

تخت بھائی
Takht Bhai

N45

SECTION 8

Strategy

SECTION 8 STRATEGY

8.1 Introduction

This section of the Master Plan takes into consideration all the issues discussed in the previous section and presents a series of integrated action plans developed from expert input studies, and provides a strategy to remove the obstacles in order to develop an action oriented Master Plan for the conservation of this World Heritage Site. These actions constitute the key processes of cultural resource management at Takht-i-Bahi and Seri Bahlol. The aim is to achieve the vision set out for the future of this site in short term, medium term and long term basis.

8.1.1 Short Term Vision

In the short term, for the first year, the following needs to be set in place:

- i) Identify those components in need of emergency action and to design and implement such measures.
- ii) Take up the necessary steps to arrest the further degradation of the site.
- iii) Put in place Standard Operating Procedures for basic tasks, carried out as part of management and conservation of the site.
- iv) Put in place maintenance and monitoring systems as the basis of sound conservation management.
- v) Address those environmental issues which can be handled using existing mechanism.
- vi) Develop a mechanism for ensuring well looked after and clean premises.
- vii) Establish a standard design for information display and signage and provide maps, brochures and other sources of information for visitors.

8.1.2 Medium Term Vision

The medium term actions (within three years) should focus on:

- i) Involve a wide range of stakeholders in decision making and make sure, that this is done in the context of national and international standards of best practice.
- ii) Put in place a mechanism for Community and Youth Outreach on a regular basis and to propose schemes for local community to benefit from the world heritage site.
- iii) Create a framework for continuing research to form the basis of presentation of authentic information.
- iv) Set in place a system to increase tourism particularly the foreign tourists.

- v) Set in place the Standard Operating Procedures for future excavations on both sites, on scientific lines.
- vi) Develop a system to control urbanization around both components.

8.1.3 Long Term Vision

The long term actions envisaged are as follows (for five years):

- i) Develop a holistic, efficient and practicable management strategy for both components of the site.
- ii) Develop a system to achieve the highest standards of conservation of all elements of this site, preserving the cultural significance and authenticity of the site.
- iii) Upgrade the environment in and around the World Heritage Site based on a series of protective zones.
- iv) Develop a system of relocating the inhabitants of Seri Bahlol.
- v) Propose a system by which both sites, which are at a distance of five kilometers from one another, could be linked to one another in some way.
- vi) Explore the possibility of providing an alternate access to Takht-i-Bahi from the other side of the mountains.

The following simplified model has been developed to demonstrate the process of Cultural Resources Management adapted from “Best Practices in Cultural Heritage Management” and is proposed for this site:

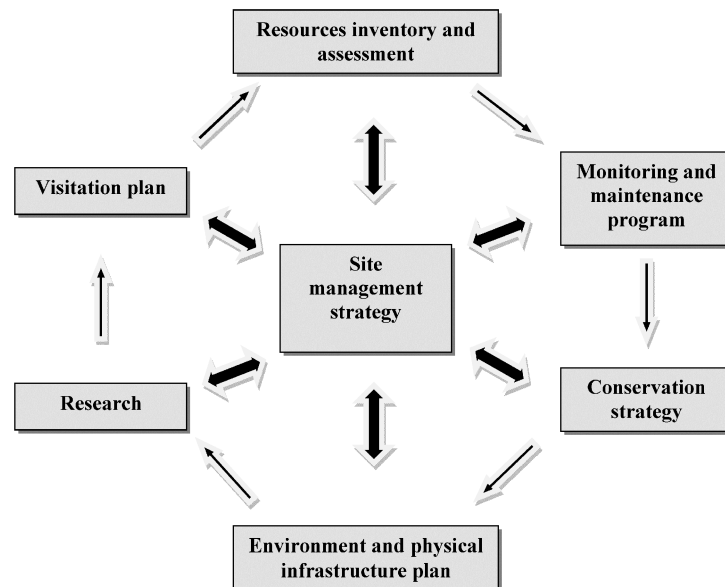


Figure 8.1: Model of Cultural Resource Management

As the model implies, heritage conservation and management follow a sequence of key processes commencing with identification and assessment of heritage resources leading to maintenance, monitoring, conservation, infrastructure development, research and presentation of the site to the public. There is a continuous feedback loop between each of the key processes and the strategic management process.

8.1.4 Correlation Between Issues and Objectives

This section reviews the issues presented in section 7 of the Master Plan, defines the overall approach/strategy taken, reformulates the issues into objectives to be met and proposes actions. In addition, specific operational tools which might assist in implementation of the proposed actions are also recommended briefly. Each action plan is summarized below in Table 8.1

Site Management Issues

No.	Issues		Objectives
1	Lack of trained and experienced man power	SMS1	Core Competency Training Program
2	Need for an informed management team	SMS2	Series of workshops and visits to national and international sites
3	Need for a structured management system	SMS3	Proposed Management Structure for Custodianship and Oversight
4	Lack of training of staff	SMS4	Training Institute in Peshawar.
5	Job scope not well defined	SMS5	Standard Operating Procedures
6	International and regional support network lacking	SMS6	Recommendations for Linkages and Networking

Monitoring and Maintenance Issues

7	Lack of regular and systematic monitoring of the site	MM1	Monitoring system
8	Substandard maintenance	MM2	Maintenance system
9	Both components of the site i.e. Takh-i-Bahi and Seri Bahlol are different in nature	MM3	Comprehensive monitoring system for both sites separately
10	Conservation carried out by the department or under their supervision	MM4	Monitoring & maintenance system for works carried out by the department or under their supervision
11	Monitoring of ruins	MM5	Proposal for the protection of archaeological remains
12	Removal of wild growth	MM6	Systematic cleaning programme

13	General filth in and around monuments and sewage disposal of Seri Bahlol	MM7	Systematic cleaning programme and redesign of sewerage plan
14	Control of urbanization	MM8	Urban Conservation Planning and Land use study

Conservation Issues

15	No comprehensive approach for conservation works	CS1	Detailed procedure for implementation of conservation works on both sides
16	No set of priorities for carrying out emergency conservation works	CS2	Conservation action priority table
17	Lack of standardized documentation system	CS3	Documentation Centre
18	Absence of a conservation lab	CS4	Recommendation for a state of the art Conservation Laboratory
19	Shortage of skilled artisans/crafts persons	CS5	Crafts training programme
20	Need for storage/display of antiquities/sculptures	CS6	Proposal for an archaeological repository
21	Lack of archaeological research	CS7	Programme for scientific archaeological research
22	In house execution of conservation works	CS8	Develop in house conservation capabilities

Research and Education

23	Lack of research and research strategy	RE1	Development of a research framework
24	Lack of publication to generate historical data	RE2	Takht-i-Bahi publication programme
25	No accessible research material on site	RE3	Proposal for a library
26	Lack of information about the World heritage Site.	RE4	Education & Awareness programme

Site Visitation Issues

27	Lack of visitors management plan	SV1	Proposals for a comprehensive visitors management plan
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28	Unprotected fragile areas and controlled crowds	SV2	Emergency protection plan
29	No idea of appropriate visitation level	SV3	Recommendations for carrying capacity study (Takht-i-Bahi)
30	Lack of interpretation for visitors	SV4	Recommendation for an integrated interpretative policy
31	Lack of facilities for visitors	SV5	Recommendation for improved facilities for tourists
32	No mechanism to monitor the impact of tourism on the World Heritage Site	SV6	System for monitoring the impact of tourism on the monument
33	Need for community outreach and benefits	SV7	Recommendation for involving all stakeholders including the community
34	Rapid urban sprawl around both sites	SV8	Urban conservation planning and land use study by experts
35	Need to recreate link between two sites	SV9	Restoration of historical relationship between Takht-i-Bahi & Seri Bahlol
36	Special events be planned on special occasions	SV10	Guidelines for special events

Environmental and Physical Infrastructure for Takht-i-Bahi

37	Need for an alternate route	EPT1	Specialist study be conducted for developing an alternate route to Takht-i-Bahi ruins
38	Rapid urbanization around the site	EPT2	Cultural Heritage Impact Assessment
39	Impact of pollution	EPT3	Recommendations to offset the effect of pollution.
40	No policy for integrated planning	EPT4	Partnership with all stakeholders to achieve conservation goals.

41	Lack of plantation	EPT5	Comprehensive plan for plantation is required
42	Damage from storm water drainage	EPT6	Need to channelise the storm water drainage
43	Lack of public conveniences	EPT7	Provide public conveniences for tourists
44	Litter and garbage on site	EPT8	Management of garbage and solid waste
45	Monuments not properly illuminated	EPT9	Light levels to be improved on the site
46	Popular evening hours wasted	EPT10	Recommendations for opening of world heritage site during evenings/nights
47	Poor security arrangements	EPT11	Recommendations for improved security

Environmental and Physical Infrastructure for Seri Bahlol

48	No system to assess the impact of development around the site	EPS1	CHIA should be carried out
49	Relationship and traffic routes needs to be studied	EPS2	Research into the historical links between Seri Bahlol and smaller mounds in the area
50	Need to relocate the inhabitants of Seri Bahlol	EPS3	Specialist study is required
51	No public conveniences	EPS4	Provide public conveniences and other tourist facilities
52	Damage to the wall with structures supported on it	EPS5	Immediate measures are required to remove those structures supported on the wall
53	Choked sewerage causing damage to the wall	EPS6	Clean up the wall and clear the choked sewerage
54	Garbage and solid waste on the site	EPS7	Solid waste management system to be in place
55	Poor security arrangements	EPS8	Recommendations for improved security

Financial Issues			
56	Bureaucratic hurdles in allocation of government funds	FS1	The procedure need to be simplified
57	The ticket money is too meager and is not spent on the monument	FS2	The ticket money needs to be rationalized and spent on the monument itself
58	Lack of ways to acknowledge contributions	FS3	Recommendations for acknowledgement of contributions
59	No mechanism for additional funding sources	FS4	Additional funding sources should be tapped

Table 8.1: Correlation between the issues raised in Section 7 of this document and the strategies to be adopted

8.2 Site Management Strategy

8.2.1 Overall Strategy

The Management Guidelines for World Cultural Heritage Sites (MGWCHS) have clarified the role of site management as “to conserve the heritage resource and to conserve the public interest, provided this is not detrimental to the site”. When we examine Takht-i-Bahi and Seri Bahlol in this scenario, we find the commemorative integrity and authenticity of both components of the site are seriously at risk and that changes in management style and approach are needed. An effective management structure, mechanism and tools must be in place to allow the team to administer in, as informed and efficient a manner as possible. The site management strategy being proposed here under, is to assist the custodians of this site to administer it in an efficient manner.

The fundamental aim of the site management is to retain all those things which make the place significant and give it meaning. Such places are defined by the “value” we attach to them. The following are the objectives for improved management at the site and recommended remedial measures. They form the core of the Site Management Strategy.

8.2.2 Site Management Strategy (SMS) Objectives

SMS Objective 1 – Core competency training programme for the entire staff in the department

Training in core competencies is needed for the entire staff of the department from conservators and managers down to the cleaners. At various levels, this can be done on the site, in house in the department, in national universities or abroad. The following are being identified as being essential staff at the site:

- i) Conservation Managers

- ii) Conservation Architects
- iii) Archaeologist
- iv) Conservation Engineers
- v) Archivists
- vi) Curators
- vii) Librarians
- viii) Archaeological Chemist
- ix) Community/Youth Outreach Specialists
- x) Heritage Guides
- xi) Assistant Curators
- xii) Supervisors
- xiii) Skilled artisans engaged in maintenance or conservation
- xiv) Security staff
- xv) Site attendant
- xvi) Site cleaners

Training manuals for each of these job/groups can be designed in consultation with the employees themselves through UNSECO consultancy. Assistance in identification of core competency areas, designing training modules and supervision can be provided by the UNESCO-ICCROM-Asian Academy.

SMS Objective 2 – Visits to national and international sites

To a large degree, the site custodians have been working in isolation with little or no experience of other world heritage sites within or outside the country, particularly in South Asian Region. There should be a comprehensively worked out plan so that the custodians have an exposure to other World Heritage Sites. UNESCO can be requested to arrange for international travel if required.

SMS Objective 3 – Structure for custodianship and oversight

In order to ensure the safeguarding of universal values for which this Heritage Site was inscribed on the World Heritage List, it is essential that a mechanism is laid in place that will ensure:

- i) Participation of all stakeholders for the benefit of the site
- ii) Objectives of this Master Plan are duly complied with in letter and spirit
- iii) No conservation activities are undertaken without an in depth discussion and consultative process
- iv) Must ensure transparency in all actions that are taken by those engaged in conservation activities

In view of the successful experience at Lahore Fort and Shalamar Gardens of Lahore, where a management system has been activated in the light of recommendations of

World Heritage Centre, and in line with the Management Guidelines for World Cultural Heritage Sites, the following management structure is being proposed for the maintenance, monitoring and conservation of Takht-i-Bahi and Seri Bahlol. This will help in not only changing the mindset of the department but also in setting the directions for similar work in future. The outline of the Management Structure is given in figure 8.2 and detailed out below.

a) Site Commission

It is proposed that a high power Site Commission be constituted for this World Heritage Site to be headed by the Chief Minister of the province. It should include representatives of all stakeholders that have an interest in World Heritage Site, where all of them will have a voice and be able to contribute towards the safeguarding of the site and its environment.

b) Technical Committee

A technical committee consisting of external experts drawn from various disciplines should also be appointed to provide advice, guidance and review of proposals from the point of view of their impact on the site. The technical committee should also carry out evaluation of works executed on the site.

c) Project Management Team

A Project Management Team comprising of departmental officials and a number of external advisors should also be constituted to prepare proposals and be responsible for day to day execution of the work.

d) The Maintenance and Monitoring Teams

The Maintenance, Conservation and Monitoring teams shall comprise of technical experts from within the project or outside and shall work under the supervision of the Project Management Team. In turn, these teams will collaborate with the Research and Community Outreach Cells.

e) Support Organizations

The Master Plan recommends organizing a “friends of Takht-i-Bahi and Seri Bahlol” (FOTB/SB) to harness the enthusiasm of volunteering organizations whose support will be valuable in creating awareness and fund raising and in developing site facilities. There are many examples of active and successful groups of this type in the region.

f) Composition and Responsibilities

Site Commission

The following composition is suggested for a thirteen member Site Commission:

- | | | |
|----|----------------------------------------|---------------|
| 1. | Chief Minister Khyber Pakhtunkhwa | Chairman |
| 2. | Minister of Culture Khyber Pakhtunkhwa | Vice Chairman |
| 3. | Secretary Culture Khyber Pakhtunkhwa | |

4. Provincial Director General Archaeology Secretary/Member
5. Resident Director, UNESCO Pakistan
6. Vice Chancellor Abdul Wali Khan University, Mardan
7. DCO Mardan
8. Chairman Department of Archaeology, University of Peshawar
9. Representative of Technical Committee
10. Representative of Project Management Team
11. Representative of Tourism Industry
12. Two representatives from the Public Sector

The following are the proposed responsibilities of the Site Commission:

- i) Implementation of the Master Plan 2012-17.
- ii) Periodic and independent reviews of the Master Plan
- iii) Oversee the World Heritage Site to ensure that the WHC standards are faithfully met.
- iv) Review and approve conservation priorities formulated by the project management team.
- v) Refer any deviation from the Master Plan to an expert committee.
- vi) Determine the kind, mode and location of activities by external agencies allowed at the site.
- vii) Approve appointments of the Technical Committee, Project Management Team Leader and Consultants.

Any deviation from the Master Plan should be referred to the Site Commission and the Site Commission must meet twice a year. In case of non-availability of the chair, the vice chairman shall officiate. A special meeting of the commission can also be called by the chair in special circumstances.

g) Technical Committee

A five member committee is suggested which should include experts from the following disciplines:

- i) Archaeologist.
- ii) Conservation architect
- iii) Conservation engineer
- iv) Archaeological chemist
- v) Historian
- vi) Environmentalist

If required, additional members can be co-opted from a pool of relevant experts and consultants. Committee members will be on a five year rotational basis with a new member joining every year for the purpose of continuity.

The technical committee will be responsible for the following:

- i) Determine priorities for activities in the context of Master Plan recommendations.
- ii) Provide regular advice and guidance to the Project Management Team
- iii) Evaluate the impact of conservation proposals
- iv) Monitor conservation activities
- v) Review consultants' proposals
- vi) Oversee the work of Project Management Team

h) Project Management Team

The team structure will include a team leader, on deputation from the department and should devote himself entirely to the monument. The following composition of the seven member management team is proposed:

- i) Team leader
- ii) Conservation architect
- iii) Archaeologist
- iv) Conservation engineer
- v) Archaeological chemist
- vi) Community liaison officer
- vii) Urban planner

The Site Commission will confirm the selection of the team leader. The above mentioned technical staff will form teams to undertake tasks related to conservation works, maintenance and monitoring under the supervision of the team leader. The teams will also collaborate with the research and the community outreach cells. The following are the proposed responsibilities of the project management team:

- i) Prepare proposals for execution and monitoring of works in the context of Master Plan recommendations.
- ii) Present detailed methodologies for conservation and proposal for execution.
- iii) Organize conservation activities and provide constant supervision during execution.
- iv) Develop proposals for protection, recording and research.
- v) Propose methodologies for inviting sponsorship for the consideration of Site Commission.
- vi) Evaluate and submit reports on the impact of urbanization around both sites.

i) Support Organizations

The communities within and around both components of the site, heritage groups, tourism corporations, city district government and other organizations

can play an important role in supporting the work of site custodians. The Master Plan recommends organizing a “friends of Takht-i-Bahi and Seri Bahlol” (FOTB/SB) to harness the enthusiasm of voluntary sector groups which will be valuable in awareness and fund raising work and developing site facilities.

