

KATHMANDU VALLEY WORLD HERITAGE SITE



INTEGRATED PLAN OF ACTION

DRAFT

APRIL 2007

Prepared by:

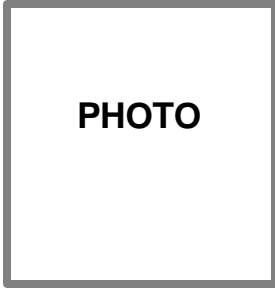
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Government of Nepal
Ministry of Culture, Tourism and Civil Aviation
Department of Archaeology

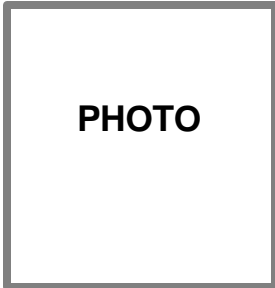
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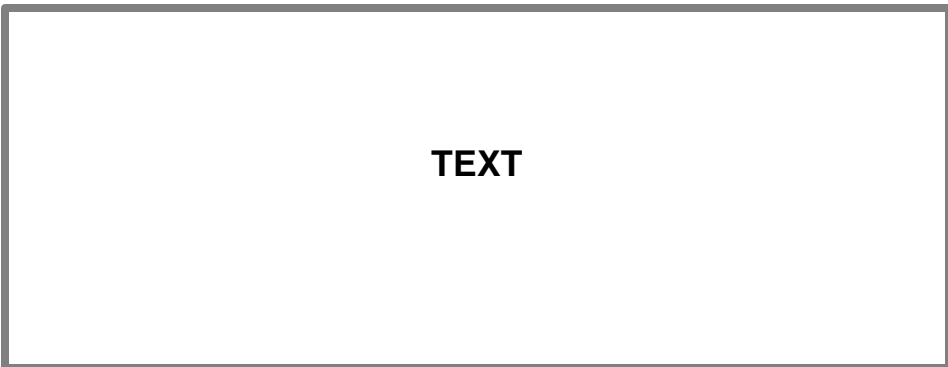
FOREWORD

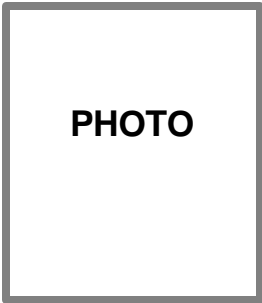


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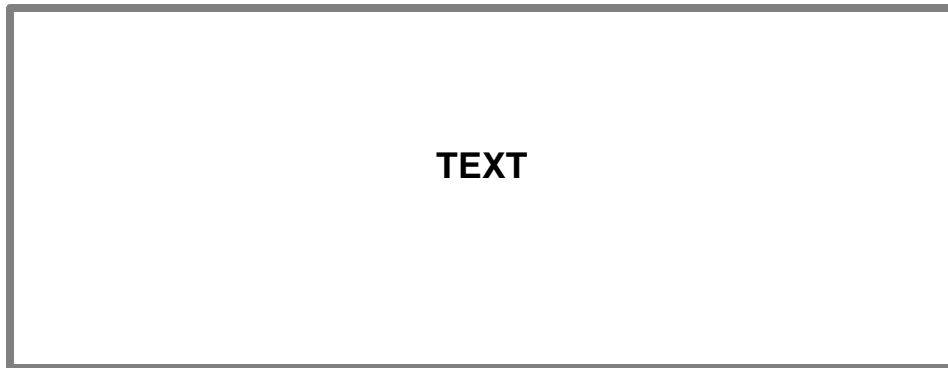


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PART 1: INTRODUCTION

The Integrated Plan of Action is a component of the Integrated Management Plan (IMP) for the Kathmandu Valley World Heritage Site (KVVHS). Within the framework of the integrated management of the seven monument zones, each zone has been defined and zone specific management structures and processes established

The Integrated Plan of Action is to be taken as the working document for strategic planning to implement the Integrated Management Plan. Issues pertaining to the integrated management of the KVVHS as well as to individual Monument Zones need to be addressed and transformed into specific actions with identified lead agency, time scale and funding.

The Integrated Management Plan

The World Heritage property within the Kathmandu Valley is probably one of the most complex in the world, comprised of seven Monument Zones, each with specific management requirements. Each Monument Zone contributes to the outstanding universal value of the World Heritage property; however the threat to each Zone is different in form and degree. The aim of this Management Plan is to develop a framework for the integration of the seven Monument Zones within a single management system, however taking into account each of their specific management requirements.

The Integrated Management Plan must be seen as a Road Map towards achieving the goal of conserving the outstanding universal value of the seven Monument Zones of the Kathmandu Valley. The Integrated Management Plan defines management structures and processes which have been developed through consensus of the concerned authorities. The establishment of these structures and the implementation of the processes is a prerequisite for the Kathmandu Valley property to remain on the List of World Heritage.

The Integrated Management Plan has been defined in a set of documents comprising of eight volumes; the Integrated Management Framework and Management Handbooks for each of the seven Monument Zones. In addition to these documents, there are eight sets of Working Documents; the **Integrated Plan of Action** and Plan of Action for each of the seven Monument Zones. These Working Documents are to be annually reviewed and revised.

Base Documents

Integrated Management Framework

The Integrated Management Framework is a document adopted by the State Party that defines the management structures and processes necessary for the implementation of the Integrated Management Plan.

Management Handbooks

The Management Handbooks are manuals for the Site Managers of each of the Monument Zones. The Handbooks provide information on the definition of the Monument Zone and the institutional, legal and financial frameworks for the management of the site.

Working Documents

Integrated Plan of Action

The Integrated Plan of Action is comprised of a compilation of issues and key objectives for the Integrated Management of the Kathmandu Valley World Heritage Site. Based on the key objectives, an overall Plan of Action considering short, medium and long-term activities has been formulated. This document would need to be reviewed and revised annually and should be the basis for strategic planning for the integrated management of the overall World Heritage Site.

Plan of Actions for Monument Zones

For each Monument Zone, a Plan of Action has been prepared based on a compilation of site specific issues and key objectives. Based on the prioritization and feasibility of these short, medium and long-term activities, an annual site specific Action Plan is to be formulated and implemented.

PART 2: ISSUES and OBJECTIVES

2.1 OBJECTIVE STATEMENT

The primary objective of the Integrated Management of the Seven Monument Zones of the Kathmandu Valley is to protect the Outstanding Universal Value of the World Heritage property as well as the locally recognized heritage values, while taking into account the standard of living, safety and economic viability of the community living within the World Heritage property.

