

KATHMANDU VALLEY WORLD HERITAGE SITE  
INTEGRATED MANAGEMENT PLAN

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**PLAN OF ACTION**

FOR

**PASHUPATI  
MONUMENT ZONE**

**DRAFT**

APRIL 2007

*Prepared by:*



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Government of Nepal  
Ministry of Culture, Tourism and Civil Aviation  
**Department of Archaeology**  
Pashupati Area Development Trust  
Kathmandu Metropolitan City



*in close collaboration with the  
World Heritage Centre and  
UNESCO-Kathmandu Office*

## FOREWORD

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**PHOTO**

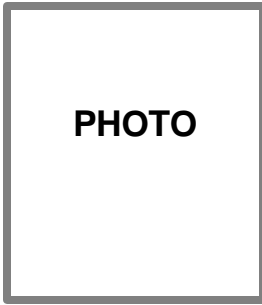
Mr. Kosh Prasad Acharya  
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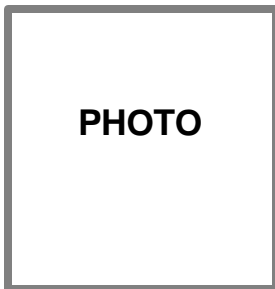
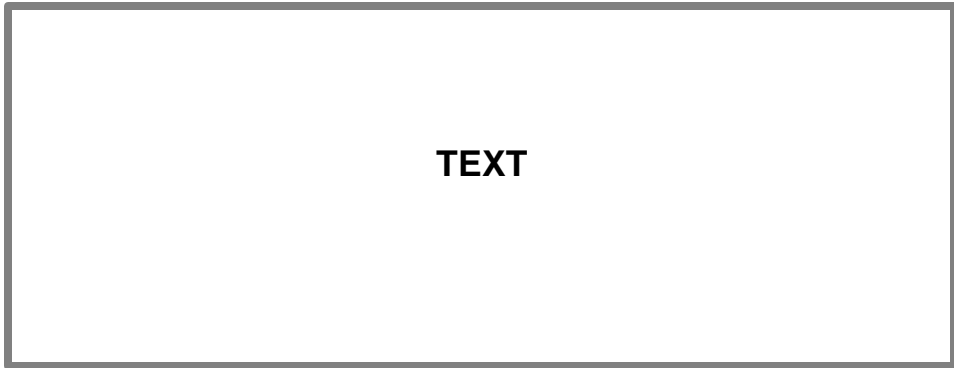
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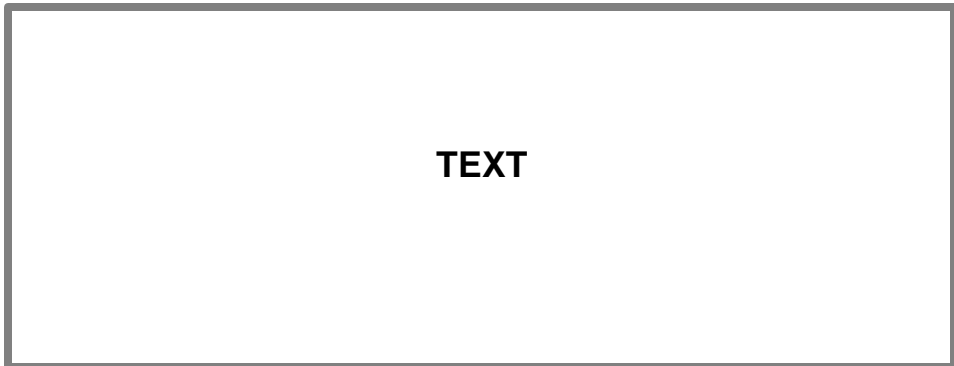
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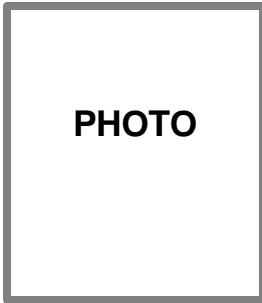


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Executive Officer  
Kathmandu Metropolitan City