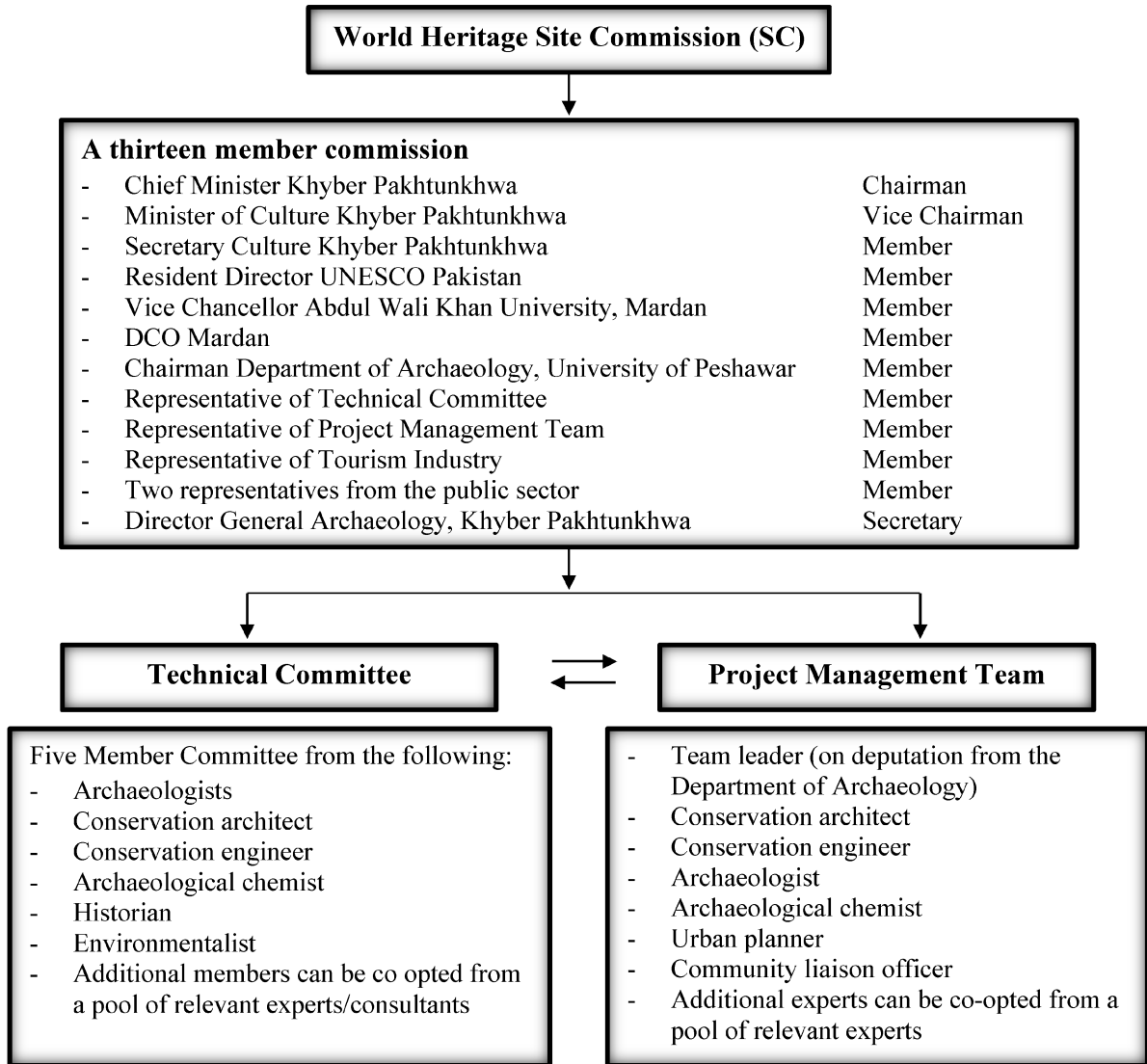


Figure 8.2: Proposed Management Structure

SMS Objective 4 – Development of Training Institute in Peshawar

Education in the discipline of archaeology and architecture is available in several universities in the country both at bachelors and masters level. However, the theory and practice of conservation is not taught anywhere in Pakistan. The existing PIATR was established some years ago in Lahore under the Federal Department of Archaeology to provide training in archaeology and related disciplines. Unfortunately, this institute has failed to come up to expectations and the study on cultural tourism in Lahore and Peshawar recommended that this may be upgraded as

cultural tourism in Lahore and Peshawar recommended that this may be upgraded as the Pakistan Conservation Institute (PCI). Also with the devolution (after the eighteenth amendment in the constitution of Pakistan) the PIATR will be handed over to the province of Punjab and will no longer be available to the province of Khyber Pakhtunkhwa.

It is therefore being proposed that a “Khyber Conservation Institute (KCI)” be established at Peshawar to offer training at all levels in a wide range of fields related to the conservation and management of cultural heritage. This would include short term courses and long term diploma programmes; subjects could range from basic skills to specialist training both theoretical and hands on. The formation of this institute will be very useful for the province which is culturally so rich. Figure 8.3 gives the proposed setup of the Khyber Conservation Institute.

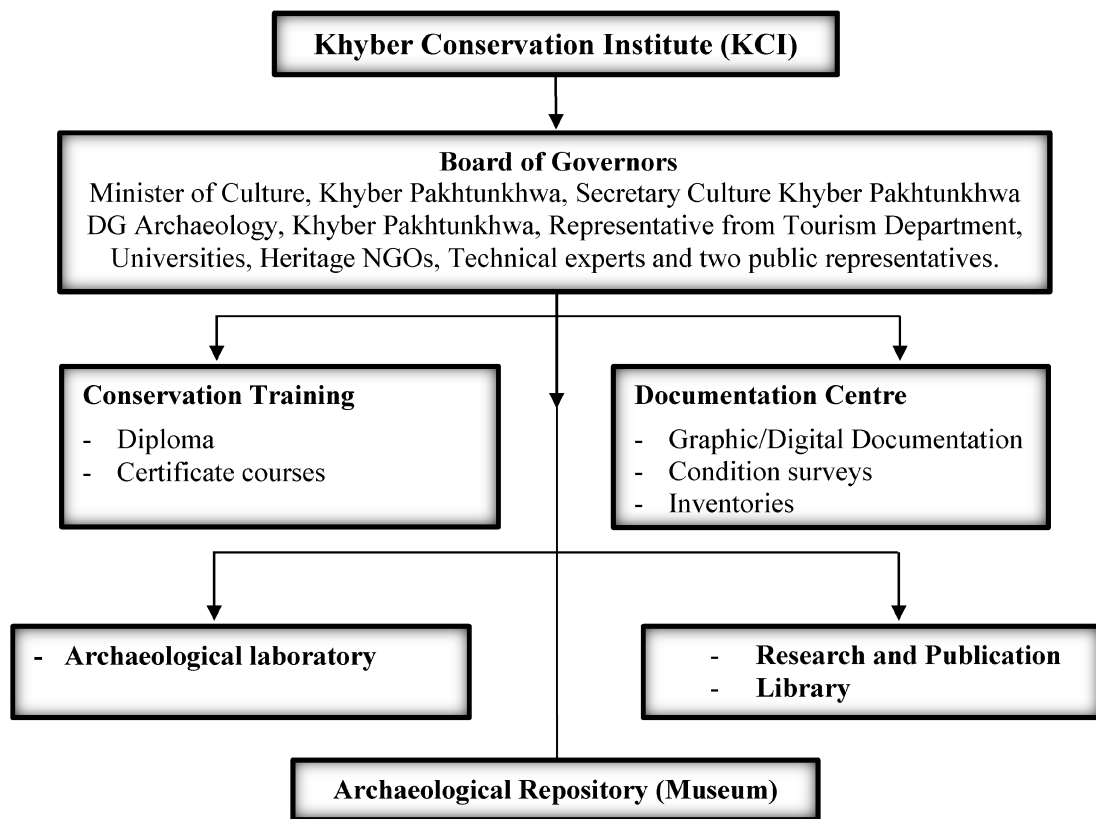


Figure 8.3: Proposed Setup of Khyber Conservation Institute

SMS Objective 5 – Designing and Implementation of Standard Operating Procedures (SOP)

An SOP or Standard Operating Procedure is a step by step set of instructions for frequently performed tasks to ensure consistency and maintenance of standards. Design and implementation of a system of SOP for essential management and conservation activities at Takht-i-Bahi and Seri Bahlol would fulfill the following objectives:

- ii) Clarify what these tasks should entail
- iii) Illustrate how various tasks depend on and complement each other
- iv) Standardize the most efficient and productive way of doing essential tasks

SOPs clearly define the responsibilities of all concerned so that the staff knows what to do, how and when and the role they are expected to play in the overall conservation effort. The Standard Operating Procedures will evolve out of the core competency training exercise. The process will highlight the common tasks for which SOP's should be prepared.

SMS Objective 6 – Creating a Support Network of International Collaboration and Interaction

The custodians of Takht-i-Bahi and Seri Bahlol have been working in total isolation, with negligible support from regional or international bodies, such as the World Heritage Committee, UNESCO, ICCROM, ICOMOS and others. In spite of the fact that it has been clearly stated in MGWCHS that, “an important issues in relation to the management of World Heritage Sites is to establish a process that gives a solid base for international collaboration between those responsible for the site management and the various international bodies,” no worthwhile international support has been forth coming.

This World Heritage Site and the monastery there, is one of the most important religious remains of Buddhism in Pakistan. Buddhism is still the dominant religion in the countries of Far East region especially Japan, Thailand and Korea. (Sixth largest religion in the world) Efforts should be made through Pakistani embassies in these countries and assistance be sought from UNESCO, Islamabad and the office of the regional advisor for culture for Asia and Pacific region, Bangkok to expand the scope of international involvement. Particular focus should be placed on developing linkages with Japan, Thailand and Korea in particular and the world around in general.

8.3 Monitoring and Maintenance Strategy

8.3.1 Overall Strategy

The specialists report on “Management and Monitoring Systems for conservation and preservation of Takht-i-Bahi and Seri Bahlol,” contains a detailed review of the existing monitoring and maintenance situation and the factors contributing to the deteriorating conditions of the site. (Given separately as an annexure)

There is no programme at present for regular, systematic monitoring and maintenance of the condition of historic structures and spaces at the site to ensure that they do not deteriorate to the point that the integrity and significance of the World Heritage Site is compromised. Also, there is no system to monitor the implementation of

conservation works to ensure that they comply with specifications and set standards for intervention.

8.3.2 A Programme of Regular Site Maintenance

The objectives of a maintenance programme should be to preserve inherent values of a historic property, to safeguard the authenticity and integrity of the structures and site, while at the same time preventing deterioration of the historic fabric. The best form of maintenance is preventive, as stated in the MGWCHS “prevention is the highest form of conservation. If causes of decay can be removed, or at least reduced, something worthwhile has been achieved”.

The proposed maintenance programme is linked to the routine monitoring of the site. Decorative and structural problems identified during the monitoring process will be reported to the maintenance/conservation team, as outlined in SMS Objective 3 (d) who will take care of this aspect. All work will be carried out with the approval of the technical committee; if however, specialist input is required, the necessary professionals can be attached to the committee on a “**need basis.**”

Routine maintenance works will be handled by the permanent staff of the custodian department while contractors will be employed only in special circumstances to carry out works under strict departmental supervision. The use of contractors has to be minimal and where absolutely necessary.

8.3.3 Monitoring and Maintenance (MM) Objectives

MM Objective 1 – Systematic monitoring of World Heritage Site

MM Objective 2 – Systematic maintenance of World Heritage Site

In response to the situation described in the specialist report on monitoring and maintenance system, proposals are put forward for the implementation of a system of independent but linked monitoring and maintenance programmes. The aim is to achieve a systematic review of the condition of the monument, in order to identify emergency, medium and long term maintenance and conservation requirements. Recommendations are also made for the supervision and monitoring of conservation work to ensure that these are done to the highest standards. The following overall principles should be followed:

- i) Regular maintenance and monitoring shall be carried out by different teams
- ii) To be effective, the maintenance programme must have a guiding philosophy, approach or strategy; and understanding of preservation and maintenance techniques
- iii) Monitoring and maintenance should be organized in a calendar format. During each month or season, the calendar shall be referenced to determine when, where and how monitoring/maintenance are needed.

This collected data will form a baseline against which to monitor and measure change and deterioration in conditions at the site.

It is recommended that systematic monitoring be carried out by a core monitoring team comprising an archaeologist, conservation architect, engineer and chemist on a weekly and monthly basis so that all parts of the site will be assessed during the course of each month. Figure 8.4 shows the monitoring needs of these ruins. Monitoring will focus on the inspection of the following.

- i) Roofs
- ii) Masonry walls and foundations
- iii) Cracks
- iv) Storm/Rainwater drainage
- v) Moisture/Humidity/Pollution
- vi) Floors and steps
- vii) Drain systems
- viii) Ruins
- ix) Perimeter wall

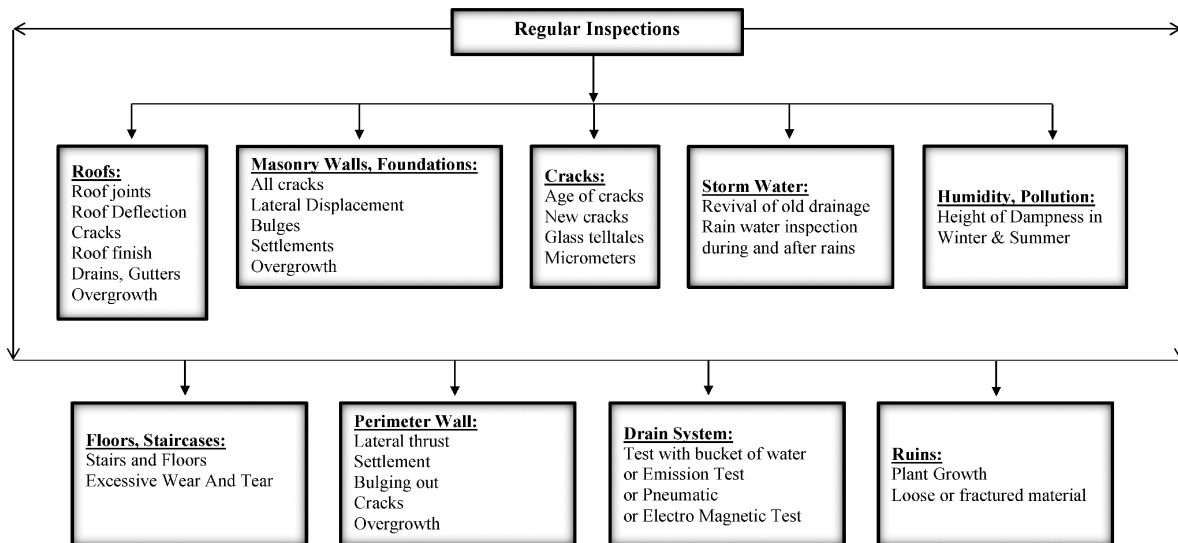


Figure 8.4: Diagram showing monitoring needs

Specific recommendations will be made to the project management team. If approved, the work will be implemented by the maintenance team and certified, on adequate completion, by the monitoring team. This establishes a system of cross checking of work and confirmation of standards. Figure 8.5 shows the relationship between the two teams and the administration of the World Heritage Site. Figure 8.6 illustrates the flow of the action involving the setting up and running of the system for monitoring site conditions, planning and implementing maintenance actions.

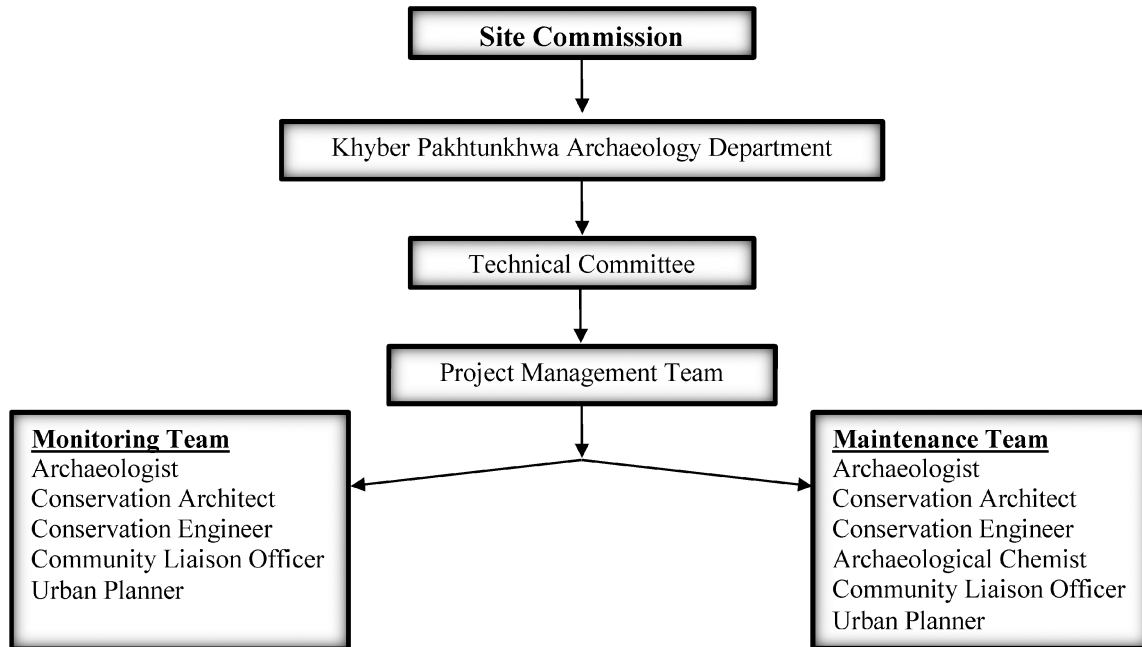


Figure 8.5: Monitoring and Maintenance Team Structure

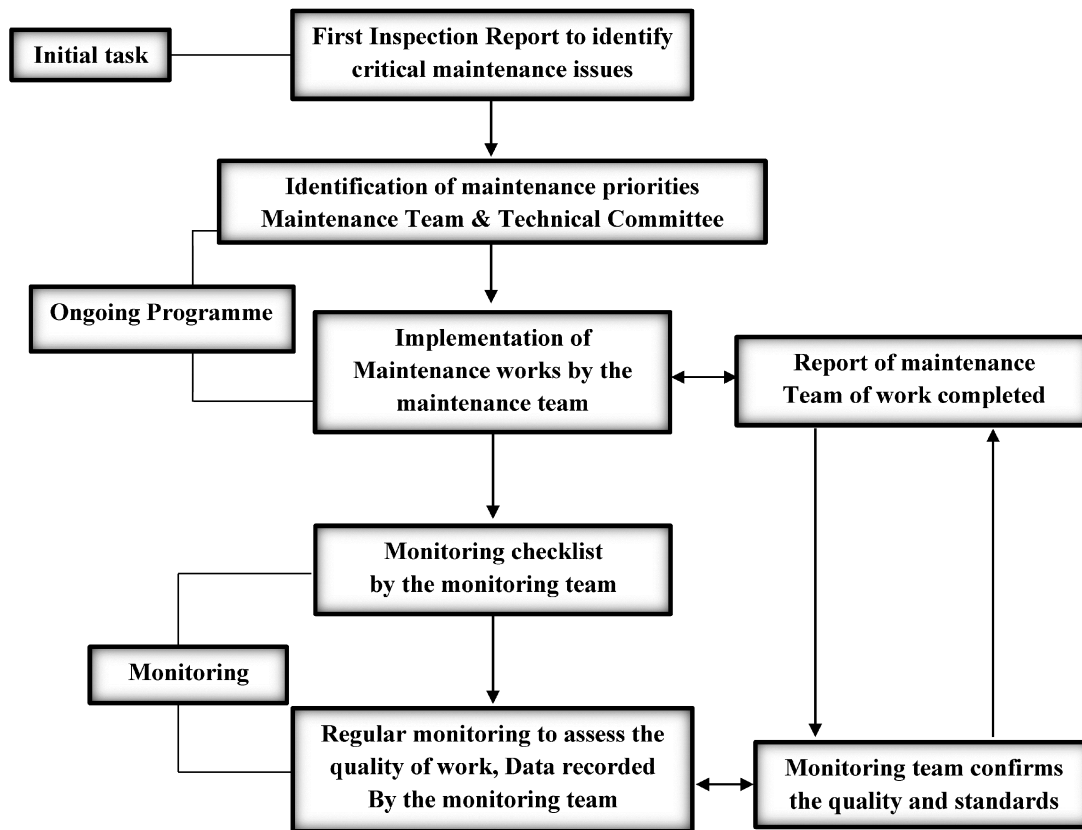


Figure 8.6: Set up and Implementation of Maintenance and Monitoring Programme

MM Objective 3 – Comprehensive Monitoring and Maintenance System for both components of this World Heritage Site separately

Monitoring the condition of ruins at Takht-i-Bahi is completely different to that of the perimeter wall at Seri Bahlol. Moreover the problems at Seri Bahlol are quite complex due to the village being occupied by the encroachers. The wall is under serious threat as a result of the lateral pressures being exerted on it, from the structures supported on the wall. The wall is also under serious threat as a result of punctures in it for the sewerage disposal from the occupants inside.