A Management plan can be understood as an operational instrument to utilize available resources to protect defined OUV, while responding to circumstances in the given context.

The principles that are to be observed in achieving the management goals are:

Significance-driven

The concern for the conservation of the significance of the site is at the core of decision-making and must be balanced against the interests of other sectors.

Bottom –up approach

The integrated management will take into account the realities at the site level when developing conservation strategies. This is particularly so in respect to the living cultural heritage of the Monument Zones.

Integrated approach

The integrated management will follow a systemic and holistic approach to conservation, taking into account the significance of the monuments, the cultural and natural context within which they are found and the living heritage that lends them their local value.

Promotes local empowerment

Devolution of powers to the Monument Zone site managers must be accomplished to whatever degree possible, however without losing the integration and coordination between the components of the overall World Heritage property.

Process oriented

The integrated management will focus on the processes and linkages between the components of the site and the various actors to allow for realistic long-term implementation

Socially and economically sustainable

The integrated management will be prepared on an understanding of sustainability, both in respect to social as well as economic operations of the site.

2.2 KEY ISSUES ANALYSIS and OBJECTIVES

A. Identification of WH and its values

Issue 1: Various views and interpretations can be found in respect to the components of the site that contribute to the value of the World Heritage property. The main discussion revolves around the differing opinions on the value of the urban fabric and natural environment surrounding the listed monuments.

Issue 2: The boundaries of the Monument Zones / Monument Zones have been officially and unofficially modified over the years. The boundaries define the spatial extent of the WH areas which should contain all or the substantial components that combined, is understood to have outstanding universal value. The additional requirement of delineating *buffer zones* has created confusion in respect to the status of these areas and its managerial implications.

Issue 3: The inventorying and grading of monuments for the WH areas and the respective buffer zones has not been completed. It has been especially lacking in respect to privately owned buildings. The inventories with grading of monuments (A, B and C) need to be gazetted and incorporated into the legal and managerial framework of the WH areas.

Objectives A: Identification

A1: To prepare official statements to clearly define the WH site in respect to criteria for inscription, outstanding universal value, authenticity, integrity, boundaries and buffer zones and their respective implications on the conservation and management of the WH site.

A2: To have gazetted inventories of graded monuments for all WH areas and buffer zones and utilize the inventories as a planning tool in conjunction to the bylaws.

B. Legislation

Issue 4: Overlapping of authority and responsibilities within the WH area can be found due to contradictions within the existing legislation. This is especially the case in respect

to the powers delegated to the Department of Archaeology by the Ancient Monument Preservation Act 1956 and the powers delegated to the Municipalities by the Local Self Governance Act 1999. Further complications arise in respect to the Town Development Act 1988 and the Pashupati Area Development Trust Act 1987, which delegates certain powers to the Kathmandu Valley Town Development Committee and the Pashupati Area Development Trust respectively. Additionally, the Guthi Corporation Act 1977 gives the Guthis Corporation (traditional community based trusts that were nationalized and have legal ownership of most religious monuments within the WH area) the responsibility for the maintenance of the monuments and the performance of ceremonies and rituals.

Issue 5: The discussions on the sixth amendment to the Ancient Monument Preservation Act began soon after the fifth amendment was gazetted in 1992. The major issues the Act stills need to address is in respect to the devolution of powers to the local government and the clarification of roles of the Department of Archaeology in respect to the sharing of responsibilities.

Issue 6: The Department of Archaeology has prepared one set of bylaws which is catering to all seven Monument Zones. These bylaws can not account for the diversity found within the 7 zones. The local authorities have integrated these bylaws into their own municipal bylaws, however introducing certain changes such as allowing reconstruction of private buildings with concrete frame structures and the use of inappropriate materials such as galvanized iron sheet roofs.

Issue 7: The National Building Code has come into effect and the municipalities have started enforcing the code. One of the major focuses of the Code is seismic engineering, which has lead to the prioritization of seismic stability which is commonly (mis-)understood as reinforced cement concrete frame structures. Municipal engineers most often consider historic load bearing structures not to have adequate stability and therefore building permissions are not granted.

Issue 8: The practice of hereditary division of property often leads to the vertical division of historic buildings. This has been one of the major causes for the destruction of privately owned buildings within the WH area. There are no provisions in the legislation to halt this practice.

Objectives B: Legislation

B1: To amend related contradictory Acts and ascertain that there are no overlapping authorities. To have the sixth amendment to the Ancient Monument Preservation Act prepared and gazetted. This would provide for the devolution of responsibilities to the local government and allow for expropriation of historic buildings that are at risk of being demolished.

B2: To prepare and implement site specific conservation guidelines and bylaws, taking into account provisions for the WH areas as well as the buffer zones.

B3: To establish specific procedures, norms and guidelines for evaluating the stability of historic buildings.

C. Planning and Policy

Issue 9: Though Master Plans have been prepared over the years for individual *Monument Zones*, not all of them have been made official or updated. The following Master Plans need to be reviewed in respect to their contribution towards conservation: *Master Plan for the Development and Conservation of Bhaktapur Historical City (2002)*, *Master Conservation Action Plan for Patan MZ (1999)*, *Swayambhu Master Plan (1989)* and the *Pashupatinath Conceptual Master Plan*. The Master Plan for Changu Narayan is inadequate and no specific Master Plan has been prepared for the Hanuman Dhoka Durbar Square area.

Issue 10: Heritage conservation is most often not given priority in municipal planning, even in respect to the WH areas. The planning within the WH areas is not coordinated with overall municipal planning. This is especially true in respect to the planning of traffic, infrastructure and services, as well as for overall heritage conservation planning.

Issue 11: Importance is given to the restoration and maintenance of the main listed monuments and there is no proactive policy in effect for the preservation of the surrounding urban spaces and privately owned buildings.

Issue 12: Risk Management has not been considered for the conservation planning of the WH areas. Risk preparedness, especially in respect to earthquakes and fires, has not been integrated into the overall planning of the WH areas and there is no collaboration with efforts that are being made for the whole valley.

Issue 13: There is a lack of waste management within the WH areas. Even though the site managers are given the responsibility of keeping the area clean, there is little coordination with the local government and concerned authorities.

Issue 14: Several of the sites are comprised of extensive natural environments consisting of forests. These natural environments are degrading due to inappropriate plantation, erosion and encroachment. There are no clear policies for the preservation of the natural environment within WH areas

Issue 15: Operational strategies, controls and incentives have not been effective towards the conservation of privately owned heritage buildings. In many cases these have actually led to the demolition and reconstruction of heritage buildings, with design adapted to the bylaws that are officially valid for newly constructed buildings.

