery of tourism sector staff and businesses	<p>29. Training and capacity development of tour guides on effectively performing their duties and catering to the needs of the tourists</p> <p>30. Conducting community awareness and sensitization workshops regarding responsible tourism</p>	MT MT 	PTDC PTDC 	PATO, COTHM, Hashoo Group, FITHM

Area of Intervention	Proposed intervention	Actionable Goals	Timelines (S/M/L)	Lead Role	Supporting Role
		<p>31. Training of hotel and restaurant staff to build their capacity and prepare quality human resource which aims to give memorable experience to customers</p> <p>32. Training of trainers' program under to be initiated for all the elements associated with tourism industry to enable sustainable supply of trainers</p> <p>33. Awareness sessions to be conducted in school, colleges, and universities to teach students about the dynamics of tourism industry as well as conservation and responsible tourism</p>	MT	PTDC	APRA, PHA, PAITHOM, COTHM
			MT	PTDC	Training institutes, PATO
			MT	PTDC	Schools, colleges and universities
Research and Data Collection	Ensuring collection of up-to-date tourism data to determine data driven insights and promoting Industry-Academia collaboration	<p>34. Develop a centralized Portal which collects all the Tourism related data as well as tourist feedback within PTDC research cell</p> <p>35. Engaging students from Universities in Islamabad to conduct research on various themes related to tourism and encouraging publications in renowned journals</p>	LT	PTDC	
			ST	PTDC	Colleges and universities, HEC

Area of Intervention	Proposed intervention	Actionable Goals	Timelines (S/M/L)	Lead Role	Supporting Role
		36. Produce a quarterly report on progress of tourism in Islamabad including arrivals, night stays, destination visits etc.	MT	PTDC	DTS
Investment Promotion	Development of international standard feasibilities and investment plans to develop a profile of investment ready projects in Islamabad in cooperation with relevant stakeholders	37. Develop a profile of feasible projects in Islamabad which can be shared with potential investors 38. Prepare feasibility studies of international standard for potential tourism projects in Islamabad along with destination and investment plan 39. Improve coordination between PTDC, BOI and CDA to work together on attract investment in Islamabad through shared objectives	MT LT MT	PTDC PTDC PTDC	BOI, ICT administration Donor agencies, consultants, BOI CDA, BOI

List of participants of Consultative workshop on Integrated Tourism Plan of Islamabad Capital Territory

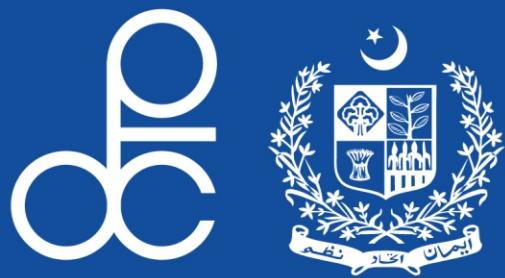
1. Ministry of Inter Provincial Coordination
2. Ministry of Railways and Civil Aviation Authority
3. Khyber Pakhtunkhwa Culture and Tourism Authority
4. Pakistan Boy Scouts Association
5. Pakistan Girls Guide Association
6. Tourism and Culture Department Gilgit Baltistan
7. Department of Tourists Services, Islamabad
8. Pakistan Television Corporation (PTV)
9. Radio Pakistan
10. Radio FM 100
11. Siteseeing Twin Cities Bus Department of Tourism Development Corporation of Punjab (TDCP)
12. Pakistan Museum of Natural History (PMNH)
13. National Heritage and Culture Division
14. Pakistan National Council of Arts (PNCA)
15. Board of Investment (BoI)
16. Islamabad Traffic Police (ITP)
17. Islamabad Wildlife Management Board
18. Capital Development Authority (CDA)
19. Islamabad Women Chamber of Commerce
20. Higher Education Commission (HEC)/ ASG hiking
21. Press Information Department
22. World Wide Fund for Nature-Pakistan
23. Pakistan Association of Tour Operators
24. Center for Culture and Development
25. Taxila Institute of Asian civilizations (TIAC)
26. Rawal Institute of Health Science(RIHS)
27. College of Tourism and Hotel management (COTHM)
28. Quaid e Azam University
29. Foundation University Islamabad
30. Hazara University Mansehra
31. Kohsar University Murree
32. Air University
33. University of Haripur
34. IUCN Pakistan
35. World Bank
36. Centaurus Mall
37. Travel Waljis (Pvt) Limited
38. Air Blue
39. Samaa TV
40. Bol News

41. Discover Pakistan
42. Global Media Association
43. Siyahaat Organization
44. Offline Technologies
45. Destiny Holiday Planner Pvt Ltd
46. Hashoo Hotels Group
47. Digital Resort
48. Ariana Hospitality Group
49. Brain Telecommunication
50. PR & Communication
51. Ibex Adventure Club
52. ACP and Adventure Club
53. Asian Study Group(ASG)
54. Alpine Club Pakistan
55. Sustainable Tourism Foundation
56. SDGs Academy

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