The Master Plan recommends that a consultant study be commissioned to assess the damage to the wall as a result of the lateral pressure and the open sewerage through and along the wall. On the other hand the nature of the problems at Takht-i-Bahi is quite different. It is therefore, recommended that the two components of this World Heritage site be monitored separately and most comprehensively. The monitoring system should take into account the problems of the ruins at Takht-i-Bahi as well as those of the living city at Seri Bahlol.

MM Objective 4 – A system of monitoring conservation works carried out by the department or under their supervision

Monitoring of conservation works carried out by the department itself or under their supervision or by an outside contractor should be supervised and checked by the monitoring and maintenance team jointly, and there has to be a standard procedure for the site's team. This should include complete documentation and study of the specific conservation situation in order to design the best methodology for the preparation of surfaces and materials before the work is executed along with the detailed specifications and supervision. Skilled conservation practitioners with the knowledge of conservation should be employed. The entire process be fully documented and a detailed report prepared on completion.

MM Objective 5 – Proposal for the protection of Archaeological resources/ remains

a) Archaeological Resources of Takht-i-Bahi

Excavations on various tops of the mountain range from time to time have revealed that important archaeological information lies sealed below. Further excavations should not be allowed unless a comprehensive approach to safeguarding the remains is in place.

The programme for the protection of underground archaeological resources should follow a threefold approach presented in figure 8.7. This should be preceded by archaeological investigations, research and planning, followed by mapping of the remains and the assessment of their preservation needs and consolidation or protective measures required. Simultaneously monitoring procedures need to be designed and put in place.

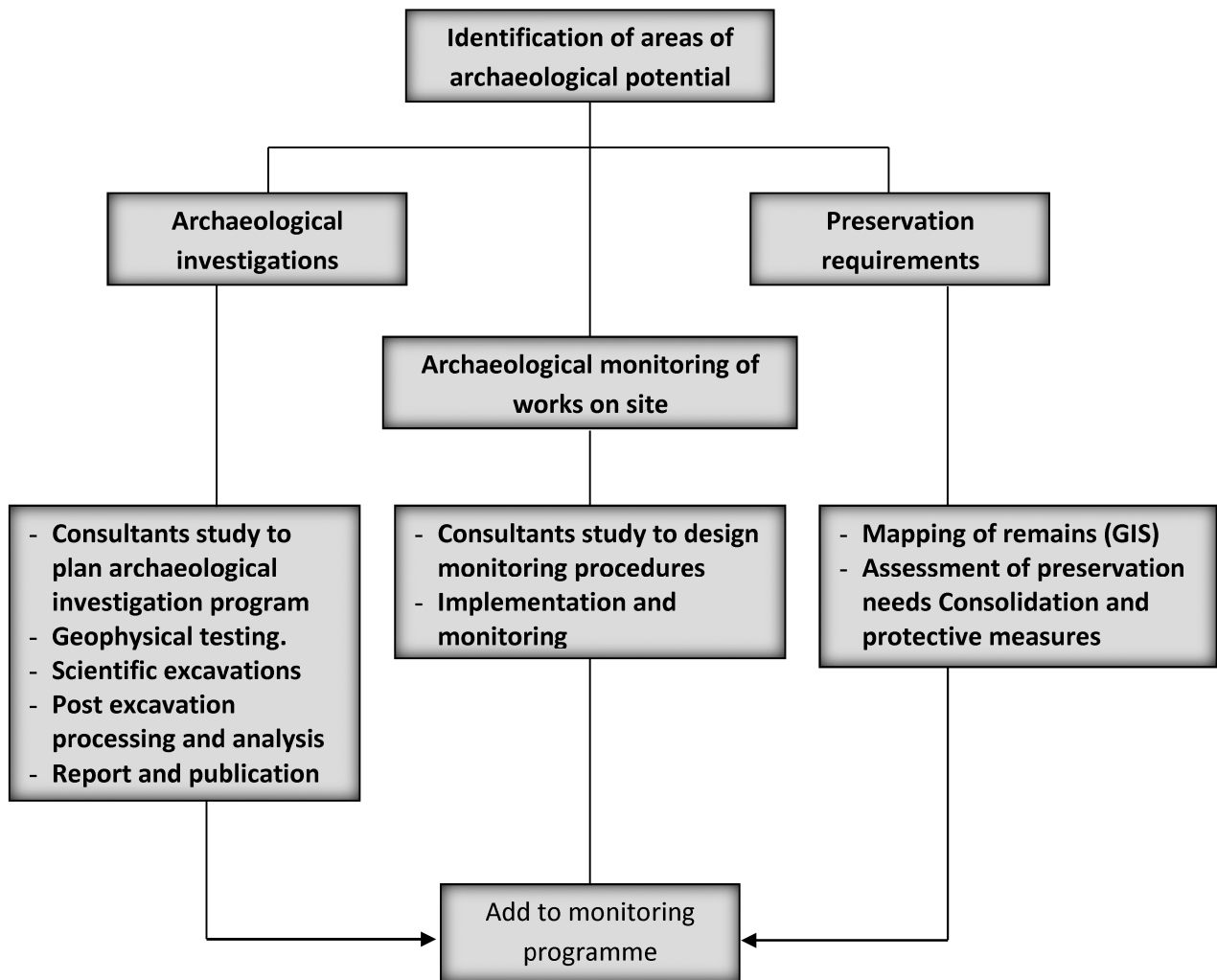


Figure 8.7: Long term protection of underground archaeological resources

b) Archaeological Resources in and around Seri Bahlol

The main mound of Seri Bahlol and the twelve or more, lesser mounds in its immediate vicinity must have been a richer place in terms of archaeological resources, even better than Takht-i-Bahi and other archaeological sites in the region. This bears testimony for the fact that more than fifty percent of the archaeological finds, on display at Peshawar museum were retrieved from these mounds. In view of the importance of this site, the following is being recommended:

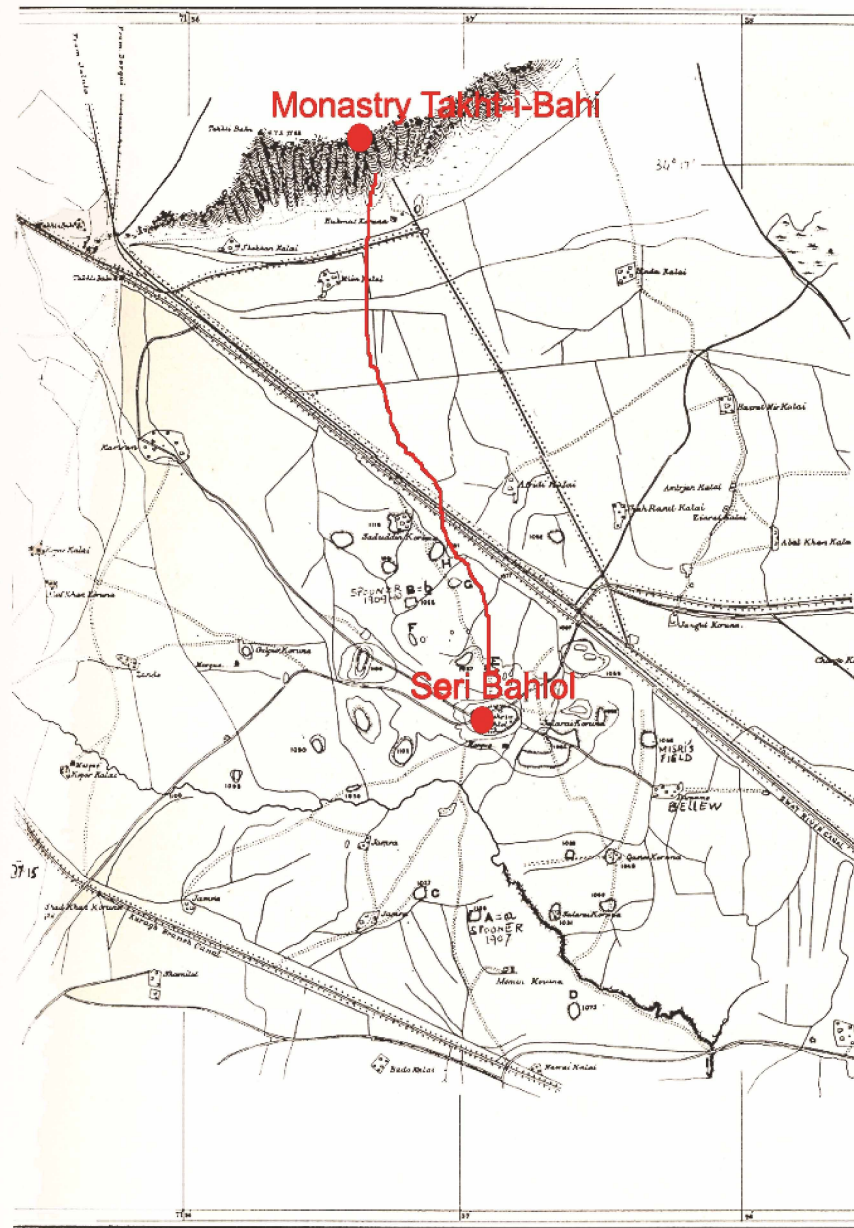
- i) The main village of Seri Bahlol may be evacuated and the population relocated elsewhere.
- ii) The modern construction is removed and the foundations of original structures are uncovered and preserved.

- iii) The location of the twelve lesser mounds be identified, their land acquired and excavated to uncover the remains of old original structures.
- iv) The entire area within a radius of two kilometers from Seri Bahlol is declared as an **“Archaeological Park.”**

This job is very complex in nature and involves intricate problems. The identification of the lesser mounds which are lying scattered in the cultivated land around Seri Bahlol and their acquisition may not present as complex a problem as the relocation of the entire population of Seri Bahlol to an alternate place. A special consultancy is therefore, being recommended for this task who will devise a comprehensive plan of action to undertake identification of an alternate location for the population of Seri Bahlol, devise ways and means of convincing people to agree on relocation. The consultancy will also suggest measures to identify the other mounds and subsequently a comprehensive plan for excavations.

c) Link between Takht-i-Bahi and Seri Bahlol

It is presumed that Takht-i-Bahi and Seri Bahlol were somehow connected with one another for centuries. Seri Bahlol was the residential quarters and Takht-i-Bahi was the religious place (the monastic complex) and the monks and people used to visit one another through a route different than the existing one. Our team working in the area, after detailed survey and interviews with senior citizens living close to both sites, has already identified an old route which presumably connected the two sites. This route starts from the northern side of Seri Bahlol. (A point where the location and construction of the wall leads us to believe that a gate might have existed there and this may be one of the four gateways as described by Bellow (1864) and outlined in section 7.7.4 of this document) This route leads straight to the southern side of Takht-i-Bahi Mountains, where the remains of the steps and a passage leading to the top, can be identified. In fact our team did manage to climb up the top of this mountain from the southern side (it may not be out of place to mention here that the existing route from the northern side of the hills was made later in the early twentieth century when excavations were carried out by the Archaeological Survey of India during 1907-12). Figure 8.8 shows where this old route might have existed. Detailed research is needed to verify this or otherwise.



Surveyed by M.A.J. Wilton, Late Survey of India, April, 1920

Figure 8.8: Presumed old route between Seri Bahlol & Takht-i-Bahi

- d) **Archaeological remains in the environs of the World Heritage Site**
 Similarly, another important archaeological site Jamal Garhi is located some twelve kilometers from Takht-i-Bahi and approximately twenty kilometers north of Mardan on Mardan-Katlang road. This site is more or less of the same period and as extensive as Takht-i-Bahi. The site is amongst the best known sites of Buddhist period which flourished from second to fifth century A.D. The excavations conducted at this site over the past many years, have exposed the remains of a Stupa with attached Monastery surrounded by an assemblage of Votive Stupas and several other groups of monastic complexes, which shows a different arrangement of living cells around an open court.

Located on top of the hill, the structures are built with local yellowish stone laid in lime mud mortar. The site has been exceptionally well preserved by the Department of Archaeology and Museums.

Another site in close vicinity of Takht-i-Bahi is Shahbaz Garhi which lies some twelve kilometers northeast of Takht-i-Bahi where two huge boulders, presumably of the same period, containing some inscriptions on these have been preserved. One of these boulders is in a fairly good condition and clearly shows the script on it. This site has also been preserved quite well.

The Master Plan recommends a consultancy for preparing detailed documentation for inclusion of both these sites on UNESCO prestigious World Heritage List as part or extension of Takht-i-Bahi.

MM Objective 6 and 7 – Systematic cleaning programme and redesigning of the sewerage plan at Seri Bahlol

a) Sewerage at Seri Bahlol

At the moment the sewerage at Seri Bahlol is through open drains which pierce through the wall randomly and fall into another open drain running along the base of the perimeter wall. Although the relevant department of the Government has already completed a survey for designing a sewerage system; but it is highly recommended that this exercise must be carried out in the context of this master plan.

b) Comprehensive cleaning programme

It is recommended that a comprehensive cleaning programme be initiated at both sites to clear the wild growth as well as the accumulation of grime, fungi and deposits of chemicals from the sewerage particularly at Seri Bahlol. There has not been any cleaning activity undertaken in the past, therefore the department has no experience of this sort. The Master Plan therefore, recommends that international assistance be sought through UNESCO in bringing specialist advice. The most difficult areas are the one which are more fragile or difficult to reach.

MM Objective 8 – Urban conservation planning and land use policy

With the rapid urbanization around Takht-i-Bahi, the provincial government of Khyber Pakhtunkhwa has declared the entire mountain (1100 acres) as the “**Archaeological Reserve**” and the sale and purchase of land in this area is now prohibited. This has not yet been notified, but this is a step in the right direction and must be notified as early as possible. The Master Plan recommends that a similar action must be taken for Seri Bahlol and the village along with an area in a radius of two miles around it, must also be declared as an “**Archaeological Park**” so that the recent trend of development outside the wall may be arrested.

It is also proposed that a Greater Mardan Development Authority (GMDA) may be created by the government of Khyber Pakhtunkhwa. The jurisdiction of this authority

should extend beyond this World Heritage Site and other sites mentioned earlier so that a proper land use policy may be framed by the authority for areas around the World Heritage Site.

8.4 Conservation Strategy

8.4.1 Long Term Sustainable Conservation

The remains and structures at Takht-i-Bahi and Seri Bahlol stand as monuments of their time but in a state of dereliction, due to environmental and climatic impact on their structures, low maintenance, impact of surrounding environment and meager conservation works. The strategy of conservation therefore, aims to achieve long term sustainable preservation of all the tangible and intangible aspects, which give significance to a World Heritage Site. On short term basis, the strategic focus is on emergency measures to assure that heritage is not irretrievably lost to future generations. All aspects of the conservation approach must be embedded in an understanding of recognized international standards and best practices. Interventions must be appropriate to the situation and the decision to conserve must be based on well-judged priorities.

8.4.2 Overall strategy

The overall conservation strategy is designed to address the following issues of Takht-i-Bahi and Seri Bahlol:

- i) There is an urgent need to identify, document and conserve all “**original/historic elements**” of the site. This means all structures; their remains and design features which can be traced back to the original period must be conserved, because it is this cultural significance of the monument which is recognized by the World Heritage Inscription.
- ii) Conservation must focus on necessary measures to prevent further deterioration of the monument.
- iii) Conservation actions must follow the set of approved procedures, and no work should begin without full discussions, detailed documentation and detailed planning by all concerned and follow international best practices.
- iv) All conservation works must be carried out according to the priorities, to ensure the use of funding where it is most urgently needed, whenever it is available.

8.4.3 Conservation (CS) Objectives

CS Objective 1 – Detailed procedure for implementation of conservation works

The Master Plan recommends that all conservation works be carried out in line with international best practices. However for this particular site the following course of action is recommended for conservation work at site which is in line with

international standards. This will ensure that the work is done systematically and after detailed deliberations.

- Step 1** Carry out detailed graphical and digital documentation on a format to be developed.
- Step 2** Carry out a detailed condition survey, supported by relevant studies by creating drawings of all areas of concern.
- Step 3** Retrieve the relevant information from the history of intervention dossiers, compiled by the Design and Management Consultants team and some may be available with the Department of Archaeology and Museums, as well as in the Archaeological Survey of India, Annual Reports.
- Step 4** After thorough review of the works to be carried out and in the light of various studies, reestablish requirements for action whether emergency works, stabilization, preventive maintenance or conservation.
- Step 5** Prepare drawings to show the exact nature of work to be carried out. These drawing should clearly show the present condition of various elements, as described in the baseline documentation, the proposed work and the methodology to retain the original elements. These drawings will serve as the basis for site supervisors to execute the work.
- Step 6** Make sure that the work done is reversible, to safeguard all original elements and be approved by the technical committee. All interventions require complete documentation. These “**As Built**” drawings will go in the project archives, to be established at the Khyber Conservation Institute as well as at the Provincial Department of Archaeology.
- Step 7** Prepare a detailed report on the reasons for undertaking the works, the process adopted and the work accomplished. This report along with the drawings and photographs shall also form a part of the archives. Figure 8.9 shows the diagram of proposed sequence of conservation activities.

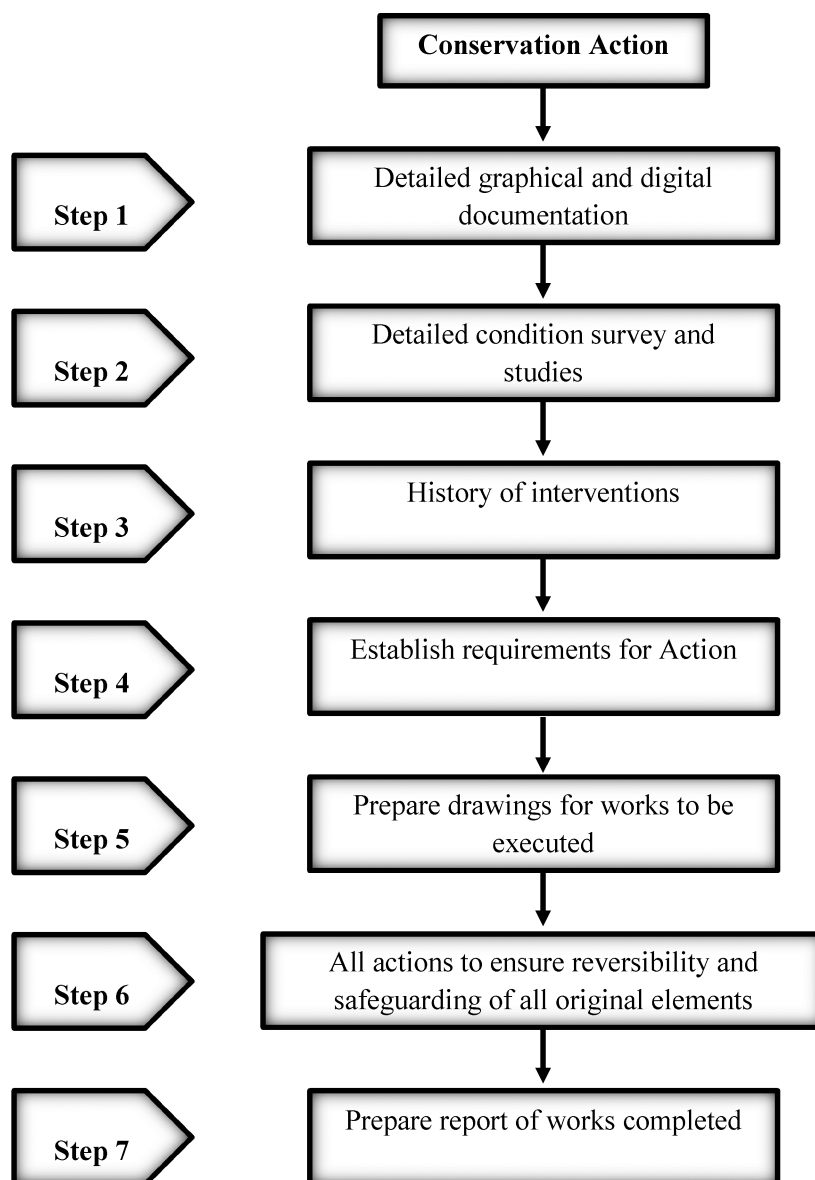


Figure 8.9: Diagram illustrating proposed flow of conservation activities

CS Objective 2 – All works must be carried out according to conservation action priority list

All conservation works carried out so far at Takht-i-Bahi had been haphazardly done. No comprehensive survey was ever conducted to prepare an action priority list and the elements in immediate need of conservation were never identified. Whenever a component starts crumbling, the only solution with the department is to support this with iron bars. It is therefore being recommended that the department must generate an **“action priority list”** to guide the inflow of funds in the first instance to those elements that are most vulnerable, followed by those which require stabilization and then the preventive conservation and maintenance works.