Issue 16: There is a lack of incentives (subsidies, grants and soft loans) being used as a sustainable strategy for conservation of privately owned historic buildings. Most funding agencies do not cater to private buildings. The valuation of historic buildings is so low that banks and finance companies hesitate to offer loans for restoration projects. No strategies have been developed for sustainable funding mechanisms.

Issue 17: There is no clear understanding of what “acceptable change” is in respect to the WH areas, especially considering the controlled development of private property. There is a great pressure for traditional buildings - that are not on the graded inventory – to be allowed to be adapted appropriately, so that functionality and the quality of living may be improved.

Issue 18: There are numerous buildings that have been inappropriately built and impact the value of the property. There are no policies for rectification of these buildings.

Objectives C: Planning

C1: To have Master Plans for all seven Monument Zones which are coordinated with overall municipal planning and provide linkages to the involvement of affiliated government authorities and line agencies.

C2: To develop a clear strategy for the conservation of privately owned historic buildings. This would include clearly defined controls and incentives.

C3: To prepare conservation plans for historic buildings and rectification plans for inappropriate buildings within the WH area.

D. Site Management

Issue 19: There is a lack of site specific management with designated authority. The overlapping of authority due to contradictory legislation has led to the ambiguity of management of the WH areas. There is no single authority that is responsible for site management - other than the Pashupati Area Development Trust for Pashupati. Even with the areas that are being managed directly by the municipalities – the three Durbar Squares - there is a lack of responsibility and understanding between the various municipal departments / divisions / units. The legal status and responsibilities of the Bauddha Area Development Committee and the Federation of Swayambhu Management and Conservation Committee is unclear.

Issue 20: The capacity of the authorities presently dealing with site management is inadequate to take over full responsibility of dealing with the given task of conservation. There is a lack of expertise as well as the lack of personnel. This is especially the case with Changu Narayan, where the Village Development Committee does not have any technical staff. The Kathmandu Metropolitan City, though has the resources to set up an effective heritage conservation unit, has not given priority to managing the WH areas within their municipal boundaries. This is especially

the case in respect to Swayambhu and Bauddhanath.

Issue 21: The Department of Archaeology has site offices; the Bhaktapur Monument Maintenance Office and the Lalitpur Durbar Maintenance Office. There is no site office in Kathmandu. Even though there are site offices, most decisions are made at the Department. There is a lack of coordination between these site offices and the local authorities.

Issue 22: The present authorities that are managing the WH areas lack a clear vision for conservation. One reason for this has been the fact that the detailed identification of the values of the WH property that needs to be preserved has not been formulated. However, in most cases it has been due to the lack of priority given to the conservation of the physical environment surrounding the main monuments.

Issue 23: The coordination and communication between the management of the seven Monument Zones is non-existent. There is still a lack of understanding that each Monument Zone is only part of a single World Heritage property and the state of conservation of each component will affect the status of the others. There is no integrated approach to management.

Issue 24: There is a lack of coordination amongst the various “actors” within the WH areas. This is especially the case between the authorities dealing with conservation and those dealing with the development of infrastructure and services. Another essential link which is not established is with the authorities dealing with the ownership, purchase and sales of property within the WH areas. This is leading to either contradictions or duplication in the work being carried out.

Issue 25: The official procedures for restoration / construction permissions are complicated and ineffective. This usually leads to house owners reverting to illegal activities, taking into account the possibility of being fined and their land and buildings being legally frozen.

Issue 26: No regular monitoring and reporting is being carried out for the WH areas. The regular flow of information on all activities taking place at site level is essential for planning and decision-making. Presently, monitoring and reporting is done at an ad hoc basis, which does not allow for sufficient

preparations for critical decisions to be made and necessary response to be undertaken.

Issue 27: There is no component within the management system to deal with emergencies. This is especially so in respect to natural disasters, however also for urgent response to illegal activities within the WH areas. Illegal activities need to be dealt with immediately, so as to prevent long drawn legal procedures and drastic measures such as demolitions. The site management lacks emergency reporting and an authority that can respond to crisis situations.

Objectives D: Site Management

D1: To identify and establish Site Managers specific to each *Monument Zone*. The Site Managers will be the most local level appropriate for the task and in the case of municipalities, an appropriate department / section / unit will be specified.

D2: To train and build capacity of the Site Managers for them to be in a position to fulfil their tasks.

D3: To give the site managers the lead role in managing the WH areas in close collaboration with the site offices of the Department of Archaeology. The site managers will coordinate with all relevant “actors” within the WH area.

D4: To simplify official procedures and processes and make them more effective in respect to heritage conservation.

D5: To carry out weekly monitoring for each *Monument Zone* and set up a regular reporting system involving all relevant authorities. Regular review meetings are to be held.

D6: To establish an emergency reporting system and an authority to deal with crisis situations.

E. Community and Awareness

Issue 28: Community involvement in conservation and management of WH areas is lacking or not present at all. This has led to the lack of cooperation by the community and in certain cases the community has a negative impression towards conservation. The local

government that is to take responsibility of the site management is run by elected representatives of the community. It has become clear that without community participation it is practically impossible to ensure the conservation of privately owned historic buildings.

Issue 29: The relation between the heritage significance of the WH areas and the living culture activities carried out by the community needs to be highlighted. It is the local value of the cultural heritage that has allowed it to sustain over the centuries and it is this value which the community should continue giving importance to.

Issue 30: The contribution which the WH area and its setting can make to the local economy needs to be highlighted and propagated. The pride of the community living within an area designated as WH has not been kindled. The understanding of the economic benefit from such a location needs to be exemplified.

Issue 31: Very little is being undertaken in respect to raising public awareness on the significance of the cultural heritage that makes up the WH property. This is the case not only in respect to the community living within the WH area, but also the general public and the decision makers in the government. Schools lack programmes on heritage awareness.

Issue 32: Homeowners lack knowledge of maintenance and restoration requirements for historic buildings. This often leads to the Owners reverting to contemporary construction procedures and techniques.

Objectives E: Community and Awareness

E1: To establish *Community Conservation Groups* within WH areas to participate as stakeholders.

E2: To create awareness amongst the community, the general public and students on the value of the World Heritage property.

E3: To develop strategies for the sustainable economy of the community within the WH areas without impacting the heritage value.

E4: To distribute restoration and maintenance manuals to owners of historic buildings.