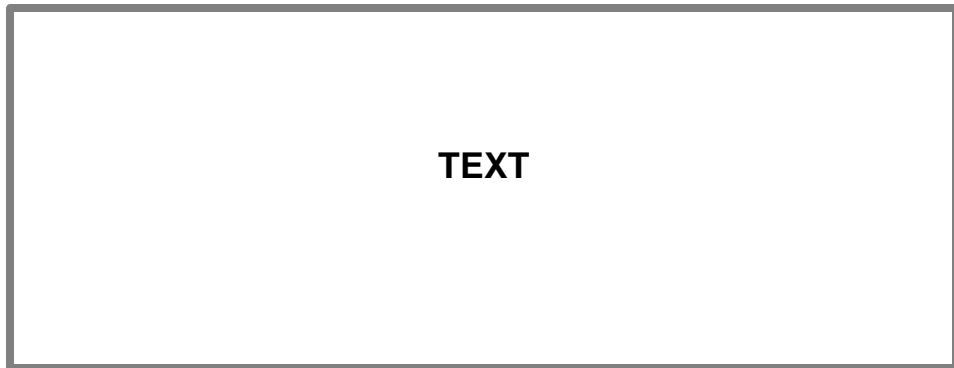


Mr. ....  
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International Technical Advisor  
ICOMOS**



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# 1. INTRODUCTION

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**The Plan of Action for Pashupati Monument Zone 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 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, while 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.

The Management Handbooks have been compiled for Site Managers for each Monument Zone. The Management Handbooks define the Monument Zones and their institutional, legal and financial frameworks and are to be used for the daily management of the site, as well as for the annual review and revision of the Plan of Action. The Management Handbook itself must be reviewed and if necessary, amended at least every five years.

## **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.

<p><b>Plan of Action for Monument Zones</b> <b>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.</b> <b>The Plan of Action must be reviewed and updated annually in conjunction to the preparation of the Annual Action Plan.</b></p>
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## 2. KEY ISSUES ANALYSIS and OBJECTIVES

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**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.**

**The Key Issues for the Pashupati Monument Zone have been listed under the following headings; identification, Legal Provisions, planning and policy, site management, community and awareness, visitors, information and research and sustainability of management. The Key Issues are the basis for the formulation of specific Management Objectives.**

### **A. Identification**

**Issue 1:** There is no detailed understanding and identification of the elements and attributes that allows Pashupati Monument Zone to contribute to the outstanding universal value of the KVVHS. These might be monuments, historic buildings, urban fabric and public spaces, as well as the associated living cultural heritage and belief systems.

**Issue 2:** The boundaries of the Monument Zone and the Buffer Zone have been identified and officially approved by the World Heritage Committee. These boundaries need to be understood in terms of administrative zones of a World Heritage Site and be integrated into the management and legislative framework of the Municipality and PADT.

**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 Monument Zone in respect to elements and attributes that contribute to the 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 classified monuments for all WH areas and buffer zones and utilize the inventories as a planning tool in conjunction to the bylaws.

### **B. Legal Provisions**

**Issue 4:** Overlapping of authority and responsibilities within the WH area can be found due to contradictions within the existing Legal Provisions. The contradiction arising between the Ancient Monument Preservation Act 1956 and the Local Self Governance Act 1999 are being addressed by the Integrated Management Plan. However, compatibility to the Pashupati Area Development Trust Act 1987 still needs to be clarified along with the authorities provided by further acts; Town Development Act 1988 which delegates certain powers to the (Kathmandu Valley Town Development Committee) and the Guthi Corporation Act 1977 (Guthi Corporation).

**Issue 5:** A new set of guidelines and building bylaws specific to the Monument Zone have been prepared. These have, however, not been fully tested and implemented in close cooperation with related authorities and line agencies. This new set of Legal Provisions has not been integrated into the routine procedures of the Municipality and PADT.

**Issue 6:** 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 led to the prioritization of seismic stability. Historic load bearing structures are often not considered to have adequate stability and therefore are demolished.

**Issue 7:** 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 Legal Provisions to halt this practice.

## Objectives B: Legal Provisions

**B1:** Clarification of overlapping authority and responsibilities – and possible amendments to the relative Legal Provisions - needs to be made through coordination and cooperation between all authorities and line agencies working within the Monument Zones.