The project management team with proper input of the technical committee should decide the implementation of a certain work with the available finances. It is hoped that in future, emphasis will be placed on ensuring the safety of structures along with retaining their authenticity and original features. Figure 8.10 illustrates the conservation action prioritization.

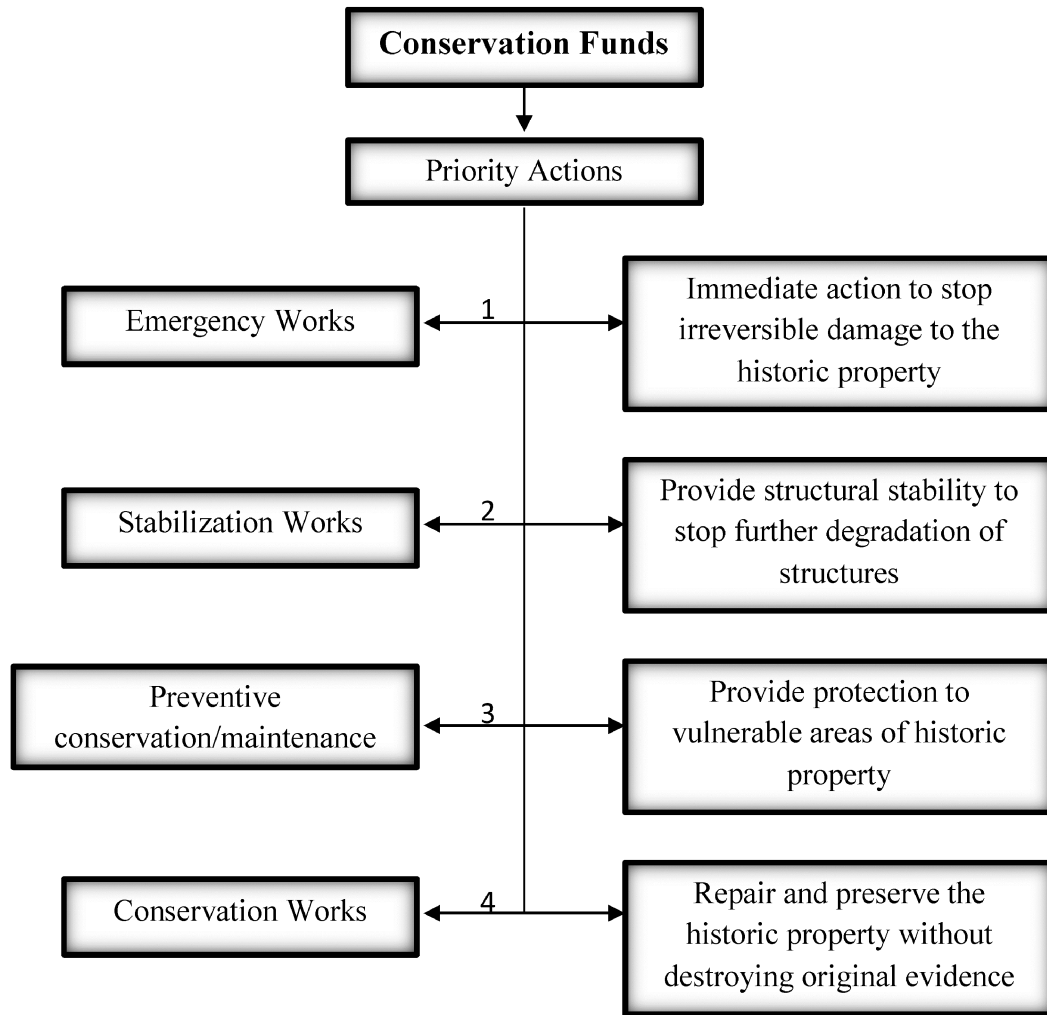


Figure 8.10: Diagram showing conservation action priorities

CS Objective 3 – Establishment of a Documentation Centre in the province

Full and systematic documentation of all aspects of a monument/site is the basis of all conservation and decision making. The documentation should be carried out to meet most international standards. Given the scale and complexity of this site, it is proposed that a most modern, state of the art documentation centre be established either at this site or with the Khyber Conservation Institute (KCI). This should have latest equipment as well as access to GIS facility.

CS Objective 4 – A well-equipped/state of the art conservation laboratory facility

Looking at the quantum of work of specialized nature to be generated at this site in particular (once the Master Plan is adopted) and at other monuments scattered in the entire province of Khyber Pakhtunkhwa in general, the Master Plan recommends that a well-equipped, modern, state of the art Conservation Laboratory is established either at this site or in Peshawar as an integral part of Khyber Conservation Institute (KCI). This will provide support to various teams working on the site through material analysis and chemical treatment. This will also support the museums in the province in the form of Antiquity's Conservation and Environmental Monitoring of exhibits.

CS Objective 5 – Crafts Training Programme

The craft form at Takht-i-Bahi and Seri Bahlol is essentially stone masonry. However in other monuments and sites spread all over the province, other crafts persons/artisans may be required to carry out specialized works. Due to various reasons, there is a serious shortage of these artisans and craftsmen in the province. The lack of skilled and trained artisans capable of meeting the stringent requirements of authentic conservation at the site is an obstacle. It is therefore being proposed that a regular programme of workshops be conducted at this site by the department to revive the old lost crafts. Financial assistance from UNESCO may be a help to the department.

CS Objective 6 – Establishing an Archaeological Repository on the site and Centralized, Systematic storage and Inventory of all Artifacts retrieved/excavated

A very large number of sculptures and other antiquities were recovered from Takht-i-Bahi and Seri Bahlol which are on display mostly in Peshawar Museum, and a few in Lahore Museum as well as in many other museums all over the world. A large number is also lying in the storage at Peshawar museum because of lack of space in the museum. It is anticipated that any ridge, valley or mountain top at Takht-i-Bahi Mountains, if and when excavated will reveal large number of such artifacts. The master plan therefore proposes that a site museum of an appropriate size be established at Takht-i-Bahi for their display to the tourists.

The Master Plan also proposes a computerized inventory system to document all materials for easy access. It is also recommended that a consultant may be appointed to prepare a computerized inventory of all artifacts/sculptures found from this World Heritage Site and on display in various museums of the country and abroad.

CS Objective 7 – Programme for Scientific Archaeological Research

All works involving excavation in archaeologically sensitive areas of Takht-i-Bahi and Seri Bahlol must be prohibited forthwith until such time that a system is in place for archaeological investigations on scientific lines including a manual or SOP, along

with all necessary Permits, registers and a programme for processing materials and data recovered.

The programme to protect Archaeological Remains below ground should also be in place and follow a systematic approach given in figure 8.11. During emergency management of exposed areas, research and planning should also begin, on devising a long term archaeological research programme. This should be followed by consolidation and protective measures.

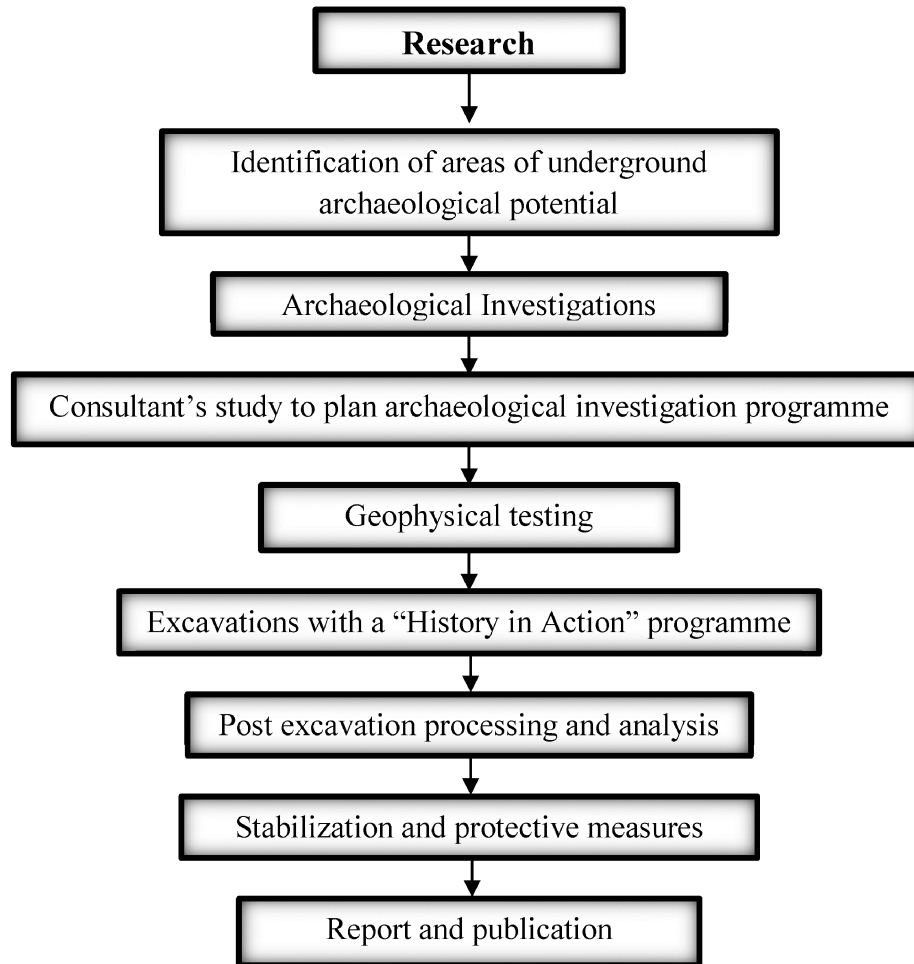


Figure 8.11: Excavation and long term Protection of underground Archaeological Resources

CS Objective 8 – Develop in-house conservation capabilities

The objective of developing in house conservation capabilities is to ensure careful conservation in order to maintain authenticity of World Heritage Site. The department should strengthen its own engineering wing with a work force and supervisors who may be trained for such specialized works. This system will provide better standard of work, on site guidance and supervision along with a trained work force conscious of the historic value of the premises/site/monuments.

Unless the job is of a specialized nature beyond the capacity of the department, all conservation works should be carried out by the departmental staff. For this purpose trained workers should be employed on a regular basis, so that they can develop the necessary sensitivity when working on historic premises. Accordingly, the department needs to strengthen its in house capacity for conservation works.

8.5 Research and Education

8.5.1 Research & Education Programme

The purpose of research and education programme is to make best use of all opportunities to extend knowledge, and understanding and create awareness amongst the public. A research framework document will therefore need to signpost a wide range of issues and topics for anyone interested in the site. A comprehensive research frame work and an extensive awareness campaign must be launched to collect and disseminate information among the public.

8.5.2 Research and Education (RE) Objectives

RE objective 1: Development of a research framework

A research cell should be formed specifically for Takht-i-Bahi and Seri Bahlol to carry out the following research objectives:

- i) Assess the state of existing knowledge and clearly identify gaps particularly in the case of Seri Bahlol.
- ii) Highlight those base line research topics essential to developing further enquiry.
- iii) Create an understanding of the changing physical and metaphorical relationship of Takht-i-Bahi and Seri Bahlol along with other sites i.e. Shahbaz Garhi and Jamal Garhi in Mardan District.
- iv) Understanding the site in the wider context of Gandhara Civilizations particularly Taxila, Swat, Dir and Afghanistan.
- v) Create an understanding of the main mound of Seri Bahlol and twelve other lesser mounds supposed to have existed in its vicinity.
- vi) Arrange library exchanges nationally and internationally for relevant research material.

At present, the research on Takht-i-Bahi and Seri Bahlol is almost nonexistent and without any financial resources. However, the Master Plan fully supports the recommendation given in the Management Guidelines for World Cultural Heritage Sites that “close liaison be maintained with the universities.” University of Mardan located only a few kilometers away as well as the Departments of Archaeology at universities of Peshawar and Hazara, could be approached to establish a Gandhara Research Centre for this World Heritage Site.

Some of the studies that will contribute to the research base and better understanding of the site are listed below:

- i) Chronological development of the sites of Takh-i-Bahi and Seri Bahlol.
- ii) Building sequence and architectural phases.
- iii) Historical studies of events leading to abandonment of the site.
- iv) Completion of references to Takht-i-Bahi and Seri Bahlol.
- v) Study of exhibits in various museums.
- vi) Flora and Botanical studies.
- vii) Chemical soil mapping.
- viii) Geophysical examination of the site.
- ix) Understanding the site within the context of Gandhara/Buddhist civilization at a regional scale.
- x) Study of specific conservation methods.
- xi) Scientific dating of structures and excavated material.
- xii) Compilation of research bibliography.
- xiii) Cataloging and inventory of exhibits in various museums in the country and abroad.

RE Objective 2 – Takht-i-Bahi publication programme

At the moment there are hardly any informative leaflets, brochures or guides available for Takht-i-Bahi and Seri Bahlol. The publication cell can start producing informative pamphlets about this World Heritage Site immediately. And in due course of time a well-established research cell should start generating all sorts of information and research material. Subsequently, it can expand to include publications of past and ongoing research adding to the body of knowledge about the site. Developing a publication programme is therefore, a priority. A properly developed programme will attract contributions from national and overseas sources to the research and publication fund.

RE Objective 3 – Establishing a library

After the adoption of the 18th amendment in the constitution of Islamic Republic of Pakistan when the devolution process is completed, the existing library of the Federal Department of Archaeology will be transferred to the Archaeology Department of Khyber Pakhtunkhwa Province. This library in Peshawar has no more than 500 books which is very small. It is therefore, important that a library be established in Peshawar, (reference library) with at least 10,000 books including rare manuscripts and other material. The rare manuscripts, however, need to be kept under lock and key, with copies for reference purposes.

One of the main aims of the research framework is to encourage and support scholars to undertake research and use the library. The following facilities should therefore be provided in library.

- i) Computers to use for the scholars
- ii) Internet connectivity
- iii) Provision of photocopying, scanning and printing facilities.

RE Objective 4 – Education and Awareness programme

The mandate for information and education is derived from article 27.1, of the World Heritage Convention which states, “the state parties to this convention shall endeavor by all the appropriate means and in particular by educational and information programmes, to strengthen appreciation and respect by their people, of the cultural and natural heritage defined in article 1 and 2 of the Convention.” The Operational Guidelines also state that “the general public’s awareness, understanding and appreciation should be raised.” The Master Plan therefore recommends the following means of communication:

- i) Publications including information brochures, pamphlets, newsletters, etc
- ii) Acquisition of information via internet.
- iii) Educational programmes in schools and colleges.
- iv) Publicity
- v) Signage
- vi) Training workshops
- vii) Exhibitions
- viii) Visitors guidance
- ix) Guided tours
- x) Visitors centre
- xi) Special events
- xii) World Heritage Days

8.6 Sustainable Visitation Strategy

8.6.1 Tourism Situation

Tourism including the cultural heritage segment has been identified as one of the key growth industries over the next decade. International tourism worldwide has been increasing by about 4.3 percent per year and that spending has been rising by about 6.7 percent per year resulting in issues of managing tourism growth and sustaining economic development. A continuous influx of foreign tourists also increases job

opportunities for the locals in various sectors including accommodation, tour agencies and guides, handicrafts and restaurants.

On the other hand it has also been observed that **tourism is the enemy of tourism**. Excess of anything has adverse effects, so is the case of tourism. This has been very explicitly experienced by the Design & Management Team during our working on the site. Today, tourism planners and the heritage managers do not realize the adverse impacts which tourism is bound to inflict on this monument.

The World Heritage Site of Takht-i-Bahi is under continuous threat from rampant tourism and as such **tourism also needs conservation**. While tourism finds conflicts with the preservation of the heritage and of local cultures, it is absolutely necessary to have a properly planned and managed tourism development.

The overall aim of the visitation strategy is to enhance the visitors understanding and appreciation of the site and its heritage value, at the same time safeguarding it from inappropriate exploitation.

8.6.2 Overall Strategy

The overall strategy of the visitation policy includes:

- i) Having properly planned and managed tourism so that the monument does not suffer.
- ii) Controlling the ways that visitors use the site to ensure that negative impacts do not result.
- iii) Restrict the entry of visitors to some fragile areas.
- iv) Involve the communities in the surroundings (in case of Seri Bahlol, the community living in there) and the general public into **“owning the site.”**
- v) Maximize income generation by increased facilities and enhanced ticket money.
- vi) A multi-tier ticketing system is being proposed to increase the income.

8.6.3 Site Visitation Policy (SV) Objectives

SV Objective 1 – Comprehensive Visitor’s Management Plan

- a) Various teams of Design & Management Consultants while working on the site of Takht-i-Bahi have noted that a very large number of visitors including students visit the site, particularly on Sundays and other national holidays. Because the site is so big, the visitors particularly the students are so widely spread out, that it is practically impossible to control and monitor them. They create such a mess on the site climbing/jumping on walls of the ruins, thus damaging the walls. They were frequently seen picking up stone from the ruins and throwing these on one another as well as in the valley. Small numbers of site attendants deployed on the site can in no way, control this

crowd. The department must employ not less than fifty people to control this crowd.

b) An alternative plan for the visitors is being proposed. The salient features of this plan are as under:

- i) Public should not be allowed to go close to the ruins/monuments
- ii) The existing approach to the monument from Mardan-Swat Road should be closed to the public. Only the custodians and research scholars should be allowed to use this approach. (It must be appreciated that the existing approach to the site is through a narrow road winding through a congested area. Passing through this road is a cumbersome task. Moreover the possibility of this road being widened is not there. It is therefore advisable to take the public through less busy a road).
- iii) Provide an alternate route to approach Takht-i-Bahi from the back of the mountains, close to the village of Qandaro Kile.
- iv) This presumably is the same route which used to connect Takht-i-Bahi with Seri Bahlol in older times and the monks/people used to travel on horsebacks from Seri Bahlol to the foot of this mountain and then climb up the monastic complex.
- v) Two roads turning right from Mardan-Swat road just before the municipal limits of Takht-i-Bahi opposite to the old Takht-i-Bahi railway station are being proposed as an alternate route to access Takht-i-Bahi. One of these roads turns right just before the railway station and the other one just after the railway station at a distance of about half a kilometer from the first one.
- vi) Provision exists for any of these roads to be widened. Both these roads meet close to the village of Sheikhanu Kile and then pass close to the village of Qandaro Kile from where an approach is available to the foot of the hills. If one would follow this road, it goes round that mountain range and finally meets the Court Road on which lies the existing approach.
- vii) A part of this road from the village of Sheikhanu kile up to the foot of the hill lies exactly on the same route which connected both sites in older days.
- viii) Some remains of Takht-i-Bahi on the top of the mountain are visible from the foot of the hills on the south side.
- ix) Sufficient space is available at the foot of the hills for tourist facilities and a park to be developed. Ticketing and some administrative offices could also be located here.
- x) From the foot of the hill three types of approaches can be developed to reach the top of the mountain.