F. Visitors

Issue 33: Tourism is considered to be one of the main means of making a heritage site sustainable. It is therefore imperative for visitor management to be planned out to allow for the sustainable development of the WH areas without impacting its heritage value. To maximize the profitability of tourism for the local community, new strategies need to be developed such as promoting local handicrafts and providing bed and breakfast accommodations in historic buildings.

Issue 34: The existing museums need to be included in the management of the WH areas. Improvement of the existing museums and possibly the establishment of new museums within heritage buildings would be added attractions for visitors.

Issue 35: Strategies for further promotion of educational activities should be developed within the WH areas for both local visitors (students), as well as foreign tourists.

Issue 36: High quality visitor facilities need to be provided within the WH areas and its setting such as clean public toilets, refreshment facilities and the removal of litter, without impairing the heritage value of the site.

Issue 37: The quality of interpretation of the sites needs to be of high standard. Information centers and local guides need to be upgraded with more updated methods of information communication techniques, such as audio visual facilities. Appropriate high quality signage and interpretation boards are necessary.

Issue 38: Marketing of the WH areas should be carried out in partnership with the Nepal Tourism Board and the international and local tourism industry. Visitor information and promotional literature needs to be easily accessible, such as over the internet, to allow visitors to plan out their tours.

Objectives F: Visitors

F1: To develop a sustainable strategy for marketing the WH areas for visitors and providing them with quality facilities, and site interpretations.

F2: To develop strategies to maximize the profitability for the local community.

G. Information and Research

Issue 39: A documentation centre for the WH property does not exist. There is a need to collect information on the WH property and related topics and store it in a manner which makes it easily accessible, such as a digital database.

Issue 40: The complete documentation of historic buildings and street facades of the WH areas is not available. Documentation work could be coordinated with the colleges providing courses in architecture.

Issue 41: There exists a necessity for research into a vast number of issues in respect to conservation, architecture, history, sociology, economics and even management pertaining to the WH property. There needs to be a concerted effort to carry out research to better understand the value of the WH property and to improve its management and conservation.

Objectives F: Information and Research

G1: To establish a documentation centre where information on the WH property and related topics are collected and stored in an easily accessible format.

G2: To coordinate research on the WH property and related topics in close collaboration with national and international educational institutions.

H. Sustainability of Management

Issue 42: No strategies have been developed for sustainable funding mechanisms.

Issue 43: There is no follow-up on implementation and review of long term planning and management. During the International Technical Workshop that was held in May 2004, a ten year Action Plan was prepared, followed by an official Coordinative Plan which is in the process of implementation.

Objectives H: Sustainability

H1: To develop sustainable funding mechanisms.

H2: To ensure the implementation and regular review of the integrated management.

PART 3: PLAN OF ACTION

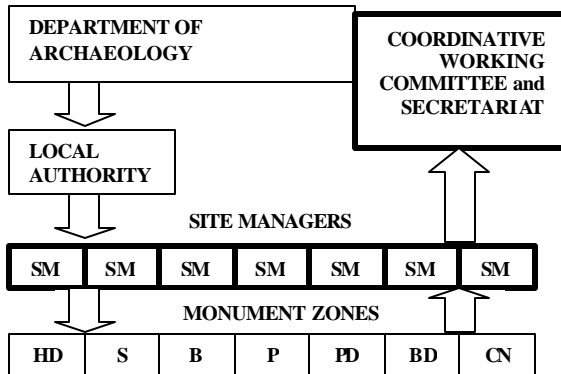
3.1 OVERARCHING STRATEGIES

The overarching strategies required for achieving the management objectives must give parameters for carrying out the specific actions detailed in section 3.2. The strategies would need to address the institutional, legislative and economic frameworks.

The overarching strategies for achieving the management objectives are:

Institutional Framework

The Department of Archaeology is to remain the principle authority for the coordination of conservation activities of the World Heritage areas. However, powers in respect to enforcing bylaws and monitoring is to be handed down to the local authorities; clearly defined site managers for each of the seven Monument Zones to be established;



Identification and improvement of processes and linkages within the management structure to be carried out, to have a clear communication system for flow of information and decisions and separation of reporting and decision making processes for regular cases and irregular and emergency cases;

For the conservation of historic buildings community involvement and participation to be encouraged, incorporating risk management;

Capacity building to be considered critical for the successful implementation of the Management Plan

Legislative Framework

Clarifications to be sought for overall legislation dealing directly or indirectly with heritage conservation to reduce duplication and contradictions;

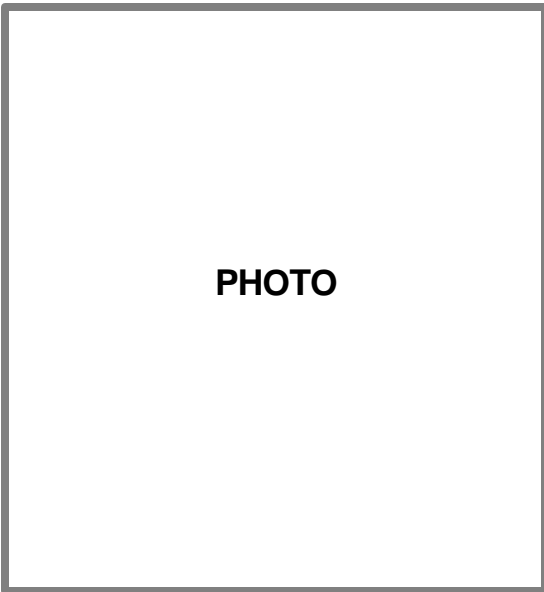
Locality specific conservation guidelines and bylaws to be prepared, with strict implementation of conservation within WH boundaries with more lenient bylaws for buffer zones;

Awareness raising to be done on heritage values and the objectives of the conservation guidelines and bylaws for practical implementation.

Economic Framework

Overall coordinated financial plan to be prepared to strengthen resources and support;

Minor contributions to be integrated within the overall implementation strategy



3.2 PLAN OF ACTION

The Plan of Action is based on the Integrated Management objectives identified in Part 2.2. The actions have been presented in broad terms and require detailed formulation. Those actions that are to be implemented for all Monument Zones have been indicated with a star, and those requiring interim measures with an exclamation mark. For each action, the lead agency, timescale and funding source have been indicated.