**B2:** To integrate the new site specific conservation guidelines and bylaws into the routine procedures of KMC and PADT.

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

**B4:** To establish and implement the provision for expropriation of historic buildings which are at risk of being demolished.

## C. Planning and Policy

**Issue 8:** Though Master Plans have been prepared over the years, they have neither been made official nor updated. The “*Pashupatinath Conceptual Master Plan*” needs to be reviewed in respect to its contribution towards conservation.

**Issue 9:** Heritage conservation is most often not given priority in planning carried out by PADT nor KMC, 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 10:** 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 11:** 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 12:** Operational strategies, controls and incentives have previously not been aimed towards the conservation of privately owned heritage buildings, leading to demolition and reconstruction of heritage buildings, with design adapted to the bylaws that are officially valid for newly constructed buildings.

**Issue 13:** 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 14:** 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 classified inventory – to be allowed to be adapted appropriately, so that functionality and the quality of living may be improved.

## Objectives C: Planning

**C1:** To have an updated Master Plan for the Monument Zone that is coordinated with overall municipal planning and provides 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 which include clearly defined incentives and subsidies.

**C3:** To prepare and implement a risk management and disaster preparedness plan for the Monument Zone taking into account the conservation of the built heritage.

## D. Site Management

**Issue 15:** The Pashupati Area Development Trust (PADT) is the Site Manager for Pashupati Monument Zone, together with the Heritage Conservation and Tourism Division (HCTD) of Kathmandu Metropolitan City (KMC). The full coordination and cooperation between PADT and HCTD/KMC has not yet been established. Additionally, there is a lack responsibility and understanding between the various municipal departments / divisions / units.

**Issue 16:** There is adequate capacity in PADT to manage the Monument Zone. However, training would be required for PADT to take over full responsibility of dealing with the given task of being Site Manager.

**Issue 17:** The Site Manager still needs to understand the processes established within the Integrated Management Plan and work as member of the Coordinative Working Committee.

**Issue 18:** There is a lack of coordination amongst the various authorities dealing with conservation and those dealing with the development of infrastructure and services. Another essential link which has not been established is with the authorities dealing with the ownership, purchase and sales of property within the WH areas.

**Issue 19:** The official procedures for restoration / construction permissions are still 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 20:** The regular flow of information on all activities taking place at site level is essential for planning and decision-making. Regular weekly monitoring and reporting still has not become a routine, therefore not allowing for sufficient preparations for critical decisions to be made and necessary response to be undertaken.

**Issue 21:** 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.

#### **Objectives D: Site Management**

**D1:** To train and build capacity of the Site Managers for them to be in a position to fulfil their tasks.

**D2:** To develop the cooperation between PADT and HCTD/KMC to allow them to fulfil their roles and responsibilities as Site Managers defined in the Integrated Management Plan.

**D3:** To establish close cooperation between the Site Managers and all relevant “actors” within the WH area.

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

**D5:** To establish an emergency reporting system and an authority to deal with crisis situations.

#### **E. Community and Awareness**

**Issue 22:** Community involvement in conservation and management of WH areas is lacking or not present at all. The community often has a negative impression of conservation and therefore do not cooperate with the ongoing conservation efforts.

**Issue 23:** 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 24:** The contribution which the WH area and its setting can make to the local economy needs to be highlighted and propagated. The understanding of the economic benefit from such a location needs to be exemplified.

**Issue 25:** 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 26:** 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

#### **F. Visitors**

**Issue 27:** 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. This is especially so in respect to festivals such as Shivaratri, when tens of thousands of devotees visit the site in a single day.

**Issue 28:** The establishment of a new museum within heritage buildings would be added attractions for non-religious visitors.

**Issue 29:** 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 30:** The quality of interpretation of the sites needs to be of high standard. Information centers and local guides need to be graded with more updated methods of information communication techniques such as audio visual facilities, appropriate high quality signage and interpretation boards

**Issue 31:** 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 32:** 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 33:** 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 34:** There is no place to store information on the Monument Zone and related topics that is easily accessible, such as a digital database.

**Issue 35:** The complete documentation of historic buildings and street facades of the Monument Zone is not available, which could be prepared in coordination with the colleges providing courses in architecture.