- Steps could be developed from the foot to the top of the hills for those who want to walk.
- Metalled road can also be planned and built for taking the cars to the top
- Facility of a chair lift can also be considered which will add to the beauty of the site.



Figure 8.12: Existing approach to Takht-i-Bahi Monastery

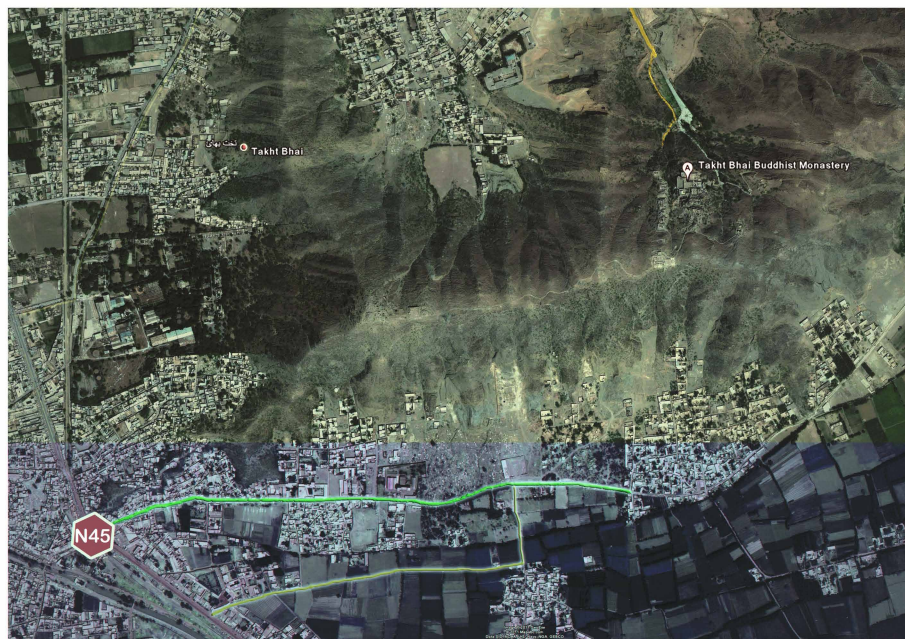


Figure 8.13 Proposed alternate route to Takht-i-Bahi Monastery

- xi) The top of the hill provides a most astounding view of the entire monastic complex spread over many hill tops.
- xii) Three points have been identified as viewpoints from where one would get a panoramic view of the entire complex.
- xiii) It is being proposed that the tourists should not be allowed to go beyond these view points and provision should be made to facilitate the tourists at these points.
- xiv) Sufficient flat area of the mountains is available at these view points for all the related facilities.
- xv) Possibility can also be explored to connect the three viewpoints with one another through an electric shuttle which can take the tourists from one view point to the other.

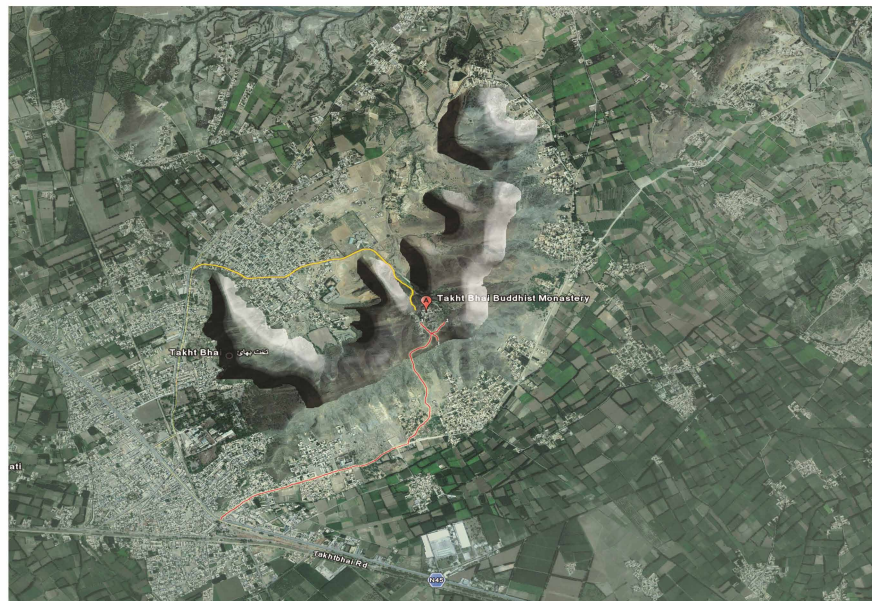


Figure 8.14: Proposed alternate Route (Schematic Sketch)

- c) The existing access to the monastic complex shall be used by the managers/custodians of the site for maintenance/monitoring purposes. It can also be used by research scholars, who may like to undertake research study.

The tourists may also be allowed to go to the monastic complex either through the existing route by paying an enhanced ticket or the alternate route (being proposed) by paying normal ticket. All such tourists who want to go close to the Monastic Complex must have a guided tour conducted by a trained guide.

- d) A comprehensive system of entry ticket has to be in place. The tourists could be divided in various categories and pay accordingly. Following are the rates being proposed.

- Those who want to go to the viewpoints and see from there, the ticket money is as under:

- Locals PKR 25
 - Foreigners USD 10
- Those who want to actually go, within the Monastic Complex through the existing route have to pay as under:

- Locals PKR 200
- Foreigners USD 25

- e) The management plan being proposed may find a lot of apprehensions/resistance from various quarters but based on our observations; we sincerely feel that it is in the best interest of the monument that this alternate tourist management plan be adopted by the custodians. In order to overcome the difficulties, a UNESCO consultancy is being proposed that should look into various aspects of the proposal and come up with a detailed tourist management plan for Takht-i-Bahi.
- f) While working in Seri Bahlol, our teams were surprised to find out that there are practically no tourists to this important historic resource. This may be attributed to one single fact that there is no attraction for the tourists on this site. Whatever little stretches of the wall that have been left are in shambles. In order to create interest in the site and attract tourists, the Master Plan proposes that the main mound of Seri Bahlol and twelve other mounds in the vicinity may be identified, area acquired, excavated to expose the original foundations and the entire area be declared as an “**Archaeological Park.**” The details of this can be seen in MM Objective 5(b).

SV Objective 2 – Emergency Protection Plan (Takht-i-Bahi)

Until such time that a comprehensive visitor’s management plan becomes operational, it is advisable to design and implement an emergency protection plan and immediately prevent access to fragile structures and elements, using direct and indirect means for controlling visitors’ movement. Direct means include:

- i) Immediate closure of areas as being at extreme risk, ensuring that public access is impossible
- ii) A system of soft and hard barriers to divert visitors away from sensitive areas making them viewable from a distance only.
- iii) Redirect visitors’ traffic in other area by use of signs and paths to guide visitors to less frequented areas

Indirect means include:

- i) Increasing the number of guards and redeploying them to areas at most risk from visitors’ misuse.
- ii) Putting in place a student volunteer programme as a priority for protection of site.

In the long run, however the main entry into the site should be from the southern side of the mountains with alternate route being used for access to the site.

SV Objective 3 – Carrying Capacity of the Site (Takht-i-Bahi)

The “**carrying capacity**” concept addresses the question of how many people can visit the site at a given time, without the risk of degrading it and the visitors’ experience of it. Clearly, the number of visitors to Takht-i-Bahi is often unacceptably high, causing damage to areas most vulnerable.

However, the idea of limiting the number of visitors to the site is contrary to its standing as a national monument and a World Heritage Site. The logistics of limiting access would also be difficult. The standard approach to this issue is to apply “**Limits of Acceptable Change**”. This is based on the principle that rather than trying to limit the number of visitors, heritage managers must decide how much impact and change is acceptable in various zones of the site and find ways of making sure these limits are not exceeded.

The Master Plan recommends that a consultant conducts a “carrying capacity study” of the site in terms of “limits of acceptable change” principle. Its findings can help determine visitors’ route planning, decisions to close certain fragile areas and deployment of guards.

SV Objective 4 – An Integrated Interpretative Policy

The long term visitation plan proposes an entirely different arrangement of visitors’ facilities to be provided at the foot of the hill on the opposite side of the existing approach. These would include a visitors’ centre at the foot of the hill and a number of smaller sub centre at each of the view points on top of the hills. These facilities need augmenting through a comprehensive policy for site interpretation, signage, and design of site furniture, interpretative and promotional materials and a system of tour guides. Interpretation should be guided by the following principles:

- i) It is not teaching or instructions in an academic sense, although it does involve the transfer of information.
- ii) It must be enjoyable for visitors.
- iii) It must be relevant for visitors and visitors must be able to relate it to their own frame of reference.
- iv) Must be well organized so that the visitors have no difficulty following these.
- v) It should be focused around a few discrete themes.

The tools of interpretation include:

- i) Routing of visitors around the site
- ii) On site information
- iii) Activities and events related to the site
- iv) Linkages with other heritage sites

The interpretation for this World Heritage Site for the public must:

- i) Be based on factual and reliable information
- ii) Be planned, designed and located in line with international standards for site interpretation.
- iii) Generate themes explaining the significance of the site to the community, particularly students and the young generation.
- iv) Be transformed into a wide range of media, signage, websites, booklets, brochures, audio visual and guide packs.

Developing designs for signage, printed and other material could happen in house or through a competition amongst the students of arts colleges and other institutions. In short term, the display at the site can be improved by temporary map boards, display boards and pamphlets explaining the historical background and significance of the site. The Master Plan also recommends that a site's interpretative study should develop this policy of integrated interpretation for presenting this site to the visitors.

SV Objective 5 – Improvement and location of Tourist Amenities

Information booths, public conveniences and other tourist facilities can be located at the foot of the hill as well as on the top at the viewpoints.

- i) Parking area can be provided at the foot of the hill
- ii) Ticketing and information booth can be provided on both sides i.e. the existing as well as the alternate approach.
- iii) Toilet facilities and drinking water to be provided at many places i.e. at the existing entrance, at the proposed new entrance at the foot of the hill and at all the viewpoints on the hilltop.
- iv) Cafeteria and canteen to be provided both at the foot of the hill as well as on the top.
- v) Many other attractions for children and adults can be provided both at the foot as well as on the hill top to attract a large number of visitors.

SV Objective 6 – System of monitoring the impact of tourism on the monument

Various tourist activities and the site uses result in various levels of impact on the World Heritage Site, some of these are the following.

- i) Food consumption within the monument and picnics in the recently developed lawns.
- ii) Refuse and solid waste on the site
- iii) Wear and tear of fragile elements
- iv) Climbing on monuments
- v) Use of certain areas of the monument as toilets
- vi) Unauthorized entry from all sides

- vii) Graffiti on the monuments
- viii) Impact of excessive number of visitors at one time, particularly on public holidays and special national days

In order to reduce the level of subjectivity in assessment of impact arising from these activities, the following terms are used to categorize the impact:

- i) The impact is **acceptable**, if the assessment indicates that there will be no significant effect on the fabric, setting or value of a heritage place or on the function or performance of intangible heritage.
- ii) The impact is **acceptable with mitigation measures**, if there will be some adverse effects but these can be eliminated, reduced or offset to a large extent by specific mitigation measures.
- iii) The impact is **unacceptable** if the adverse effects are considered too excessive and are unable to mitigate practically.
- iv) The impact is **undetermined** if significant adverse effects are likely, but the extent to which they may occur or may be mitigated cannot be determined from the study and further detailed study may be required.

Source of Impact	Tourism Impact Assessment
Food consumption	Unacceptable; not in keeping with standards for a World Heritage Site; food should be restricted to specific areas outside or on the periphery of the site.
Refuse/Solid waste	Acceptable with mitigation; requires adequate collection system
Wear and tear of fragile elements	Unacceptable; not in keeping with standards for a World Heritage Site. Fragile original elements should be closed to visitors' access
Climbing on monuments	Unacceptable; sets a bad precedence for behavior
Shortage of toilets & location	Unacceptable; not in keeping with standards for a World Heritage Site. Improvements required.
Unauthorized entry	Unacceptable; more control required
Graffiti	Unacceptable; not in keeping with standards for a World Heritage Site.
Excessive number	Acceptable with mitigation measures; visitors' management required

Table 8.2: Preliminary Review of Tourism Impact on Takht-i-Bahi

Most of the serious negative impacts on the site are, indirectly the result of tourism. A tourism impact monitoring plan is required in order to ensure that current and increased levels of tourism do not cause irreparable damage to the site. This may be achieved by creating a set of indicators to measure the impact and defining a set of

standards, or minimum conditions below which impact is unacceptable and signals the need for remedial action. An example of this approach is shown in Table 8.3

Tourism Impact	Assessment	Indicators	Standards
Food consumption and cooking	Unacceptable	Number of occurrences recorded	No food within the premises
Refuse generation	Acceptable with mitigation	Volume	Can be collected and removed by additional staff
Wear and tear	Unacceptable	Number of occurrences	No occurrence
Damage by climbing on monuments	Unacceptable	Number of occurrences recorded	No occurrence
Damage from graffiti	Unacceptable	Number of occurrences	No occurrence
Damage caused by walking on fragile elements	Unacceptable	Number of occurrences	No occurrence
Pressure of excessive number	Acceptable with mitigation	Numerical count exceeds the visitation limits	A number to be agreed
Damage due to lack of toilets	Unacceptable	Lack of toilets/toilets on site are locked	Relocate outside the premises
Damage from pollution from nearby sugar mill	Unacceptable	Lot of pollution during crushing season	Relocate the sugar mill

Table 8.3: Matrix of Indicators and Standards for Monitoring Tourism Impacts

The staff will regularly implement the tourism impact monitoring plan, as developed in the Master Plan. When monitoring indicates that social and resource conditions are out of standards, management actions will be taken. Action could involve increased surveillance, recommendations for conservation works, improved signage etc. Regular review of tourism impact monitoring plan will be needed to add any new impacts and/or remove those no longer applicable.

SV Objective 7 – Ensuring the involvement of all stakeholders

a) Custodian of the World Heritage Site

The site custodians at all levels and other people employed on the site should be trained in the basics of site presentations and conservation as well as concepts of “hospitality”. Training modules for staff should be a priority when

the proposed “Khyber Conservation Institute (KCI)” becomes functional. This institute will be solely devoted to conservation related training.

b) Tourism Sector

Guidelines for cooperation between conservation professionals and the tourism industry are clearly presented in the USENCO document “Cultural Heritage Management and Tourism: Model for Cooperation among Stakeholders”. These models include detailed guidance on the role of tourism in fiscal management of heritage sites, involvement and investment by the tourism industry in sustainability of the Cultural Heritage Resource Base and supporting infrastructure and for overall consensus building for all stakeholders.

The lack of trained guides at Takht-i-Bahi needs to be addressed. Training of tourist guides should also be offered by the Khyber Conservation Institute. Other focused training options should include short certificate courses and on-the-job and pre-service training of those employed at tourism industry.

c) Local Communities around Takht-i-Bahi

The local communities around Takht-i-Bahi have had no role and no association with this site in the past. A two pronged strategy is required to involve the community for better upkeep of the site

i) The school and college teachers and children around the site, particularly the newly established polytechnic institute very close to the site, should be mobilized to involve themselves in many ways. This will include a series of education and awareness programmes to be conducted at regular intervals. The local institutions can act as hosts to the visitors, particularly the students visiting from other areas to generate a sense of ownership and pride. The local schools could also participate to prepare events involving themselves with other school children.

ii) There is a need to encourage residents in the communities around Takht-i-Bahi to get them involved in one way or the other. As a first step towards this, the women of the area could be encouraged to make handicraft items for sale. An outlet for such products can be planned with tourist facilities on the site.

d) Local Community of Seri Bahlol

The case of Seri Bahlol is completely different, as this is all occupied by the villagers who have been living there for ages. Unfortunately, they are unaware of the historic importance of the place. A comprehensive education and awareness programme is required to bring the community on board. Three programmes can be immediately initiated:

- i) Any additional construction or addition/alteration to the existing built structures should require planning permission by the Project Management Team and the Technical Committee should approve the plans.
- ii) A walk through the town leading up to the highest point can also act as tourist attraction. Some tourist facilities may be provided at the top where space can be made available.
- iii) Incentives may be provided to the community to convert their houses into tourist related facilities.

SV Objective 8 – Urban conservation and land use study

The Archaeological Heritage is a fragile and nonrenewable cultural resource. Land use must therefore be controlled and developed in order to minimize the destruction of archaeological heritage. In fact the protection of heritage should be integrated into the planning policies at local and regional levels. Policies for the protection of Archaeological Heritage should constitute an integral component of policies relating to land use, development and planning as well as of cultural, environmental and educational policies. The policies for the protection of archaeological heritage should be kept under continual review so that they stay up to date. The creation of archaeological reserves and parks should form part of such policies.

The declaration by the Government of Khyber Pakhtunkhwa, of the entire mountain (1100 acres) at Takht-i-Bahi as the “Archaeological Reserve” is a step in the right direction. It is recommended that in order to give this a legal cover this should be notified immediately. A similar proposal has been given in this Master Plan for Seri Bahlol. (MM Objective 5-b).

It is therefore being recommended that all developmental activities at Takht-i-Bahi and Seri Bahlol be stopped forthwith. A specialist study be initiated involving the heritage managers, conservation experts and urban planners to suggest the type of developments that can be allowed in and around both sites keeping in view the requirements of a buffer zone. This study should also frame special **building regulations and bye-laws** for these areas. In the long run a Greater Mardan Development Authority (GMDA) is to be created which should frame policies for any future developments around both sites. (This proposal has already been discussed in detail in MM Objective 8 in this Master Plan).

SV Objective 9 – Restoration of Historic Relationship between Takht-i- Bahi and Seri Bahlol

The historic site of Takht-i-Bahi was probably abandoned during the seventh or eighth century A.D. and remained buried for more than a thousand years before it was discovered again during the second half of the nineteenth century. Extensive excavations were then carried out in the first two decades of the twentieth century. The existing approach to Takht-i-Bahi was also planned and developed by British Colonial archaeologists early in the twentieth century.

A study is therefore recommended to investigate whether this was the same route used by the original inhabitants of Takht-i-Bahi and Seri Bahlol. We have gathered sufficient evidence to assume that the original route that used to connect Takht-i-Bahi with Seri Bahlol was different. The monastic complex at Takht-i-Bahi was used by the monks while the residential quarters were some distance away at Seri Bahlol. The traffic used to follow a straight route between the two which used to terminate at the foot of the hill on the southern side of the mountain near the village of Qandaro kile. From here, they used to climb up the mountains.