Abbreviations and symbols used in the following Plan of Action

ST – Short Term	NTB – Nepal Tourism Board
MT – Medium Term	PS – Private Sector
LT – Long Term	ERI – Educational / Research Institutions
DoA – Department of Archaeology	RB – Regular Budget
LG – Local Government	MB – Municipal Budget
SM – Site Managers	MB – Government Budget
(+) – Experts and others	IA – International Assistance
MoCTCA – Ministry of Culture, Tourism and Civil Aviation	PF – Private Sector Funding
MoLJPA – Ministry of Law, Justice and Parliamentary Affairs	
! Interim measures required	☆ for each seven Monument Zones

ISSUE A. Identification

OBJECTIVE A1: To prepare official statements to clearly define the WH site in respect to criteria for inscription, outstanding universal value, authenticity, integrity, boundaries and buffer zones and their respective implications on the conservation and management of the WH site.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
	A1.1 Update Nomination Document based on the latest version of the “Operational Guidelines for the Implementation of the World Heritage Convention”. <i>To be sent to the WHComm</i>	DoA	ST <i>Annual review</i>	IA
	A1.2 Prepare statements for defining the OUV, authenticity and integrity of the WH property based on the criteria for inscription. <i>Statements to be sent to the WHComm</i>	DoA	ST <i>Annual review</i>	IA
☆	A1.3 Prepare site specific interpretations of the statements of OUV, authenticity and integrity showing their implications on the conservation of each of the seven Monument Zones in respect to the realms of the monuments, public spaces and context within the boundaries and the surrounding buffer zones.	DoA <i>with</i> LG, SM	ST <i>Annual review</i> <i>Guidelines for</i> <i>LT use by Site</i> <i>Managers</i>	IA
☆	A1.4 Review and detail out boundaries and buffer zones for each of the Monument Zones with boundaries indicated on cadastre maps and clarification of requirements for gazetting and positions of marker stones.	DoA <i>with</i> LG, SM	ST <i>Annual review</i>	IA

OBJECTIVE A2: To have gazetted inventories of graded monuments for all WH areas and buffer zones and utilize the inventories as a planning tool in conjunction to the bylaws.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
	A2.1 Review and formalize format for preparation of inventories and criteria for grading of monuments within the WH boundaries and the buffer zones	DoA	ST	IA
	A2.2 Review and formalize format for preparation of inventories of non-graded structures in respect to their negative impact within the WH boundaries	DoA	ST	IA
☆	A2.3 Prepare and review graded inventories of monuments within the WH boundaries and buffer zones for each Monument Zone.	DoA <i>with</i> LG, SM, (+)	ST / MT <i>To be used as</i> <i>LT planning</i> <i>tool</i>	RB
☆	A2.4 Prepare and review non-graded structures within the WH boundaries for each Monument Zone.	DoA <i>with</i> LG, SM, (+)	ST / MT <i>To be used as</i> <i>LT planning</i> <i>tool</i>	RB

ISSUE B. Legislation

OBJECTIVE B1: To amend related contradictory Acts and ascertain that there are no overlapping authorities. To have the sixth amendment to the Ancient Monument Preservation Act (AMPA) 1956 prepared and gazetted. This would provide for the devolution of responsibilities to the local government and allow for expropriation of historic buildings that are at risk of being demolished.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
!	B1.1 Amend contradictory Acts in respect to overlapping of authority in respect to the AMPA 1956, especially in connection with the Local Self-Governance Act 1999, the Town Development Act 1988, the Guthi Sansthan Act 1964 and the Pashupati Area Development Trust Act 1987.	MoCTCA <i>with</i> MoLJPA	LT <i>LT planning tool</i>	RB
!	B1.2 Prepare draft of sixth amendment to the AMPA 1956 including provisions for the devolution of powers to the elected local bodies and submission to the Nepal government.	DoA <i>with</i> MoLJPA	ST <i>LT planning tool</i>	RB
!	B1.3 Prepare draft of fourth amendment to the Ancient Monument Preservation Rules 1989, on enactment of the sixth amendment of the AMPA 1956	DoA	MT <i>LT planning tool</i>	RB

OBJECTIVE B2: To prepare and implement site specific conservation guidelines and bylaws, taking into account provisions for the WH areas as well as the buffer zones.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
	B2.1 Prepare conceptual framework for the formulation of conservation guidelines and bylaws for the WH areas and the buffer zones based on the outcomes of Actions A1.2, A2.1 and A2.2.	DoA <i>with</i> LG, SM, (+)	ST	IA
☆	B2.2 Prepare drafts of site specific conservation guidelines and bylaws for the WH areas of the seven Monument Zones based on the outcomes of Actions B2.1, A1.3, A1.4, A2.3 and A2.4.	DoA <i>with</i> LG, SM, (+)	ST	IA
☆	B2.3 Prepare drafts of site specific conservation guidelines and bylaws for the buffer zones of the seven Monument Zones based on the outcomes of Actions B2.1, A1.3, A1.4, A2.3 and A2.4.	DoA <i>with</i> LG, SM, (+)	ST	IA
☆	B2.4 Replace present bylaws of the elected local bodies (Municipalities and Village Development Committee) and site managers (PADT) with site specific conservation guidelines and bylaws for the WH areas and buffer zones of the seven Monument Zones.	LG, SM <i>with</i> DoA	MT <i>LT planning tool</i>	RB

OBJECTIVE B3: To establish specific procedures, norms and guidelines for evaluating the stability of historic buildings.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
B3.1	Establish specific procedures, norms and guidelines for evaluating the stability of historic buildings and develop standards for appropriate retrofitting .	DoA <i>with</i> LG, SM, (+)	MT	IA
B3.2	Review National Building Code for appropriate provisions to accommodate the restoration of historic buildings in respect to seismic stability. !	DoUDBC <i>with</i> DoA, (+)	MT	RB
B3.3	Introduce specific norms for structural stability of historic buildings (separate from those for new construction) into municipal bylaws, allowing for prioritization of restoration. ☆ !	LG <i>with</i> DoA, SM, (+)	MT <i>LT planning tool</i>	RB





ISSUE C. Planning and Policy

OBJECTIVE C1: To have Master Plans for all seven Monument Zones which are coordinated with overall municipal planning and provide linkages to the involvement of affiliated government authorities and line agencies.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
C1.1	Prepare guidelines for the review and preparation of site specific Master Plans for the conservation of the seven Monument Zones and development controls for the Buffer Zones.	DoA <i>with</i> LG, SM, (+)	ST / MT	IA
C1.2	Review existing Master Plans for each of the seven Monument Zones and amend / redraft / prepare final Master Plans for each. ☆	DoA <i>with</i> LG, SM, (+)	ST / MT <i>LT planning tool</i>	IA
C1.3	Integrate Master Plans into Municipal plans in close coordination with all affiliated government authorities and line agencies. ☆	LG <i>with</i> DoA, SM, (+)	MT <i>LT planning tool</i>	RB