**Issue 36:** There is a need to research into a vast number of issues in respect to conservation, architecture, history, sociology, economics and even management pertaining to the Monument Zones.

### **Objectives G: Information and Research**

**G1:** To coordinate research on the Monument Zone and related topics in close collaboration with national and international educational institutions.

**G2:** To establish a data base where information on the Monument Zone and related topics are collected and stored in an easily accessible

### **H. Sustainability of Management**

**Issue 37:** No strategies have been developed for sustainable funding mechanisms.

**Issue 38:** There is no follow-up on implementation and review of long term planning and management.

### **Objectives H: Sustainability**

**H1:** To develop sustainable funding mechanisms.

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

**PHOTO**

### 3. PLAN OF ACTION

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The Plan of Action is a compilation of all the activities that need to be carried out within the Monument Zone to achieve the objectives of the site specific Management Plan and thereby the Integrated Management Plan. The Plan of Action is based on the Management Objectives identified in Part 2. The actions have been presented in broad terms and require further detailing. For each action, the lead agency, timescale and funding source have been indicated. Specific actions identified in the Plan of Action are selected for the Annual Action Plan based on prioritization and resources.

*Abbreviations and symbols used in the following Plan of Action*

#### **LEAD AGENCY**

DoA – Department of Archaeology  
KMC – Kathmandu Metropolitan City  
PADT – Pashupati Area Development Trust  
SM – Site Managers  
CWC – Coordinative Working Committee  
(+) – Experts and others  
NTB – Nepal Tourism Board  
PS – Private Sector  
ERI – Educational / Research Institutions

#### **TIME SCALE**

ST – Short Term  
MT – Medium Term  
LT – Long Term

#### **FUNDING**

RB – Regular Budget  
MB – Municipal Budget  
GB – Government Budget  
EA – Extra Budgetary  
IA – International Assistance  
PF – Private Sector Funding



**PHOTO**

## ISSUE A. Identification

**OBJECTIVE A1:** To prepare official statements to clearly define the Monument Zone in respect to elements and attributes that contribute to the 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
<b>A1.1</b>	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 .	SM <i>with</i> DoA, KMC	ST <i>Annual review</i> <i>Guidelines for</i> <i>LT use by Site</i> <i>Managers</i>	EB /IA
<b>A1.2</b>	Review and detail out boundaries and buffer zones for the Monument Zones with boundaries indicated on cadastre maps and clarification of requirements for gazetting and positions of marker stones.	SM <i>with</i> DoA, KMC	ST <i>Annual review</i>	EB /IA

**OBJECTIVE A2:** To have gazetted inventories of classified 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
<b>A2.1</b>	Prepare and review classified inventories of monuments within the WH boundaries and buffer zones for each Monument Zone.	DoA <i>with</i> KMC, SM, (+)	ST / MT <i>To be used as</i> <i>LT planning</i> <i>tool</i>	RB
<b>A2.2</b>	Prepare and review non-classified structures within the WH boundaries for each Monument Zone.	DoA <i>with</i> KMC, SM, (+)	ST / MT <i>To be used as</i> <i>LT planning</i> <i>tool</i>	RB

## ISSUE B. Legal Provisions

**OBJECTIVE B1:** Clarification of overlapping authority and responsibilities – and possible amendments to the relative Legal Provisions - needs to be made through coordination and cooperation between all authorities and line agencies working within the Monument Zones.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>B1.1</b>	Clarification of authority and responsibilities between all authorities and line agencies working within the Monument Zones.	SM <i>with</i> DoA, KMC, (+)	ST / MT <i>To be used as</i> <i>LT planning</i> <i>tool</i>	RB
<b>B1.2</b>	Propose amendments to existing Acts regarding overlapping of authority in respect to the AMPA 1956, especially in connection with the Pashupati Area Development Trust Act 1987, the Local Self-Governance Act 1999, the Town Development Act 1988 and the Guthi Sansthan Act 1964.	SM <i>with</i> DoA, KMC, (+)	ST / MT <i>To be used as</i> <i>LT planning</i> <i>tool</i>	RB