The remains of steps to climb up from this side of the mountain can still be seen. On the other end, this route seems to leave Seri Bahlol through an impressive gateway. No gateway exists here at the moment, but the position of the walls at this point leads us to believe that one of the four gateways must have existed there. The first reference to these gateways was given by Bellow (1864). The first report on Seri Bahlol written by Bellow in 1864 goes on to state, "Four gateways open in the wall on each of the four faces." This report did not have a map or plan but we can refer to the map published about ten years later by Cunningham in 1875 given at figure 7.2 in this document, which clearly shows the location of four gateways. This study will explore:

- i) Historical research and background studies to trace this link
- ii) Field surveys and archaeological testing to identify any evidence of the path, if available.
- iii) Develop strategies for revitalization of the historic environment.

SV Objective 10 – Management of Special Events at Takht-i-Bahi & Seri Bahlol

Monuments and sites benefit in many ways from being used, they take on meaning for visitors, provide aesthetic and historical experiences. This in turn provides a significant justification for the expenses and time involved in their conservation. The challenge is to strike a balance between preserving site components, their significance and presenting these in meaningful and modern context. The key requirement, in every instance, is to identify compatible uses that require minimal alteration to the site's fabric and its setting.

The use of Takht-i-Bahi and Seri Bahlol as event venues has to be handled carefully. As a policy, no event should be allowed here which results in the closure of monument to the visitors. A world heritage site must be open to all and not restricted to use by any special section of society. For this, the following points need to be taken into consideration.

- i) Events may not include animals on site particularly at Takht-i-Bahi and Seri Bahlol both.
- ii) Electrical fixtures should not be attached directly to the historical fabric.

- iii) No food should be prepared and consumed inside the premises of the site.
- iv) Use of fireworks should be limited to hand held and self-contained devices and that too not very close to the ruins.

8.7 Environmental and Physical Infrastructure

A study of environment and physical infrastructure carried out by our team identified the conditions affecting the site and its immediate environment separately for both site components. The study proposes a framework for the improvement and protection of the monuments and their environment. The physical environment in and around both components is completely different requiring different set of strategies. Therefore, the strategies for both sites are discussed below in separate sections.

8.7.1 Overall strategy

The overall aim is an integrated and phased approach to the critical environmental and infrastructure issues confronting both sites. Keeping in view the complexity of the problem, an attempt has been made to give realistic proposals for change in order to facilitate the custodians.

The core issues which require immediate attention are those that directly affect the structures, spaces and overall integrity which have been highlighted. The Master Plan proposes developing a policy to guide short and long term actions to address these critical environmental problems.

8.7.2 Environmental and Physical Infrastructure (EPT) Objectives for Takht-i-Bahi

EPT Objective 1 – Proposal for Developing an Alternate Route/Access to Takht-i-Bahi Monuments

The existing access to Takht-i-Bahi monuments from the Mardan Swat road, through a very congested Takht-i-Bahi bazaar was developed by the British colonial archaeologists, who excavated this site. They however, did not attempt to find out whether this was the original route to the monument. More than a hundred years ago, the area was not urbanized to that extent and probably the monument could be reached easily through this approach. However this area was host to millions of IDPs from Swat during 2008-2009, (when the action against terrorists was in full swing in the valley of Swat). As a result, the economic activity in the area increased manifold and now the area is too congested and the access to the monument is through a narrow winding road which has no space for widening.

The Master Plan therefore, proposes an alternate route to access the site through a less congested area just before the municipal limits of Takht-i-Bahi. The details of this recommendation are available in section 8.6.3 as SV Objective 1. In order to work out the details of the proposal, its modalities and the feasibility, a specialist study is being recommended.

EPT Objective 2 – Cultural Heritage Impact Assessment (CHIA)

Currently the development in the site’s immediate environs is taking place randomly and without any consideration, of the effects that these may have on its preservation and integrity. Any proposed development in the vicinity should require a “**Cultural Heritage Impact Assessment.**” The Site Commission is responsible for identifying these.

Cultural Heritage Impact Assessment (CHIA) is a legally endorsed system for assessing the direct and indirect effects of proposed development and construction on cultural resources, its preservation and integrity. Impacts are identified and, if negative, mitigation measures are designed and enforced to minimize these. CHIA is a very useful tool for evaluating the acceptability of various proposed works and developments either inside or near the site.

The Master Plan recommends a study to define how to best implement CHIA recommendations on the site. It will need to take a different approach when assessing works outside the site; involving city district government, allied government departments involved in development works and the property owners. It may have to be integrated into the local planning process. On the other hand the assessment of proposed works within the site may have a narrow scope and conducting them will be a more straightforward process. The study should set out the basic procedures for carrying out CHIA’s, defining qualifications for those implementing them.

EPT Objective 3 – Recommendations to offset the effects of Pollution

The Frontier Sugar Mill is situated within the city of Takht-i-Bahi at a distance of no more than two kilometers from the world heritage site. During the crushing season when the mill is functioning at full capacity, a lot of fumes are carried over to the site. Similarly Rehman Cotton Mills on the other side of the mountain are also another source of pollution. The effects of pollution on Takht-i-Bahi have never been evaluated. This is high time that a detailed environmental impact assessment (EIA) of the environs of Takht-i-Bahi is carried out. This could also become a part of CHIA, and if negative impacts are found, the relocation of these mills may be considered.

EPT Objective 4 – Partnership with City District Government and Tourism Industry to achieve preservation goals

Effective safeguarding of this world heritage site is only possible on successfully addressing the issues of the environment outside. Its future is integrally linked to issues of population growth, housing, traffic control and the infrastructure development in the adjoining city areas. Effective and sustainable preservation and management of the site environs can only be achieved by committed involvement of all levels of government and its relevant agencies as well as the public.

Responsibility for bringing together all those stakeholders will lie with the Site Commission. Together with the site custodians and the technical committee, they

should discuss, approve and monitor all development plans around the site for their impact on the World Heritage Site.

EPT Objective 5 – Comprehensive plan for plantation in the site and on all adjoining mountains

Landscape elements change with the season and also over the years. This continual change means that maintaining a landscape must be done cautiously in conjunction with ongoing assessment. It is also important to keep record of all landscape elements as they develop, and as new evidence is found. It is equally important not to remove any evidence that helps in understanding or interpreting the site.

At the moment, there is very little vegetation and that too in the spring season only. During the autumn and winter seasons, the site gives a completely barren and deserted look. During the spring, shrubs and Kikar trees grow which die away in autumn. The Master Plan recommends that a comprehensive tree plantation programme be worked out and only those trees be planted which are either evergreen or would remain green for most part of the year. A detailed management plan should also be in place to manage the new landscape.

It has generally been observed that stray animals (goats) that frequently visit the site in large numbers are the biggest enemy of any greenery that develops there. It is therefore recommended that measures be taken to stop the entry of these animals. In view of the fact that this large site is open from all sides, stopping the animals from entering the site may be a difficult job.

Planting the trees particularly in the vicinity of the ruins will help solve the problem of pollution and make the environment friendlier. All trees should be numbered systematically and their growth monitored.

EPT Objective 6 – Channeling the Storm Water Drainage

The site of Takht-i-Bahi is located on various hilltops, forming a number of ridges and valleys in the site as shown in the topographic plan at figure 5.3. The rainwater, particularly in case of heavy monsoon rains during July and August every year, gushes down along the nallahs. This uncontrolled flow of water through the site, particularly when it passes close to the historic structures is causing damage to various elements on the site. The water gushing down furiously, close to the historic structures erodes the soil below the structures. This erosion of soil might cause certain members of the structures to collapse any time particularly the free standing walls at the edge of a surface.

During the last monsoon season, due to sudden heavy downpour, more than 75% of the province of Khyber Pakhtunkhwa was affected by floods. This site due to its location on a higher elevation escaped the havoc of floods but the recurrence of intense rain in future might cause irreparable damage to some elements of the site.

A study needs to identify remedies and suggest ways of strengthening those components which are vulnerable to damage in similar situations. It needs to recommend ways of protecting highly vulnerable fabric. It should also design a more effective system of storm water collection and removal from within the ruins.

At places, the old system of rainwater disposal from within the main Monastic Complex can still be seen. It is indeed advisable to investigate this system and try to revive this. At places where the system has been blocked, remedial measures may be taken.

In short term, it is recommended that stopgap measures be put in place to prevent the situation from any further aggravation and to mitigate damage that can be caused to historic fabric. This study should be undertaken as an emergency measure to prevent any untoward mishap.

EPT Objective 7 – Improvement of Public Conveniences

The toilet facilities in Takht-i-Bahi have been provided at two places: one near the ticket office and the other within the main Monastic Complex. Whereas the location of toilets at the gate/ticket office may be appropriate but those located within the monastic complex is most inappropriate. While we do agree that the site is too big and requires toilet facilities at more than one place, but these have to be strategically located. It is not only the location which is inappropriate, these are inadequate as well. The large expanse of the site demands additional facilities to be located at reasonably dispersed locations particularly for the women folk that tend to be neglected.

Another important issue which needs to be addressed is the disposal of sewerage from these toilets. At the moment, there is no system and the sewerage is disposed off into a nearby nallah. A proper system of water disposal should also be in place to ensure that no damage is caused to the structures, subsurface soil as well as the environment.

It was unfortunate to find out that most of the time, the existing toilets remain locked and the access to the public is invariably denied. Every time one wants to use the toilet, he has to search for the man who has the key and the man is invariably not available.

EPT objective 8 – Management of Garbage and Solid Waste

The only source of solid waste on the site is from visitors and tourists who in the absence of trash cans litter away the garbage. A system of solid waste management is needed which efficiently and regularly collects and removes the material from the site and delivers it outside the boundary/buffer zone of the site for collection by the municipal authorities. The first step in this direction should be the design and placing of a system of upgraded trash cans located at points most frequented by the visitors and their movement pattern. More the waste containers—better will be the collection.

It should also be examined as to what extent the food items can be allowed into the site.

The local community particularly the local school children should be motivated to run campaigns of “**no litter initiative**” which will aim to instill a sense of responsibility towards the care of heritage in public, particularly the young generation. Community Outreach Initiatives like this will hopefully reduce the magnitude of this problem.

EPT Objective 9 – Upgrading electrical provisions on site

All electrical facilities should be upgraded and specially designed light fittings should be installed in all those areas where the ruins are located. Special care should be taken in designing the lights and their luminous flux, so that these will not have any adverse effect on the monument. The improved electrical facilities are also required for security as well as for evening use. The light fittings, however, are not to be attached to any element of the ruins.

EPT Objective 10 – Enhancement of the site for evening use

The Master Plan recommends that the site opening hours be extended beyond sunset into the evenings, at least on the weekends if not the whole week, in order to allow public to enjoy the site in artificial lights. The Master Plan also recommends that apart from this the site must remain open for at least four to five days in a month from 12th to 16th of the lunar calendar when more or less full moon is shining in the sky and certain areas may be enjoyed in the moonlight only (such visits will be strictly guided tours so that no untoward incidence happens to the site and the tourists both). This will be an entirely different experience for the public.

This will mean reviewing the entire site illuminations and specially designed lighting to be placed at strategic locations to produce dramatic effects in the site. The technical committee and the management team will meet to carefully examine the proposals. Few things should be kept in mind: firstly that no equipment is attached directly to the historic fabric, secondly the fragile elements are not subjected to excessive light levels and thirdly the installations do not use unsympathetic and inappropriate design elements.

EPT Objective 11 – Improved security on the site

The security arrangements at Takht-i-Bahi are minimal and need to be increased manifold immediately. In the long run, the Master Plan recommends that the existing security system be revamped in two directions. One, that the number of guards, site attendants and the police force may be increased to an appropriate level (to oversee such a large site) with communication and other upgraded equipment. The security staff must also be educated to develop sensitivity to the World Heritage Site particularly its fragile elements that must be kept strictly off limits to visitors. They must also be made aware of the sort of behavior of the visitors that cannot be tolerated and in general, the need to safeguard the historical elements of the site.

Secondly, most of the Archaeological Resources at Takht-i-Bahi may still be below ground. A comprehensive approach is needed to identify these areas which may be closed for public access. The Master Plan also recommends that a study be carried out to explore the possibility of electronic surveillance using CCTV or infra-red alarm system.

8.7.3 Environmental and Physical Infrastructure (EPS) Objective for Seri Bahlol

EPS Objective 1 – Cultural Heritage Impact Assessment (CHIA)

Until recently the village of Seri Bahlol was confined within the perimeter walls surrounded by a road, but lately, it has started to develop outside the limits of the wall and across the surrounding road. In view of the fact that the Master Plan proposes an Archaeological Park in a radius of two miles, a Cultural Heritage Impact Assessment study is required. This has already been discussed in section 8.7.2 (EPT Objective 2).

EPS Objective 2 – Research into the Historical link with Seri Bahlol and smaller mounds in the area

The village of Seri Bahlol is located in the middle of lush green agricultural fields and the area around the village as well as the approach road has maintained its rural character. However, the access road is narrow and winding through the fields and probably has no historical significance in the broader context of Takht-i-Bahi, Seri Bahlol and other historical sites in the area.

The Master Plan, therefore, recommends an extensive study to be conducted to determine the historical links between the main mound of Seri Bahlol (which was supposed to house the residential quarters since beginning), the twelve other lesser mounds around Seri Bahlol (supposedly religious establishments and royal residences) and Takht-i-Bahi (the Monastic Complex). After these links have been established, their importance can be ascertained in the regional context of Taxila and Swat and may be Afghanistan after which an appropriate route from the main road can be marked.

EPS Objective 3 – Relocation of the Village of Seri Bahlol

In spite of the popular view of some of the researchers that the main mound of Seri Bahlol has always been the living quarters and no finds of religious nature were ever recovered from here, the inhabitants of the village still believe that there are at least two layers of construction below their modern houses. This has been confirmed by many senior citizens living in Seri Bahlol during our working on the site.

In the light of the above the Master Plan recommends that a comprehensive study should be carried out to find an alternate place nearby where the population of Seri Bahlol could be relocated, this mound be excavated to expose the old foundations and preserved. This will provide a lot of interest to the tourists.

This is a part of the larger proposal to declare this large mound (housing the village of Seri Bahlol) along with the twelve lesser mounds in the vicinity to be declared as an **“Archaeological Park.”**

EPS Objective 4 – Provide Public Conveniences and Tourist Facilities

No facilities what so ever have been provided here by the department and therefore, occasional tourists. No pamphlets, brochures, guide maps or other such information has ever been published/available at the site. The tourists therefore, have no interest in this place. The Master Plan recommends that a small tourist information office with all the relevant information material be established here as soon as possible. Appropriate public conveniences may also be provided to facilitate the tourists.

In the long run, after detailed studies have been carried out and the area declared an Archaeological Park, we expect the number of tourists to increase manifolds. The tourist information centre and the public conveniences can then be upgraded to cater for the increased number of tourists.

EPS Objective 5 – Recommendations regarding Relieving off the Wall of unnecessary Stresses

The remains of the fortification wall are under serious threat from the stresses exerted on it, by the structures inside. These structures are either directly supported on the wall or exert lateral pressure on it. It is therefore urgently required that portions of the wall be relieved off this pressure to avoid any further damage. It is necessary that an area of up to thirty feet inside the wall running on all four sides should be cleared off from the structures to relieve the pressure. **This will be a sort of buffer zone inside the complex.**

EPS Objective 6 – Improvement of the existing sewerage disposal

The sewerage disposal in the village is through open drains all over. The water is disposed off through these drains with gravity. This water is taken up by another open drain running on all four sides along the wall on the outside. The drains were seen to be choked at many places.

However, it could not be determined as to how much water seeps down into the mound through these drains and damage the archaeological resource below. At places, the drains also pierce through the wall to dispose off water into the bigger drain running along the outside of the wall.

An efficient system of keeping these drains clear of all the solid waste has to be in place immediately so that minimum water soaks into the ground. The drain outside the wall running along it may be shifted some distance away across the road.

EPS Objective 7 – Solid Waste Management

A large quantity of solid waste is generated by the community living there. Heaps of garbage can be seen here and there and some finds its way into the open sewerage

drains. A system of solid waste management is needed which efficiently and regularly removes it from the site and transfer to a dumping station away from the village. The city district government may be involved in this exercise.

EPS Objective 8 – Improved Security on the Site

The security arrangements at Seri Bahlol are almost nonexistent. There is only one site attendant employed who is hardly there. These need to be increased appropriately. In the long run when this is converted into an Archaeological Park, security should be developed on the same lines as in Takht-i-Bahi and discussed in section 8.7.2 (EPT Objective 11).

8.8 Financial Situation

8.8.1 Focused Approach to Funding

A focused approach to funding is needed to ensure that the custodians of Takht-i-Bahi have a flexible and diverse funding base with which to apply management decisions and carry out systematic conservation. The financial allocation from the government in previous years fell far short of what was actually required. With the devolution process completed, we expect that the Khyber Pakhtunkhwa government will allocate more funds for this World Heritage Site. However, it is important to explore other sources as well.

8.8.2 Department's own Sources of Funding

a) Government Allocation

The government allocation to the archaeology department is primarily utilized for salaries of the officials and utilities. A very small percentage of this allocation is earmarked for maintenance and conservation programmes at site. The provincial government of Khyber Pakhtunkhwa will be responsible for making this allocation from the next fiscal year starting on 1st of July, 2011. They are earnestly requested to enhance this allocation substantially.

b) Gate Money

Master plan recommendations assume that the gate money collected will go into a non-lapsable fund for direct investment in the site. The amount collected from this source is meager at the moment but it is expected to increase with rationalization of rates and increased levels of visitation. This has already been elaborated in SV Objective 1 (d)

c) Environmental Fund

This fund will be established at the provincial level by the government of Khyber Pakhtunkhwa and it will be used solely to implement environmental and planning improvements including addressing issues of site environs. The Federal Government will also be approached to contribute to this fund.

d) Takht-i-Bahi Heritage Endowment Fund

This would be an endowment fund and any friend of Takht-i-Bahi and Seri Bahlol who wants to support the upkeep of the site could contribute. A board of governors would manage the fund. The BoG would comprise of members contributing substantial sums. The profit earned on this fund can be used for emergency first aid measures.

8.8.3 Other Sources of Funding

a) National and International special project funding

UNESCO, through special project teams should manage to arrange funding from national and international donors and sponsors for specific action plan projects.

b) Special Event Charges

Special events to be organized by corporate sector and multinational companies could be charged heavily and areas designated for such events. However, areas designated as fragile and high cultural value will not be available for such events. Activity organizers must be told about the historical significance of the site and events need to be compatible with this. Wherever possible, events should be open to public.

c) Contribution in Kind

Contributions in kind and services shall add to the contribution base. A list of goods and services should always remain available on the site. Contributions can be in the form of materials, equipment and machinery, and most importantly time donated by individuals with various skills wishing to participate, in efforts to safeguard the site.

It is important to pursue programmes for contribution of expertise and knowledge from other parts of the world. Individuals with specific knowledge and experience in dealing with environment and conservation problems in Historic Sites elsewhere could easily be supported by their own governments or other agencies to work on specific projects.