OBJECTIVE C2: To develop a clear strategy for the conservation of privately owned historic buildings. This would include clearly defined controls and incentives.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
C2.1	Develop Strategic Plan for the conservation of privately owned historic buildings in respect to realistic controls, incentives and community participation.	DoA <i>with</i> LG, SM, (+), Community	ST	IA
C2.2	Make provisions for free technical assistance to owners of historic buildings facilitated by the Site Managers in cooperation with professional bodies. ☆	SM <i>with</i> LG, DoA, (+)	ST LT provision	check

 C2.3	Establishment of wood carving and restoration workshops by Municipalities to provide free restoration work for wooden elements of historic buildings facilitated by the Site Managers.	LG <i>with</i> SM, DoA, (+)	MT / LT LT provision	check
 C2.4	Make provisions for subsidies for traditional construction materials for restoration (and not reconstruction) of historic buildings by Municipalities facilitated by the Site Managers (criteria for subsidies used in existing provisions to be reviewed).	LG <i>with</i> SM, DoA	ST / MT LT provision	GF / MF
 C2.5	Prepare and implement provisions and criteria for reduction of government taxes in respect to ownership, maintenance, restoration and usage of historic buildings.	LG, DoA <i>with</i> SM	ST / MT LT provision	RB
C2.6	Publicize and award prizes for best practice of restoration of buildings within the Monument Zone in various categories .	DoA <i>with</i> LG, SM, (+)	ST / MT LT provision	LF
 C2.7	Simplify all official procedures linked to historic buildings such as restoration permits, payment of taxes, obtaining subsidies and assistance.	LG, SM <i>with</i> DoA	ST / MT LT provision	RB
C2.8	Establish a fund to allow for provisions to expropriate historic buildings in case the owner is not willing to conserve.	DOA, LG	ST LT provision	GF




OBJECTIVE C3: To prepare conservation plans for historic buildings and rectification plans for inappropriate buildings within the WH area.

(The conservation and rectification plans should take into account provisions for retrofitting and other forms of risk management)



	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
 C3.1	Prepare conservation plans for all historic buildings within the WH area in close cooperation with the Owners.	SM <i>with</i> DoA, LG, (+)	ST/MT <i>LT planning tool</i>	IA
 C3.2	Prepare medium term and long term rectification plans for all inappropriate buildings within the WH area in close cooperation with the Owners, including prioritization .	SM <i>with</i> DoA, LG, (+)	MT/LT <i>LT planning tool</i>	IA
 C3.3	Prepare medium term and long term rectification plans for all inappropriate buildings within the Buffer Zone which affect the OUV of the Monument Zone in close cooperation with the Owners, including prioritization .	SM <i>with</i> DoA, LG, (+)	MT/LT <i>LT planning tool</i>	IA
 C3.4	Prepare documentation drawings of facades along streets and public spaces within the Monument Zones, access roads and those within the buffer zones that may affect the heritage value of the Monument Zones.	SM <i>with</i> DoA, LG, (+)	ST/MT <i>LT planning tool</i>	RB

ISSUE D. Site Management


OBJECTIVE D1: To identify and establish Site Managers specific to each *Monument Zone*. The Site Managers will be the most local level appropriate for the task and in the case of municipalities, an appropriate department / section / unit will be specified.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
	D1.1 Identify and establish Site Managers for each of the Monument Zones.	DoA, LG	ST	RB
	D1.2 Identify existing capacity of Site Managers and facilities available to them for each of the Monument Zones.	SM <i>with</i> DoA, LG, (+)	ST	RB
	D1.3 Formulate operational manual for Site Managers of each of the Monument Zones.	SM <i>with</i> DoA, LG, (+)	ST <i>LT planning tool</i>	IA


OBJECTIVE D2: To train and build capacity of the Site Managers for them to be in a position to fulfil their tasks.




	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
	D2.1 Develop strategy for train and build capacity of the Site Managers of each of the Monument Zones based on outcome of D1.2 and D1.3.	DoA, LG	ST	IA
	D2.2 Carry out training and build capacity of the Site Managers of each of the Monument Zones based on outcome of D2.1.	DoA, LG	ST	IA

OBJECTIVE D3: To give the site managers the lead role in managing the WH areas in close collaboration with the site offices of the Department of Archaeology. The site managers will coordinate with all relevant “actors” within the WH area.





	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
	D3.1 Establish site office of DoA for Kathmandu Metropolitan City.	DoA	ST / MT	GF
	D3.2 Formulate operational manuals for the collaboration between Site Offices of DoA and the Site Managers.	DoA, LG	ST / MT	IA

OBJECTIVE D4: To simplify official procedures and processes and make them more effective in respect to heritage conservation.



	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
	D4.1 Document and analyse all relevant official procedures and processes affecting the heritage conservation in respect to monuments.	DoA, LG	ST	IA

	D4.2 Simplify relevant official procedures and processes affecting the heritage conservation in respect to monuments and implement.	DoA, LG	ST <i>LT planning tool</i>	IA
	D4.3 Document and analyse all relevant official procedures and processes affecting the conservation of historic buildings.	DoA, LG	ST	IA
	D4.4 Simplify relevant official procedures and processes affecting the heritage conservation in respect to monuments and implement.	DoA, LG	ST <i>LT planning tool</i>	IA

OBJECTIVE D5: To carry out weekly monitoring of each *Monument Zone* and set up a regular reporting system involving all relevant authorities. Regular review meetings are to be held.


	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
	D5.1 Prepare weekly monitoring forms for Site Managers for each of the Monument Zones which contain present status of all buildings within boundaries and buffer zones.	SM <i>with</i> DoA, LG, (+)	ST <i>LT planning tool</i>	IA
	D5.2 Implement weekly monitoring by Site Managers for each of the Monument Zones within boundaries and buffer zones.	SM <i>with</i> DoA, LG, (+)	ST <i>LT planning tool</i>	RB
	D5.3 Establish reporting system within institutional framework with clearly defined schedule and format for information transmission as per level of authority for decision-making.	DoA <i>with</i> LG, SM (+)	ST <i>LT planning tool</i>	IA
	D5.4 Establish regular schedule for review meetings at various levels; SM, ELG/DoA site office, DoA, State Party (together with all relevant authorities).	DoA <i>with</i> LG, SM (+)	ST <i>LT planning tool</i>	IA