**OBJECTIVE B2:** To integrate the new site specific conservation guidelines and bylaws into the routine procedures of the Municipality.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>B2.1</b>	Implement new site specific conservation guidelines and bylaws in the Monument Zone and Buffer Zones in collaboration with associated municipal offices.	SM <i>with</i> DoA, KMC	ST <i>ongoing</i>	RB
<b>B2.2</b>	Awareness and training for related authorities, line agencies and municipal offices on the new site specific conservation guidelines and bylaws.	DoA <i>with</i> SM, KMC	ST <i>ongoing</i>	RB

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

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>B3.1</b>	Establish specific procedures, norms and guidelines for evaluating the stability of historic buildings and develop standards for appropriate retrofitting based on review of the National Building Code.	DoA <i>with</i> SM, KMC, (+)	MT	EB / IA
<b>B3.2</b>	Introduce specific norms for structural stability of historic buildings (separate from those for new construction) into municipal bylaws, allowing for prioritization of restoration.	DoA <i>with</i> SM, KMC, (+)	MT <i>LT planning tool</i>	RB

**OBJECTIVE B4:** To establish and implement the provision for expropriation of historic buildings which are at risk of being demolished.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>B4.1</b>	Establish procedures for the expropriation of historic buildings which are at risk of being demolished within the municipal procedures.	SM <i>with</i> DoA, KMC	MT	RB
<b>B4.2</b>	Establish procedures for the restoration and resale of historic buildings that have been expropriated.	SM <i>with</i> DoA, KMC	MT	RB

## ISSUE C. Planning and Policy

**OBJECTIVE C1:** To have an updated Master Plan for the Monument Zone that is coordinated with overall municipal planning and provides linkages to the involvement of affiliated government authorities and line agencies.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>C1.1</b>	Review existing Master Plans for the conservation of the Monument Zone and amend / redraft / prepare a final Master Plan.	SM <i>with</i> DoA, KMC, (+)	ST / MT <i>LT planning tool</i>	EB / IA
<b>C1.2</b>	Integrate the final Master Plans into Municipal plans with close coordination with all affiliated government authorities and line agencies.	PADT / KMC <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 which include clearly defined incentives and subsidies.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>C2.1</b>	Develop Strategic Plan for the conservation of privately owned historic buildings in respect to realistic controls, incentives, subsidies and community participation .	DoA <i>with</i> KMC, SM, (+), Community	ST	EB /IA
<b>C2.2</b>	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> KMC, DoA, (+)	ST LT provision	GF / MF
<b>C2.3</b>	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 .	SM <i>with</i> KMC, DoA, (+)	MT /LT LT provision	GF / MF
<b>C2.4</b>	Make provisions for subsidies on 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).	SM <i>with</i> KMC, DoA, (+)	ST /MT LT provision	GF / MF
<b>C2.5</b>	Prepare and implement provisions and criteria for reduction of government taxes in respect to ownership, maintenance, restoration and usage of historic buildings.	DoA, KMC <i>with</i> SM	ST /MT LT provision	RB
<b>C2.6</b>	Publicize and award prizes for best practice for restoration of buildings within the Monument Zone in various categories .	DoA <i>with</i> KMC, SM, (+)	ST /MT ongoing	MF / PF
<b>C2.7</b>	Simplify all official procedures linked to historic buildings such as restoration permits, payment of taxes, obtaining subsidies and assistance.	DoA, KMC <i>with</i> SM	ST /MT LT provision	RB

**OBJECTIVE C3:** To prepare and implement a risk management and disaster preparedness plan for the Monument Zone, taking into account the conservation of the built heritage.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>C3.1</b>	Prepare conservation plans for all historic buildings within the Monument Zone in close cooperation with the Owners.	SM <i>with</i> DoA, KMC, (+)	ST/MT <i>LT planning tool</i>	EB /IA
<b>C3.2</b>	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, ELB, (+)	MT/LT <i>LT planning tool</i>	EB /IA
<b>C3.3</b>	Prepare documentation drawings of facades along streets and public spaces, access roads and those within the buffer zones that may affect the heritage value of the Monument Zones .	SM <i>with</i> DoA, ELB, (+)	ST/MT <i>LT planning tool</i>	RB