8.8.4. Financial (FS) Objectives

FS Objective 1 – Procedure for spending government fund should be simplified

The government's grant in aid to the Archaeology Department is mostly spent on non-developmental expenses. A meager amount is however earmarked for the monument. The bureaucratic procedures in place, for spending this money are so complicated that the monument suffers at the end of the day. It is recommended that unnecessary hurdles should be removed, process be simplified and more importantly the funds for actual conservation be non-lapsable.

FS Objective 2 – The ticket money be retained and spent solely on the monument

The existing entry fee to the monument is very small. Master plan therefore recommends that the ticket money at the gate be rationalized and all the money

collected should be used for the conservation of the monument. This money should also go into a non-lapsable fund.

The rationalized rates for the tickets for entry to the site have been discussed in Section 8.6.3 in SV Objective 1 (d). The gate money should be equally divided to all areas of the monument.

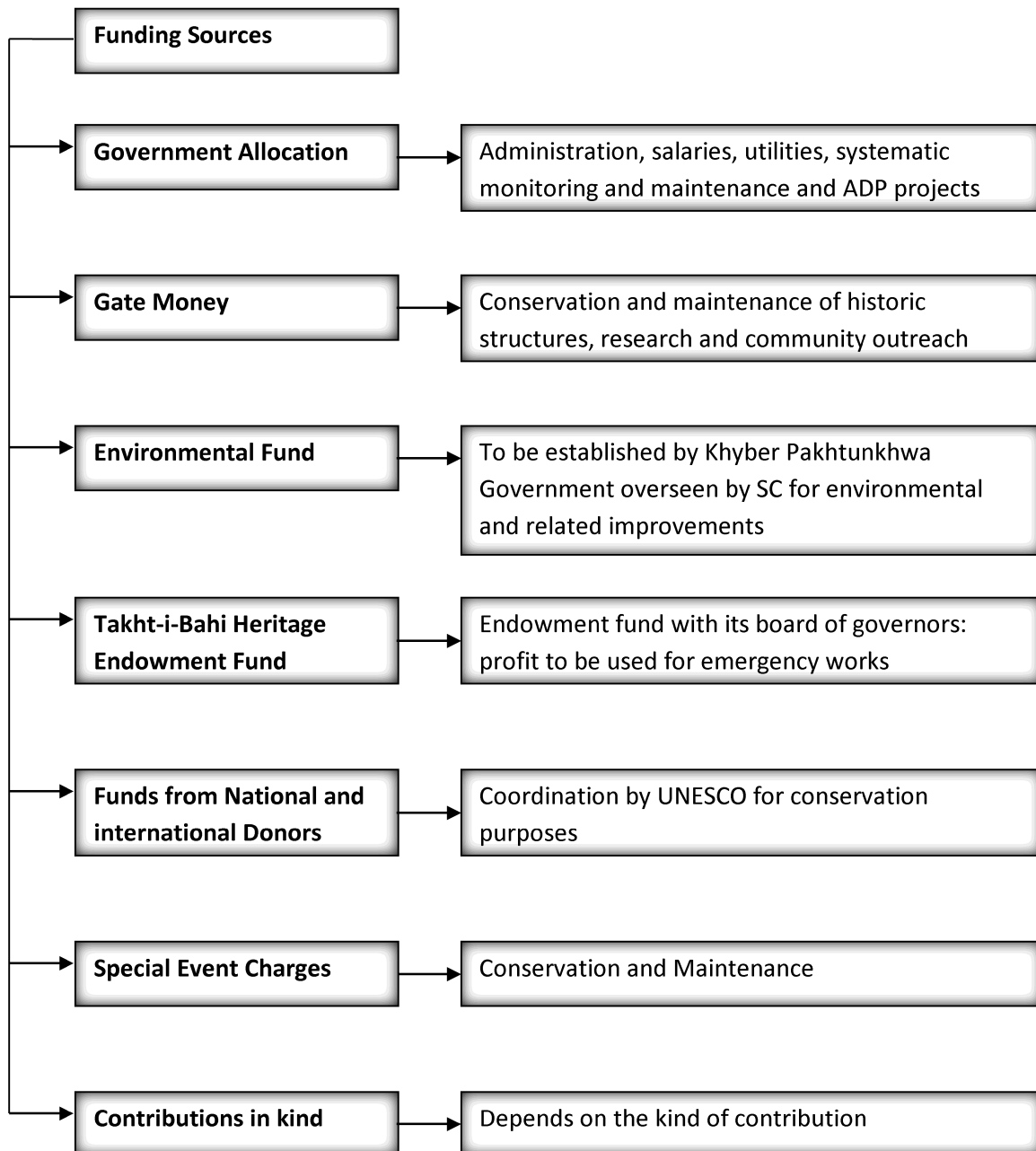


Figure 8.15: Diagram for the proposed Diversified Funding Approach

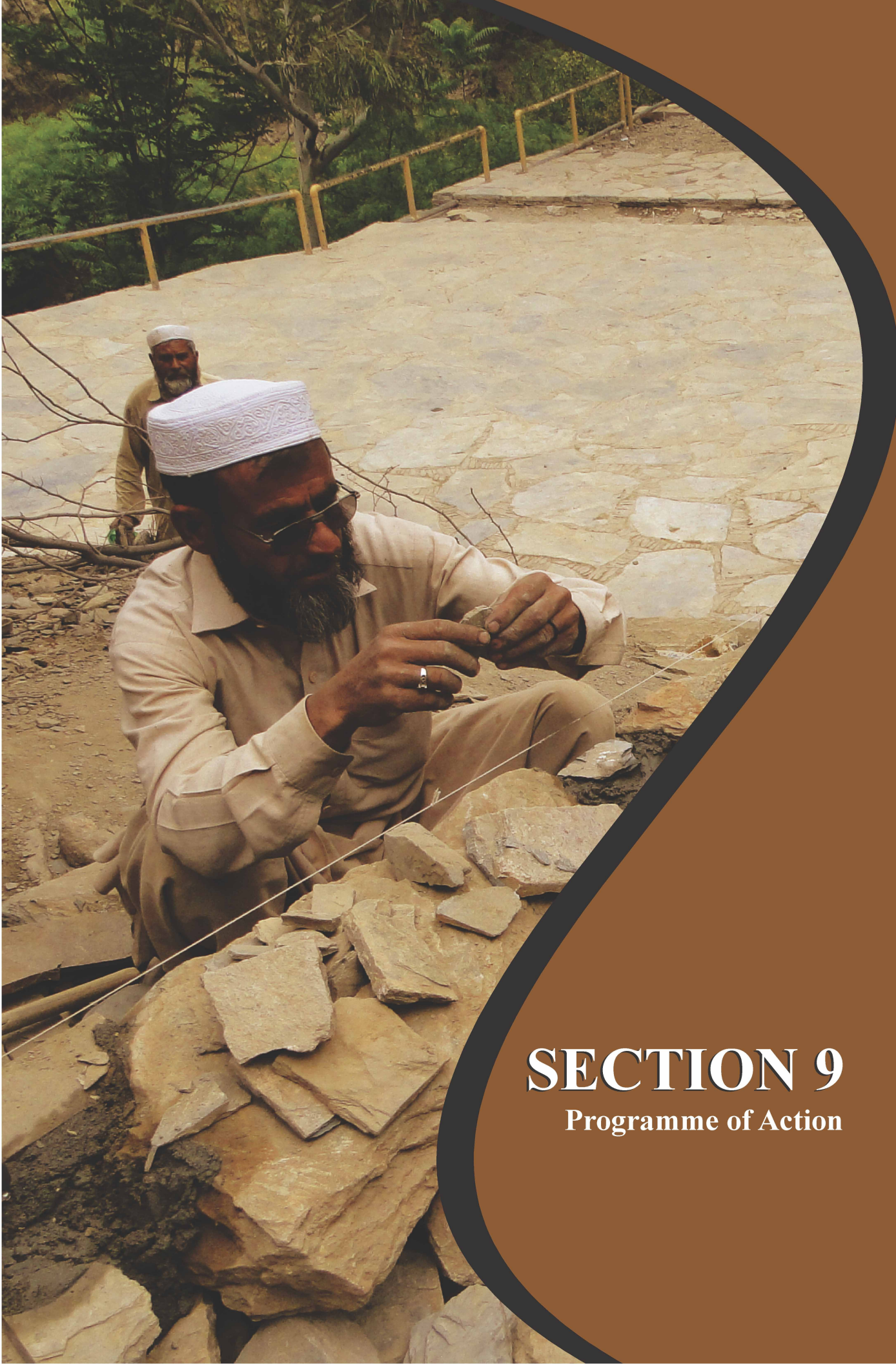
FS Objective 3 – Mechanism for Acknowledgement of Contributions

All contributions of funds, materials, equipment and tools or time investment should be properly acknowledged. Ways of doing this include:

- i) A large board at the entrance to the site acknowledging major contributions.
- ii) Discretely placed plaques, acknowledging support in the conservation of a specific portion of the monument.
- iii) Using media to promote projects and their sponsors.
- iv) Producing fliers to update visitors on work-in-progress and planned projects and acknowledging the support of organizations/individuals.

FS Objective 4 – Additional Funding Sources should be tapped

Additional funding sources as outlined in section 7.8.4 of this document should be tapped to make the financial programme sustainable. Figure 8.15 shows the proposed diversified funding approach.



SECTION 9

Programme of Action

SECTION 9 | PROGRAMME OF ACTION

9.1 Introduction

This section of the Master plan outlines a series of actions to address the issues discussed in section 7, which formed a basis of the strategies and the objectives proposed in section 8. The action plan focuses on a short term, a medium term and a long term vision to conserve this World Heritage Site that will meet international standards. The short term vision is for the first year, the medium, for the first three years and long term for the five years. The short term, the medium term and long term vision has been outlined in section 8.1.1, 8.1.2 and 8.1.3.

9.1.1 Key to the Action Plan Table

Priority

High	In need of immediate action
Medium	Initiated to prevent further erosion of the site's value
Desirable	A long term plan for safeguarding the site

Target dates

Immediate	To start and be completed as soon as possible
Short term	Within one year
Medium term	Within three year
Long term	Within five years

Key agents

C	Consultants
CYOC	Community and Youth Outreach Cell
DC	Documentation Centre
FOTB/SB	Friends of Takht-i-Bahi and Seri Bahlol
GMDA	Greater Mardan Development Authority
KPK	Provincial Government: Khyber Pakhtunkhwa
PMT	Project Management Team
Main T	Maintenance Team
Mon T	Monitoring Team
KCI	Khyber Conservation Institute
RC	Research Cell
SC	Site Commission
TC	Technical committee

ST	Short Term
MT	Medium term
LT	Long Term

9.2 Takht Bahi/Seri Bahlol Objectives: Action Plan 2012-17

9.2.1 Site Management Strategy (SMS)

	Objectives	Priority			Period			Key Agents
		High	Med	Desir	Imd	ST	MT	
SMS 1	Core competency training	•					•	C
SMS 2	Need for an informed management team		•				•	UNESCO
SMS 3	Management structure							
	Site commission	•			•			KPK, UNESCO
	Technical Committee	•			•			SC
	Management team	•			•			SC
SMS 4	Training staff	•			•			KC1
SMS 5	SOP Design and Implementation		•				•	SC/TC
SMS 6	International collaboration		•				•	KPK, UNESCO

Table 9.1 Action plan 2012-17: Site management strategy (SMS)

9.2.2 Monitoring & Maintenance Strategy

	Objectives	Priority			Period			Key Agents
		High	Med	Desir	Imd	ST	MT	
MM 1	Monitoring system	•				•		SC
MM 2	Maintenance system	•				•		SC
MM 3	MM of Takht-i-Bahi	•				•		SC
	MM of Seri Bahlol	•				•		SC
MM 4	Works carried out under the supervision of the department		•				•	TC
MM 5	Protection of Archaeological remains	•			•			SC
MM 6	Removal of wild growth	•			•			Main. T, Mon. T
MM 7	Cleaning the monument	•			•			Main. T, Mon T
MM 8	Control the urban growth		•				•	GMDA & City Govt.

Table 9.2 Action Plan 2012-17: Monitoring & Maintenance Strategy (MM)

9.2.3 Conservation Strategy

	Objectives	Priority			Period				Key Agents
		High	Med	Desir	Imd	ST	MT	LT	
CS 1	Procedure for conservation works	•			•				TC
CS 2	Conservation priority actions								
	Emergency works	•			•				SC, PMT
	Stabilization works	•			•				SC, PMT
	Conservation works		•				•		SC, PMT
	Conservation studies	•			•				SC, PMT
CS 3	Detailed documentation	•			•				PMT
CS 4	Conservation laboratory	•			•				SC, C
CS 5	Training of building crafts	•			•				KC 1
CS 6	Archaeological repository			•				•	SC, C
CS 7	Archaeological research		•				•		SC
CS 8	In house conservation works		•				•		PMT

Table 9.3 Action Plan 2012-17: Conservation Strategy (CS)

9.2.4 Research & Education Strategy

	Objectives	Priority			Period				Key Agents
		High	Med	Desir	Imd	ST	MT	LT	
RE 1	Research framework		•				•		SC, C
RE 2	Publication program		•				•		SC, MT
RE 3	Conservation library		•				•		UNESCO, SC
RE 4	Education & awareness program	•				•			CYOC, SC

Table 9.4 Action Plan 2012-17: Research & Education Strategy (RE)

9.2.5 Site Visitation Strategy

	Objectives	Priority			Period				Key Agents
		High	Med	Desir	Imd	ST	MT	LT	
SV 1	Visitors Management plan/ sustainable tourism	•				•			SC, C
SV 2	Emergency protection works	•			•				PMT
SV 3	Visitation and protection of values		•				•		C
SV 4	Site interpretation	•				•			C
SV 5	Improved facilities for tourists,								
	Visitors centre	•				•			C
	Cafeteria & souvenir shop	•				•			PMT
	Public conveniences	•				•			PMT

SV 6	Impact of tourism on the monument		•				•		SC, C
SV 7	Community outreach & benefits	•					•		CYOC, PMT
SV 8	Urban conservation planning		•				•		City Govt, GMDA
SV 9	Historical relationship between Takht-i-Bahi and Seri Bahlol			•				•	SC
SV 10	Event management		•				•		SC

Table 9.5 Action Plan 2012-17: Site Visitation Strategy (SV)

9.2.6 Environmental and Physical Infrastructure Strategy for Takht-i-Bahi

	Objectives	Priority			Period				Key Agents
		High	Med	Desir	Imd	ST	MT	LT	
EPT 1	Special study for alternate access to Takht-i-Bahi			•				•	C
EPT 2	Cultural Heritage Impact assessment	•				•			C
EPT 3	Reduction in pollution			•				•	City Govt.
EPT 4	Partnership with all stake holders		•				•		SC
EPT 5	Plantation program	•				•			PMT
EPT 6	Storm water drainage	•				•			C
EPT 7	Public conveniences		•				•		PMT
EPT 8	Solid waste management		•				•		TC, PMT
EPT 9	Electrical installation to be improved		•				•		C
EPT 10	Use of evening hours			•				•	C
EPT 11	Improved security	•			•				SC

Table 9.6 Action plan 2012-17: Environmental and physical infrastructure strategy for Takht-i- Bahi (EPT)

9.2.7 Environmental and Physical Infrastructure Strategy for Seri Bahlol

	Objectives	Priority			Period				Key Agents
		High	Med	Desir	Imd	ST	MT	LT	
EPS 1	Cultural Heritage impact assessment	•				•			C
EPS 2	Historical link of Seri Bahlol with smaller mounds around it.			•				•	C
EPS 3	Relocation of inhabitants of Seri Bahlol			•				•	C
EPS 4	Public conveniences be provided	•			•				TC, PMT
EPS 5	Structural stability of the wall	•			•				C

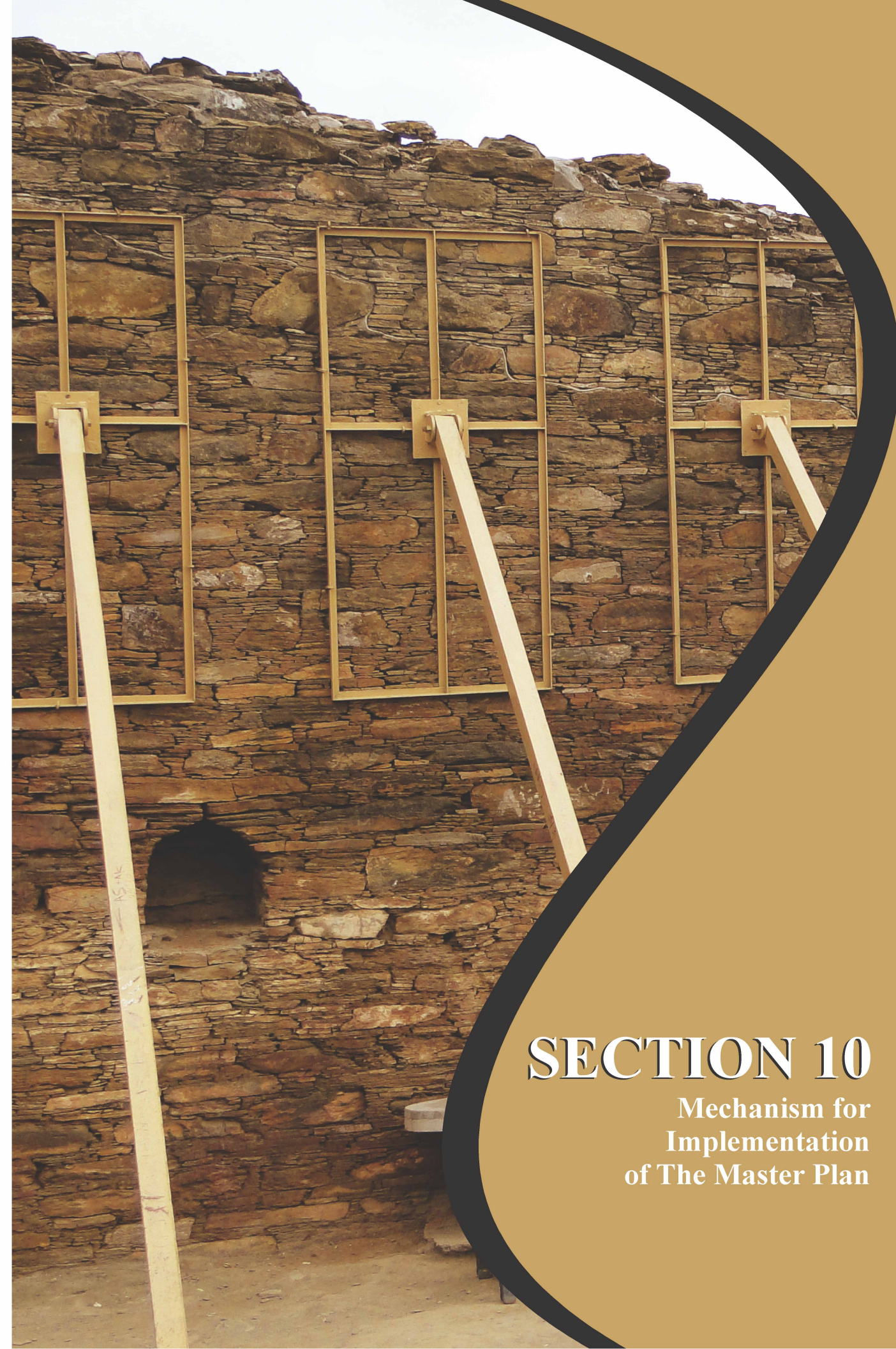
EPS 6	Cleaning the wall program	●			●				PMT
EPS 7	Solid waste management		●				●		TC, PMT
EPS 8	Improvement in security arrangement	●			●				SC

Table 9.7 Action plan 2012-17: Environmental and physical infrastructure strategy for Seri Bahlol

9.2.8 Financial Strategy

	Objectives	Priority			Period				Key Agents
		High	Med	Desir	Imd	ST	MT	LT	
FS 1	Procedure for allocation of funds be simplified		●				●		Govt. of KPK
FS 2	Tickets money be rationalized	●			●				SC
FS 3	Contribution to be acknowledged		●				●		SC
FS 4	Additional sources of funding		●				●		SC

Table 9.8 Action plan 2012-17: Financial Strategy (FS)



SECTION 10

Mechanism for
Implementation
of The Master Plan

SECTION 10 | MECHANISM FOR IMPLEMENTATION OF THE MASTER PLAN

10.1 Implementation of Master Plan

10.1.1 Goals of Implementation

The goals of implementation are to make satisfactory progress on all long term, medium term and short term objectives set out for the Buddhist Ruins of Takht-i-Bahi and the Neighbouring Remains at Seri Bahlol, which can be summarized as below:

- i) Work towards holistic and effective management of the site.
- ii) Achieve the highest standards of conservation, preserving its significance.
- iii) Ensure that the site is proactively monitored and maintained.
- iv) Arrange adequate funding for long term financial stability.
- v) Have in place, a comprehensive visitation policy for a wide range of tourists.
- vi) Establish a strong relationship with the local community.