OBJECTIVE D6: To establish an emergency reporting system and an authority to deal with crisis situations.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
	D6.1 Prepare a Risk Management Plan for the WH area.	DoA	ST/LT <i>LT planning tool</i>	IA
	D6.2 Establish Crisis Management Committee with authority to make short term decisions in respect to both illegal activities as well as in case of disasters.	DoA	ST <i>LT planning tool</i>	RB
	D6.3 Establish Crisis Management Secretariat to coordinate between the Crisis Management Committee and the Site Managers.	DoA	MT <i>LT planning tool</i>	IA

ISSUE E. Community and Awareness

OBJECTIVE E1: To establish *Community Conservation Groups* within WH areas to participate as stakeholders.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
E1.1	Prepare guidelines for the establishment of Community Conservation Groups defining their legal status, criteria for selection of participants, internal organization, responsibilities and limitations.	DoA <i>with</i> SM, LG, (+)	ST	IA
 E1.2	Establish Community Conservation Groups within the Monument Zones and Buffer Zones for close community participation in the conservation process and coordination between house owners of historic buildings and Site Managers.	SM <i>with</i> LG, DoA, (+) Community	MT /LT <i>LT planning</i> <i>tool</i>	RB

OBJECTIVE E2 : To create awareness amongst the community, the general public and students on the value of the World Heritage property.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
E2.1	Initiate community awareness programmes.	SM <i>with</i> DoA, LG, (+)	ST <i>Ongoing LT</i>	RB
E2.2	Initiate public awareness programmes through media, with support of the private sector.	DoA <i>with</i> Media, PS (+)	ST <i>Ongoing LT</i>	RB / PF
E2.3	Develop heritage conservation programmes for primary, secondary and high school to be integrated into regular curriculum	DoA <i>with</i> MoE, (+)	MT <i>Ongoing LT</i>	IA

OBJECTIVE E3 : To develop strategies for the sustainable economy of the community within the WH areas without impacting the heritage value.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
E3.1	Develop strategies for sustainable economy of the community within WH areas, however making sure that these do not negatively impact the heritage value.	SM <i>with</i> LG, DoA, (+) Community	MT /LT <i>LT planning</i> <i>tool</i>	RB / PF
E3.2	Identify traditional economic activities within the WH areas and develop strategies to support and conserve these activities as an integral part of the cultural heritage.	SM <i>with</i> LG, DoA, (+) Community	MT /LT <i>LT planning</i> <i>tool</i>	RB / PF

OBJECTIVE E4 : To distribute restoration and maintenance manuals to owners of historic buildings.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
E4.1	Prepare restoration and maintenance manuals “Home Owner’s Manual” on practical issues and implementation procedures – to be distributed to the owners of historic buildings.	DoA <i>with</i> SM, LG, (+)	ST	IA
E4.2	Prepare restoration and maintenance pamphlets “Home Owner’s Pamphlet” for owners of historic buildings to generate awareness and advertise “Home Owner’s Manual” – to be distributed within the WH area.	DoA <i>with</i> SM, LG, (+)	ST	IA
E4.3	Prepare “Home Owner’s Risk Management and Retrofitting Guide” on seismic strengthening of historic buildings.	DoA <i>with</i> SM, LG, (+)	ST	IA

ISSUE F. Visitors

OBJECTIVE F1: To develop a sustainable strategy for marketing the WH areas for visitors, and providing them with quality facilities, and site interpretations.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
F1.1 ★	Set guidelines for basic visitor facilities such as toilets, information centres, facilities for refreshment and removal of litter, without effecting the heritage value of the site.	DoA <i>with</i> SM NTB, PS, (+)	ST <i>LT planning tool</i>	RB / PF
F1.2 ★	Plan to be prepared to develop and upgrade Museums and made them visitor friendly, with links to educational activities for each Monument Zone.	DoA <i>with</i> LG, SM (+)	ST <i>LT planning tool</i>	IA
F1.3 ★	Prepare and implement guidelines for site interpretation, to ascertain accuracy, quality and appropriate design, with use of modern information communication technologies.	DoA <i>with</i> SM NTB, PS, (+)	ST <i>LT planning tool</i>	IA
F1.4	Develop marketing strategy together with Nepal Tourism Board and private sector stakeholders including detailed visitor information on websites.	DoA <i>with</i> SM NTB, PS, (+)	ST <i>LT planning tool</i>	RB / PF
F1.5 ★	Prepare promotional materials for visitors on each of the sites.	DoA <i>with</i> SM NTB, PS, (+)	ST <i>LT planning tool</i>	IA

OBJECTIVE F2: To develop strategies to maximize the profitability for the local community.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
F2.1	Develop strategies to maximize the profitability of tourism for the local community, such as promoting local handicrafts and providing bed and breakfast accommodations in historic buildings.	SM <i>with</i> NTB, PS, (+) Community	MT / LT <i>LT planning tool</i>	RB / PF

ISSUE G. Information and Research

OBJECTIVE G1: To establish a documentation centre where information on the WH property and related topics are collected and stored in an easily accessible format.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
G1.1	Prepare a database on the Monument Zones and topics related to the cultural heritage of the Kathmandu Valley.	DoA <i>with</i> SM, LG, (+)	MT <i>LT planning tool</i>	IA
G1.2	Establish a documentation centre where information on the WH property and related topics are collected and stored in an easily accessible format.	DoA <i>with</i> SM, LG, (+)	MT <i>LT planning tool</i>	IA
G1.3	Create linkages between the Database, the Documentation Centre, the tourist information centres and all authorities / organization / individuals who are involved in management, conservation and research within the WH areas.	DoA <i>with</i> SM, LG, (+) and all stakeholders	MT <i>LT planning tool</i>	IA

OBJECTIVE G2: To coordinate research on the WH property and related topics in close collaboration with national and international educational institutions.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
G2.1	Create a network of national and international educational and research institutions that have worked or are interested in working in heritage conservation, especially within the WH areas.	DoA <i>with</i> ERI, (+)	MT <i>LT planning tool</i>	RB
G2.2	Prepare framework for educational and research institutions to work on essential aspects of information collection, documentation and analysis of the WH areas.	DoA <i>with</i> ERI, (+)	MT <i>LT planning tool</i>	RB

ISSUE H. Sustainability

OBJECTIVE H1: To develop sustainable funding mechanisms.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
H1.1	Prepare sustainable funding strategy for implementation of components of the integrated management through International Assistance through UNESCO and other international partners.	DoA	ST	RB
H1.2	Prepare sustainable strategy for implementation of technical and specialized components of the integrated management in corporation with international partners.	DoA	ST	RB
H1.3	Arrange for financial institutions to prioritize heritage conservation and provide soft loans for private restoration projects of historic buildings.	DoA	MT	RB
H1.4 ☆	Prepare sustainable funding strategy and project proposals for private sector investment for specific projects within the Monument Zones.	SM	MT	RB
H1.5 ☆	Prepare sustainable funding strategy and project proposals for community participation and contributions for specific projects within the Monument Zones.	SM	MT	RB