## ISSUE D. Site Management

**OBJECTIVE D1:** 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
<b>D1.1</b>	Identify existing capacity of Site Managers and facilities available to them and assess required capacity to fulfil role of the Site Manager	SM <i>with</i> DoA, KMC, (+)	ST	RB
<b>D1.2</b>	Develop strategy to train and build capacity of the Site Managers based on outcome of D1.1.	DoA, KMC <i>With</i> (+)	ST	EB /IA
<b>D1.3</b>	Carry out training and build capacity of the Site Managers based on outcome of D 1.2.	DoA, KMC <i>With</i> (+)	MT	EB /IA

**OBJECTIVE D2:** To get the Municipality to give the PASHUPATI AREA DEVELOPMENT TRUST the lead role in managing the WH areas for them to fulfil their roles and responsibilities of Site Managers, as defined in the Integrated Management Plan.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>D2.1</b>	All activities within the Monument Zone must be reported to the Site Manager including activities undertaken by the Municipality and DoA.	SM <i>with</i> DoA, KMC, (+)	ST <i>ongoing</i>	RB
<b>D2.2</b>	Implement weekly monitoring by Site Managers for each of the Monument Zones based on predetermined formats.	SM	ST <i>LT planning tool</i>	RB
<b>D2.3</b>	Report to the Coordinative Working Committee on a monthly basis.	SM <i>with</i> CWC, (+)	ST <i>LT planning tool</i>	RB

**OBJECTIVE D3:** To establish close cooperation between the Site Managers and all relevant “actors” within the WH area.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>D3.1</b>	Establish Site Monitoring Committee together with all authorities working within the Monument Zone to allow for regular meetings.	SM <i>with</i> DoA, KMC, (+)	ST / MT	GF / MF
<b>D3.2</b>	Awareness and training for related authorities, line agencies and municipal offices on the new site specific conservation guidelines and bylaws.	DoA <i>with</i> SM, KMC	ST <i>ongoing</i>	EB /IA

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

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>D4.1</b>	Analyse all relevant official procedures and processes affecting the conservation of historic buildings.	SM / DoA	ST	RB
<b>D4.2</b>	Simplify relevant official procedures and processes affecting the conservation of historic buildings.	SM / DoA	ST <i>ongoing</i>	RB

**OBJECTIVE D5:** To establish an emergency reporting system and an authority to deal with crisis situations.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>D5.1</b>	Prepare a Risk Management Plan for the WH area.	DoA	ST/LT <i>LT planning tool</i>	EB /IA
<b>D5.2</b>	Establish procedures for crisis management within the CWC Secretariat in respect to both illegal activities as well as in case of disasters.	DoA	ST <i>LT planning tool</i>	RB

## ISSUE E. Community and Awareness

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

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>E1.1</b>	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 SM, KMC, (+)</i>	MT	IA
<b>E1.2</b>	Establish Community Conservation Groups within the Monument Zones and Buffer Zones to allow close community participation in the conservation process and coordinate between house owners of historic buildings and Site Managers.	SM <i>with KMC, DoA, (+) Community</i>	MT / LT <i>LT planning 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
<b>E2.1</b>	Initiate community awareness programmes.	SM <i>with DoA, ELB, (+)</i>	ST <i>Ongoing LT</i>	EB /IA
<b>E2.2</b>	Initiate public awareness programmes through media, with support of the private sector.	DoA <i>with Media, PS (+)</i>	ST <i>Ongoing LT</i>	RB / PF
<b>E2.3</b>	Integrate development of heritage conservation programmes for primary, secondary and high school into regular curriculum	DoA <i>with MoE, (+)</i>	MT <i>Ongoing LT</i>	EB /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
<b>E3.1</b>	Develop strategies for sustainable economy of the community within WH areas, while making sure that these do not negatively impact the heritage value.	SM <i>With KMC, DoA, (+) Community</i>	MT / LT <i>LT planning tool</i>	RB / PF
<b>E3.2</b>	Identify traditional economic activities within the WH areas and develop strategies to support and conserve these activities as integral part of the cultural heritage.	SM <i>With KMC, DoA, (+) Community</i>	MT / LT <i>LT planning tool</i>	RB / PF