Based on the above goals and the recommendations made in the Master Plan, this section summarizes the proposed plan of action and discusses ways to effectively implement these. Successfully carrying out a plan will often mean readjustments in existing time, money and human resources. The staff may need to be assigned new duties, readjustments in allocating finances and the priorities to be determined. The first step, therefore, is to develop a system for carrying out the intended works.

Given the shortage of staff and limited resources in the beginning, it is apparent that moving towards these goals can best be achieved by focusing on those key strategic short term objectives highlighted in sections 8 and 9 of this document.

10.1.2 Terms of the Master Plan

ICOMOS recommends that the minimum period of a World Heritage Site management plan is five years, followed by a system of review. This Master Plan has accordingly been worked out for the years 2012-2017. The first year, or phase I, will deal with the stabilization, emergency conservation works and eliminating the causes which add to the deteriorating condition of the site. Phase II will focus on implementing programmes with less urgency but are still fundamental to the site's effective management and conservation during the three years. Long term actions extending beyond three years are characterized as phase III.

The conservation and maintenance of this World Heritage Site will be a continuous and ongoing process depending on the resources available. The Master Plan sets out priorities of works for those components in need of emergency conservation. As

finances become available, decisions as to how to use these, most effectively should be based on the priorities set in this document.

10.1.3 Agents responsible for implementation

The key stakeholders and partners involved in implementing the master plan have been given in section 1.5 of this document. However, the overall responsibility for ensuring the implementations of the recommendations of this plan will lie with the Site Commission which is being proposed in this document. The technical committee is an advisory body who will work with the project management team, to function as the executive arms of the Commission. The World Heritage Centre will play an important advisory role, providing links with international expertise and potential funding sources.

Given the shared responsibility for the site, it is important that all parties formally agree to support the Master Plan requirements – particularly the Federal and the Provincial governments of Khyber Pakhtunkhwa, as respective owners and custodians of the site. The purpose is to make the document a legal binding on the custodians, those responsible for maintenance and management, the site commission and its executive arms. It is also essential that the Government of Khyber Pakhtunkhwa adopts this Master Plan as early as possible to give this a legal status. Figure 10.1 shows all parties responsible for implementation of the action plan.

10.2 Reviewing The Master Plan

Managing a World Heritage Site is a dynamic process and does not stop with the production of a Master Plan document. The Master Plan in fact, provides the necessary guidelines for various activities on the site. The action plan may not be able to meet its goals if there are changes in the circumstances and the issues it aims to address. Thereafter, the plan's objectives should be reviewed and decisions made as to the best strategies for the changed conditions. In this way, the action plan will continue to be flexible and relevant. This is in line with the MGWCHS, which states that **“the reviews at regular intervals can, if the planning process is scientific and logical, correct mistakes and refine concepts.”**

It is therefore, being recommended that a system of review of the issues and strategies should be designed and implemented and the plan revised as and when required. When changes are necessitated, the relevant sections of the plan are updated and reissued for inclusion in the document. Proper record of all changes to the document should be kept.

Elements of the Master Plan have different life spans; as a result, different strategies must be integrated in order to ensure efficient review of the plan. The following procedure is being recommended for revisions/reviews.

a) Ongoing Evaluation

This involves continuous monitoring of what is being done and how. The project management team and other staff are doing it almost every day as part of their regular

routine. It should however, be formalized on a monthly basis in the form of a monthly progress report.

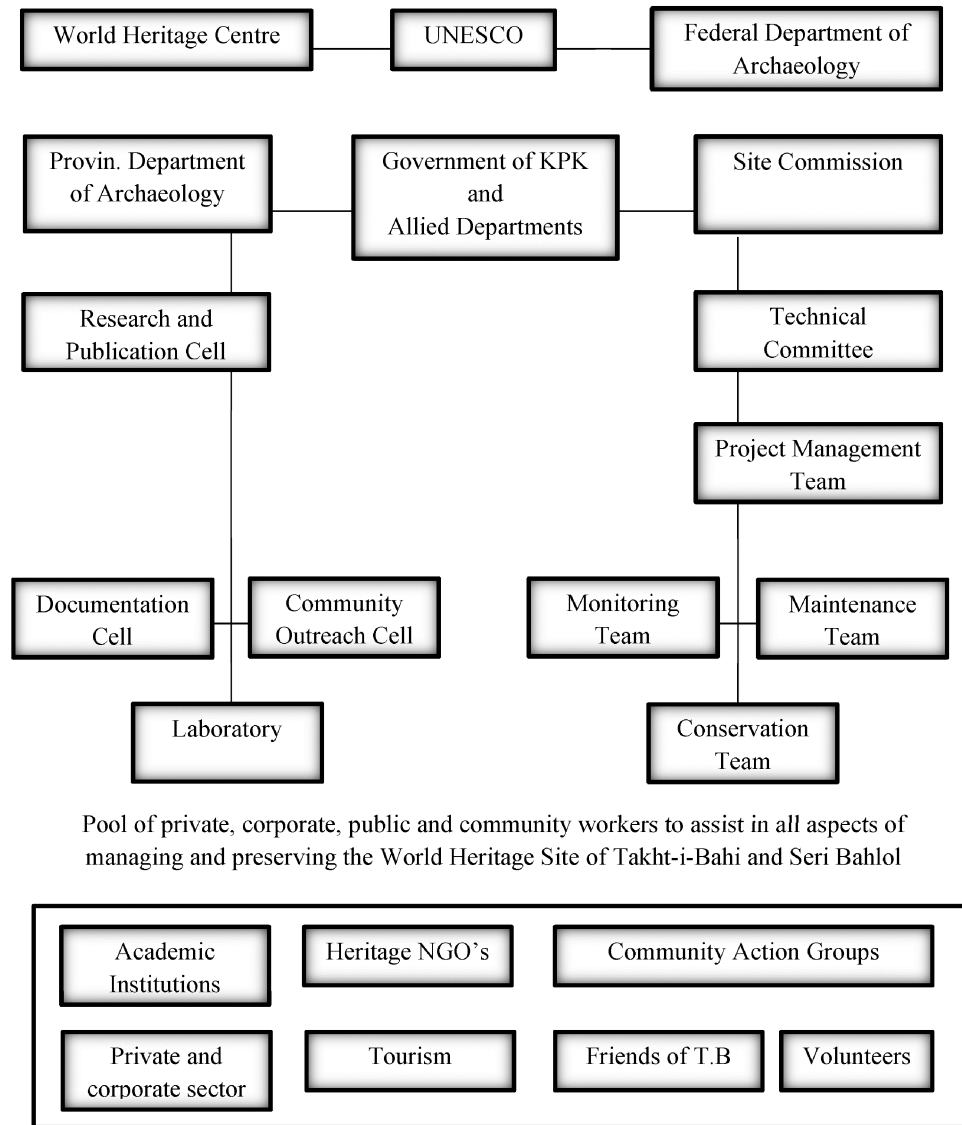


Figure 10.1: Partners responsible for implementation of Action Plan components

b) Annual Review

This is a more formal level of evaluation. The site custodians and the project management team will conduct this annually with the support and advice of the technical committee.

The purpose of annual review is to check, if Master Plan objectives are being met in the previous year and determining the most effective strategies for the following year. This information will be used to measure progress against short term action plan objectives. In particular, prioritization of conservation needs should be reviewed to

ensure that funding is spent effectively. This review should be carried out jointly by the technical committee and the project management team.

c) Three Year Audit

The three year Heritage Audit will be conducted by a team of UNESCO experts and focus on the evaluation of the effectiveness of the Master Plan proposals in safeguarding the value and authenticity of the site. This will also include the evaluation of the document to see the status of the medium term actions.

d) Long Term Programme Evaluation

This constitutes a less frequent but more thorough evaluation. It should be taken up at the end of the five year term of the plan and involves a review of the strategic points of the management plan including:

- i) The vision statement and the goals
- ii) Identification of objectives
- iii) Action plan elements

This level of evaluation can determine whether the plan continues to meet the needs of the site and the community or a major programme overhaul is required. Long term evaluation plan should actively involve most of the stakeholders including the site commission, the custodians, the technical committee, the project management team and the expert advice of all the related professionals.

e) World Heritage Committee Periodic Reporting

The World Heritage Committee requires periodic reports on the state of conservation of the World Heritage Properties in its territory. The committee stipulates that reporting must be carried out every **six years** and says, “to ensure the efficient implementation of the World Heritage Convention, it is essential that all the actors involved, have access to up-to-date knowledge on the application of the convention and on the state of conservation of World Heritage Properties.”

The World Heritage Guidelines, on periodic reporting state that, “up-to-date information should be provided in respect of each of the key indicators. Care should be taken to ensure that this information is as accurate and reliable as possible.” Further, section 2 of the State of Conservation of Specific World Heritage Properties requires a description of the management in place at the site, an assessment of the factors affecting the property and an analysis of the state of monitoring of the site.

The purpose of periodic reporting is to:

- i) Provide an assessment of the application of the World Heritage Convention
- ii) Provide an assessment, if the property’s World Heritage Values are being maintained.

- iii) Provide latest information about the property, recording any change of circumstances and its state of conservation.
- iv) Provide a means of regional cooperation and exchange of information and experiences between state parties.

The proposed review programme of ongoing evaluation, annual reviews, three year audit and long term programme evaluation will generate sufficient information for integration into the periodic reporting process. Based on this assessment, the guidelines require a description of proposed future actions. Figure 10.2 shows the detailed evaluation process.

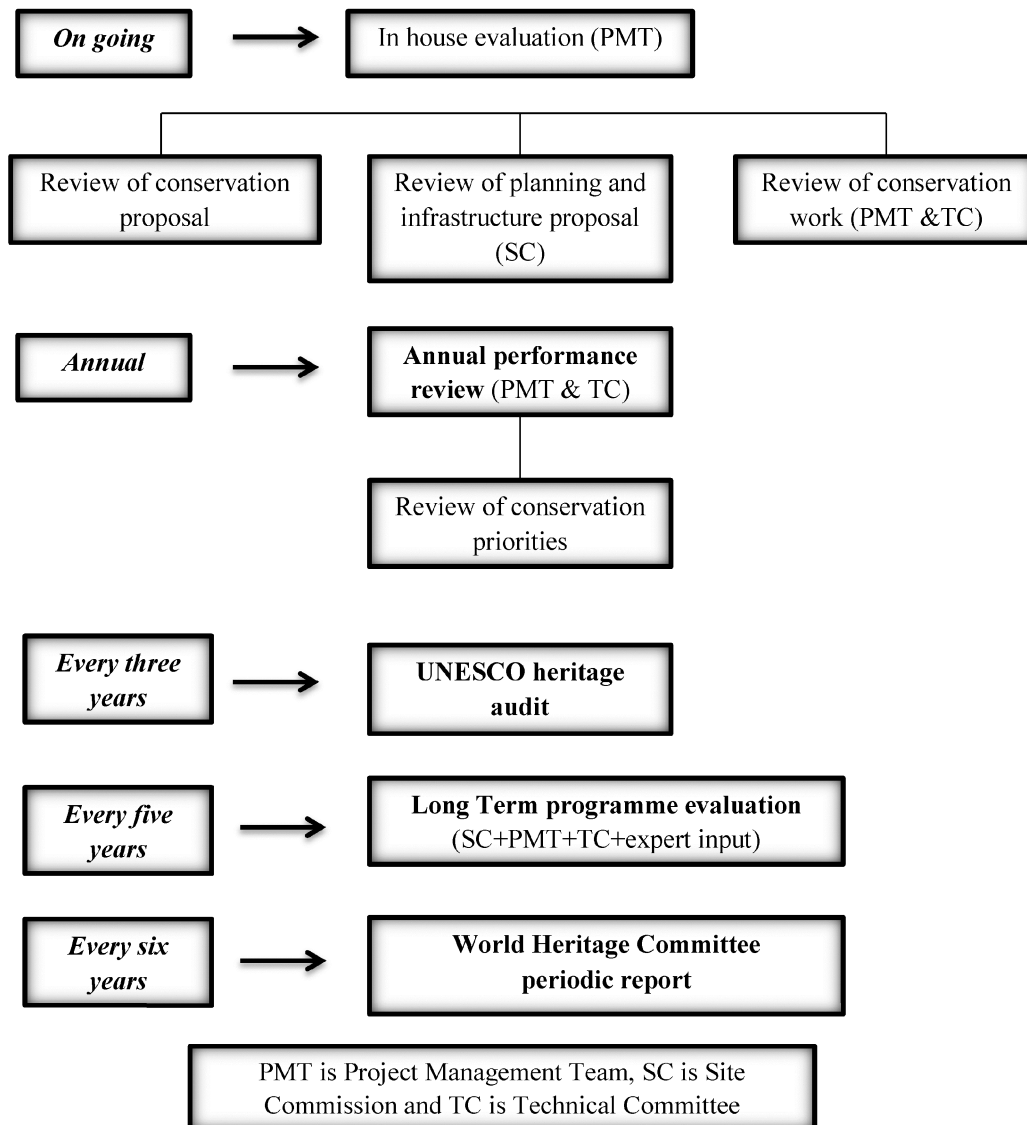


Figure 10.2: Diagram showing the evaluation process



SECTION 11

Recommendations
For Further Specialist
Studies

SECTION 11 | RECOMMENDATIONS FOR FURTHER SPECIALIST STUDIES

The following specialist studies and projects are recommended for effective implementation of the Master Plan. Some of the studies can be undertaken in house as part of the ongoing preservation programme. Others can be accomplished by outside consultants. For some studies, the Provincial Government Departments/agencies may be involved.

- i) Core Competency Training Programme:**
Work with site management and staff to define the tasks and design basic training needs. (In house)
- ii) Development of Khyber Conservation Institute in the province:**
Prepare its PC1 and detailed design. (In house)
- iii) Detailed Structural Studies:**
Structural stability studies for buildings under stress at Takht-i-Bahi along with proposals for structural rehabilitation. (Consultants)
- iv) Archaeological Investigations:**
Retrieve information concerning original period and use and to design a system for archaeological monitoring of the works, on site. (Consultants)
- v) Recreate the link:**
Between Takht-i-Bahi, Seri Bahlol: Jamal Garhi and Shahbaz Garhi and preparation of detailed documentation for inclusion of Jamal Garhi and Shahbaz Garhi into the World Heritage List. (Consultant)
- vi) Urban Conservation Planning and land Use Policy:**
Give recommendations about the type of developments, possible around both sites. (Consultant)
- vii) Standard Operating Procedures:**
SOPs are required to work out the details for conservation works (in house with help from Archaeology Departments of other provinces)
- viii) Storm Water/Flash Flood Study:**
Detailed survey and study based on the topographic survey to channelize the storm water away from the historic structures particularly those standing at the edge of the cliffs. (Consultants)
- ix) GIS Design and Implementation:**
A detailed study, to setup a purpose-designed GIS database for both sites and to train the management team, in its use and application. (Consultant)

- x) **Risk Assessment and Management Plan:**
Identify potential risks to the World Heritage Site and design a programme of detailed preventive and mitigative actions. (Consultant)
- xi) **Conservation Laboratory Studies:**
Assess the requirements of a conservation laboratory in the light of the type and nature of the monuments/sites in the province. (In house)
- xii) **Proposal for Establishing a Resource Centre:**
Fulfill the basic requirements of a library and a documentation centre in the province. (In house)
- xiii) **Repository Plan:**
Undertake systematic study of all the artifacts/antiquities retrieved from these sites and preparing their computerized inventory. The study must ensure that in future, any such finds from these sites are properly protected. (In house)
- xiv) **Design a Research Framework:**
Identify the gaps in knowledge and areas for priority research and to promote interest, amongst the academic community. This should also include a detailed publication programme. (In house)
- xv) **Carrying Capacity Studies:**
Asses how many people can visit the site at one time and how it affects the site, in order to decide the management guidelines for visitation? (Consultants)
- xvi) **Site Interpretative Policy:**
Develop an integrated interpretative Policy, for presenting Takht-i-Bahi and Seri Bahlol to visitors. The study should focus on themes to be presented and plans for implementation. (Consultants)
- xvii) **Alternative Plan for Visitors:**
The study should examine the possibility of an alternative approach to the site though a less congested area from the back of the hills. (On the southern side)
The study should also work out the feasibility of tourist facilities at the foot of the hills, steps or an approach road or a chair lift to carry the tourists to the top of the hill and then establishing one or two view points away from the ruins. (Consultants)
- xviii) **Historical Link Study between Takht-i-Bahi and Seri Bahlol :**
Explore the historical link that may have been in use of the inhabitants of Seri Bahlol to visit their religious places at Takht-i-Bahi. (Consultants)
- xix) **Study to Extend Visiting Hours and Night Time Opening of the Site:**
Design guidelines for the limited use of the site by the visitors either on weekends or on full moon nights only. (Consultant)

- xx) Special Events Management Study:**
Explore the possibilities, of the use of the site for special events to be held.
(Consultant)
- xxi) Greater Mardan Development Authority:**
Streamline the urban and suburban development, around both components of the site and to frame the bye laws and building regulations around the site.
(The Government of Khyber Pakhtunkhwa)
- xxii) Archaeological Park at Seri Bahlol:**
Identify twelve other mounds around Seri Bahlol and declare the entire area within a radius of two miles of Seri Bahlol as an **“Archaeological Park.”**
(Consultant)
- xxiii) Relocation of Inhabitants of Seri Bahlol to an Alternate Site:**
Identify an alternate location where the inhabitants could be relocated, modern houses removed to expose the old foundations and declare this as an Archaeological Park. (Consultant)
- xxiv) Detailed Structural Stability Study of the Wall at Seri Bahlol:**
Most portions of this wall are under serious threat from stresses resulting from various reasons so a detailed structural stability study is required along with proposal for its rehabilitation. (Consultant)

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