OBJECTIVE H2: To ensure the implementation and regular review of the integrated management.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
H2.1 ☆	Prepare detailed one-year action plans to implement tasks within the framework of this integrated management, both at integrated level as well as at Site Management level and hold annual review meetings to check progress.	DoA, SM	ST <i>Annual review and update</i>	RB
H2.2	Review and amend integrated management every five years.	DoA, SM	LT <i>(every 5-year)</i>	RB

PART 4: IMPLEMENTATION PROCESS

4.1 MONITORING and ASSESSMENT

The implementation of the Integrated Management Plan needs to be monitored and assessed regularly. All actions must follow the primary objective, principles and overarching strategies as defined in the Integrated Management Framework. A five year assessment schedule has been recommended.

Coordinative Working Committee

The Coordinative Working Committee (CWC) is the key institution for the integrated management of the Kathmandu Valley World Heritage Site. The CWC is chaired by the Head of the World Heritage Unit at the Department of Archaeology with members representing each of the Monument Zones.

The CWC shall meet at regular intervals not exceeding 2 months and may call emergency meetings when found necessary. When found necessary, the CWC may invite representatives from related government authorities, line agencies and experts to their regular or emergency meetings.

CWC Secretariat

The Coordinative Working Committee Secretariat will be the focal point for the integrated management of the Kathmandu Valley World Heritage Site. The CWC Secretariat will look after the administration of the CWC and call regular and emergency meetings.

The World Heritage Unit of the Department of Archaeology is responsible for running the CWC Secretariat within their premises. The CWC Secretariat will have a designated office, which will also serve as a documentation centre for the KVVHS.

Site Managers

The Site Managers will be the most local level appropriate for the task and in the case of municipalities, an appropriate department / section / unit will be specified. The Site Managers for all 7 Monument Zones have been identified. Swayambhu, Bauddhanath, Pashupati and Changu Narayan have Site Managers that are comprised of 2 authorities that have the jointly to manage the Monument Zones.

Site Monitoring and Reporting

Monthly reporting will be done to the Coordinative Working Committee. Information will be presented as notification or for necessary decisions based on the weekly Site Monitoring carried out by the Site Managers.

Emergency reporting will be done directly to the Coordinative Working Committee Secretariat at the Department of Archaeology.

Annual Progress Reports shall be prepared in conjunction with the implementation of the Annual Action Plans. The progress report will explain whether targets have been achieved based on the predetermined indicators.

Periodic Assessment

Periodic Assessment shall be carried out by the Coordinative Working Committee on the progress of implementing the Integrated Management Plan and the state of conservation of the Monument Zones.

Monthly Assessment of ongoing activities will be done at the regular Coordinative Working Committee meetings. This will be based on the reports of Site Managers of the individual Monument Zones. The monthly assessment will also include a progress report on implementation of the Annual Action Plan.

Annual Assessment of implementation of the Action Plan will be done in conjunction to preparation of the next annual Action Plan. The overall Plan of Action will also be reviewed and revised as found necessary.

Five-Year Assessment of the components of the Integrated Management Plan will be carried out. The Integrated Management Framework and Management Handbooks for the Monument Zones, including institutional, legal and financial frameworks will be reviewed and if necessary amended.

4.2 ANNUAL ACTION PLAN

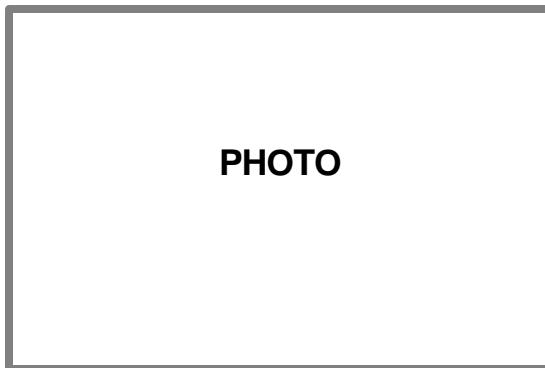
The Annual Action Plan is prepared to correspond the Nepali Fiscal Year, which begins mid-July. The Annual Action Plan formulates all the activities that have been planned out for the Monument Zone during the respective 12 month period in detail.

Preparation:

The preparation of the Annual Action Plan must begin 3 months before the beginning of the following fiscal year; the planning would begin mid-April after the Nepali New Year.

The Annual Action Plan will be prepared by the Site Managers in close collaboration with the Department of Archaeology. The Annual Action Plan will be discussed with the Coordinative Working Committee that represents the stakeholders of the various parts of a single World Heritage property.

During these three months, the progress of the previous Annual Action Plan must be assessed, the Plan of Action reviewed and the next Annual Action Plan prepared.



The Actions:

Each of the Actions must be clearly defined in respect to:

- the reason for prioritization;
- the implementation process;
- the projected outcome;
- the financial resources;
- the timeframe;
- the implementing agency;

The Annual Action Plan must take into account the primary objective of the Integrated Management Plan; to protect the outstanding universal value of the World Heritage property as well as the locally recognized heritage values, while considering the standard of living, safety and economic viability of the community living within the World Heritage property.

Content:

The individual actions that are prioritized for the following Annual Action Plan would be based on the revised Plan of Action, which provides a holistic view of all the required actions to achieve the key objectives of the Integrated Management Plan.

The **prioritized actions** must then be detailed out to determine their financing and implementing agency. The actions for which financing is available, are then included in the Annual Action Plan. All projects that are planned within the Monument Zones must be included in the Annual Action Plan, whether they are funded by the Department of Archaeology, the Municipality or other funding sources.

The Annual Action Plan may also include actions that have been placed under high priority, as **critical actions**, for which financing has not yet been arranged. For these actions, a strategy must be prepared for fund raising through potential partners.

The Annual Action Plan must also provide for **emergency actions**, which would only be determined during the course of the year.

The Planning Tool:

The Annual Action Plan must be seen as a planning tool and not merely as an annual financial proposal. The progress assessment of the ongoing Annual Action Plan and the preparation of the next Annual Action Plan must be carried out keeping in mind the overall long term planning of the individual Monument Zones and the Kathmandu Valley World Heritage Site as a whole.