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

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>E4.1</b>	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, KMC, (+)	ST	EB /IA
<b>E4.2</b>	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, KMC, (+)	ST	EB /IA
<b>E4.3</b>	Prepare “Home Owner’s Risk Management and Retrofitting Guide” on seismic strengthening of historic buildings.	DoA <i>with</i> SM, KMC, (+)	MT	EB /IA

## ISSUE F. Visitors

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

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>F1.1</b>	Set guidelines for basic visitor facilities such as toilets, information centres, facilities for refreshment and removal of litter, without affecting the heritage value of the site .	DoA <i>with</i> SM, NTB, PS, (+)	ST <i>LT planning tool</i>	RB / PF
<b>F1.2</b>	Plan to develop and upgrade Museums and make them visitor friendly, with links to educational activities for each Monument Zone.	DoA <i>with</i> ELB, SM (+)	ST <i>LT planning tool</i>	EB /IA
<b>F1.3</b>	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>	EB /IA
<b>F1.4</b>	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
<b>F1.5</b>	Prepare promotional materials for visitors on each of the sites.	DoA <i>with</i> SM NTB, PS, (+)	ST <i>LT planning tool</i>	EB /IA

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

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>F2.1</b>	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 coordinate research on the Monument Zone and related topics in close collaboration with national and international educational institutions.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>G1.1</b>	Prepare framework for educational and research institutions to work on essential aspects of information collection, documentation and analysis of the Monument Zone.	SM / DoA <i>with</i> ERI, (+)	MT <i>LT planning tool</i>	RB

**OBJECTIVE G2:** To establish a database where information on the Monument Zone and related topics are collected and stored in an easily accessible format.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>G1.1</b>	Prepare a database on the Monument Zone and topics related to the cultural heritage of Pashupati.	SM <i>with</i> DoA, KMC, (+)	MT <i>LT planning tool</i>	IA
<b>G1.3</b>	Create linkages between the Database, the Documentation Centre, the tourist information centres and all involved in management, conservation and research within the Monument Zone.	DoA <i>with</i> SM, KMC, (+)stakeholders	MT <i>LT planning tool</i>	IA

## ISSUE H. Sustainability

**OBJECTIVE H1:** To develop sustainable funding mechanisms.

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>H1.3</b>	Arrange for financial institutions to prioritize heritage conservation and provide soft loans for private restoration projects of historic buildings.	DoA <i>with</i> SM, KMC, (+)	MT	RB
<b>H1.4</b>	Prepare sustainable funding strategy and project proposals for private sector investment for specific projects within the Monument Zones.	SM <i>with</i> DoA, KMC, (+)	MT	RB / PF
<b>H1.5</b>	Prepare sustainable funding strategy and project proposals for community participation and contributions for specific projects within the Monument Zones.	SM <i>with</i> DoA, KMC, (+)	MT	RB / PF

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

	ACTIONS	LEAD AGENCY	TIMESCALE	FUNDING
<b>H2.1</b>	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
<b>H2.2</b>	Review and amend integrated management every five years.	DoA, SM	LT <i>(every 5-year)</i>	RB

## 4. ANNUAL ACTION PLAN

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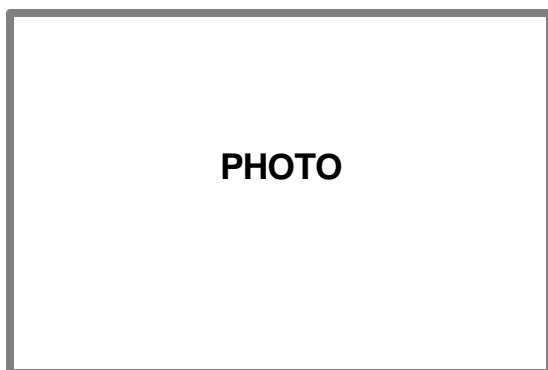
**The Annual Action Plan is prepared to correspond the Nepali Fiscal Year, which begins mid-July. The Annual Action Plan formulates all the activities that have been planned out for the Monument Zone during the respective 12 month period in detail.**

### **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 protect 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.