



NITI Aayog
Govt. of India

Working Group Report on

Improving Heritage Management in India





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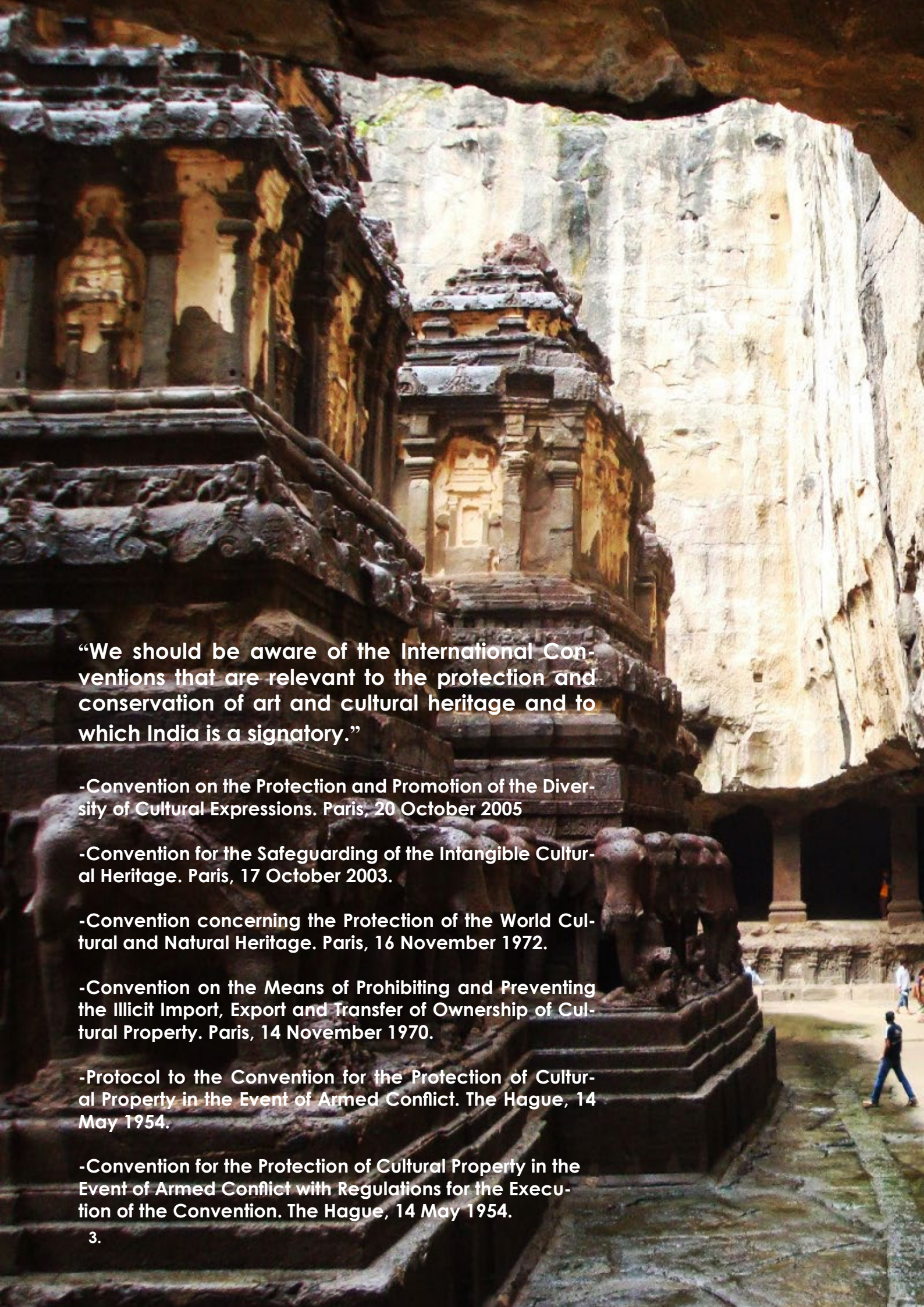
The Constitution of India has divided the jurisdiction over these monuments, cultural heritage, and archaeological sites as follows:

Union: Ancient and Historical Monuments and Archaeological sites and remains, declared by Parliament, by law to be of national importance.

State: Ancient and Historical Monuments other than those declared by Parliament to be of national importance.

Concurrent: Besides the above, both the Union and States have concurrent jurisdiction over archaeological sites and remains other than those declared by law and Parliament to be of national importance

Article 253 of the Constitution of India, enables Parliament to legislate for the implementation of any treaty, agreement or convention with any other country or countries, or any decision, made at any international conference, association or other body. Any such legislation can be enacted even if the subject matter of the legislation is an item in the State List of the Constitution of India.



“We should be aware of the International Conventions that are relevant to the protection and conservation of art and cultural heritage and to which India is a signatory.”

-Convention on the Protection and Promotion of the Diversity of Cultural Expressions. Paris, 20 October 2005

-Convention for the Safeguarding of the Intangible Cultural Heritage. Paris, 17 October 2003.

-Convention concerning the Protection of the World Cultural and Natural Heritage. Paris, 16 November 1972.

-Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property. Paris, 14 November 1970.

-Protocol to the Convention for the Protection of Cultural Property in the Event of Armed Conflict. The Hague, 14 May 1954.

-Convention for the Protection of Cultural Property in the Event of Armed Conflict with Regulations for the Execution of the Convention. The Hague, 14 May 1954.

Vision

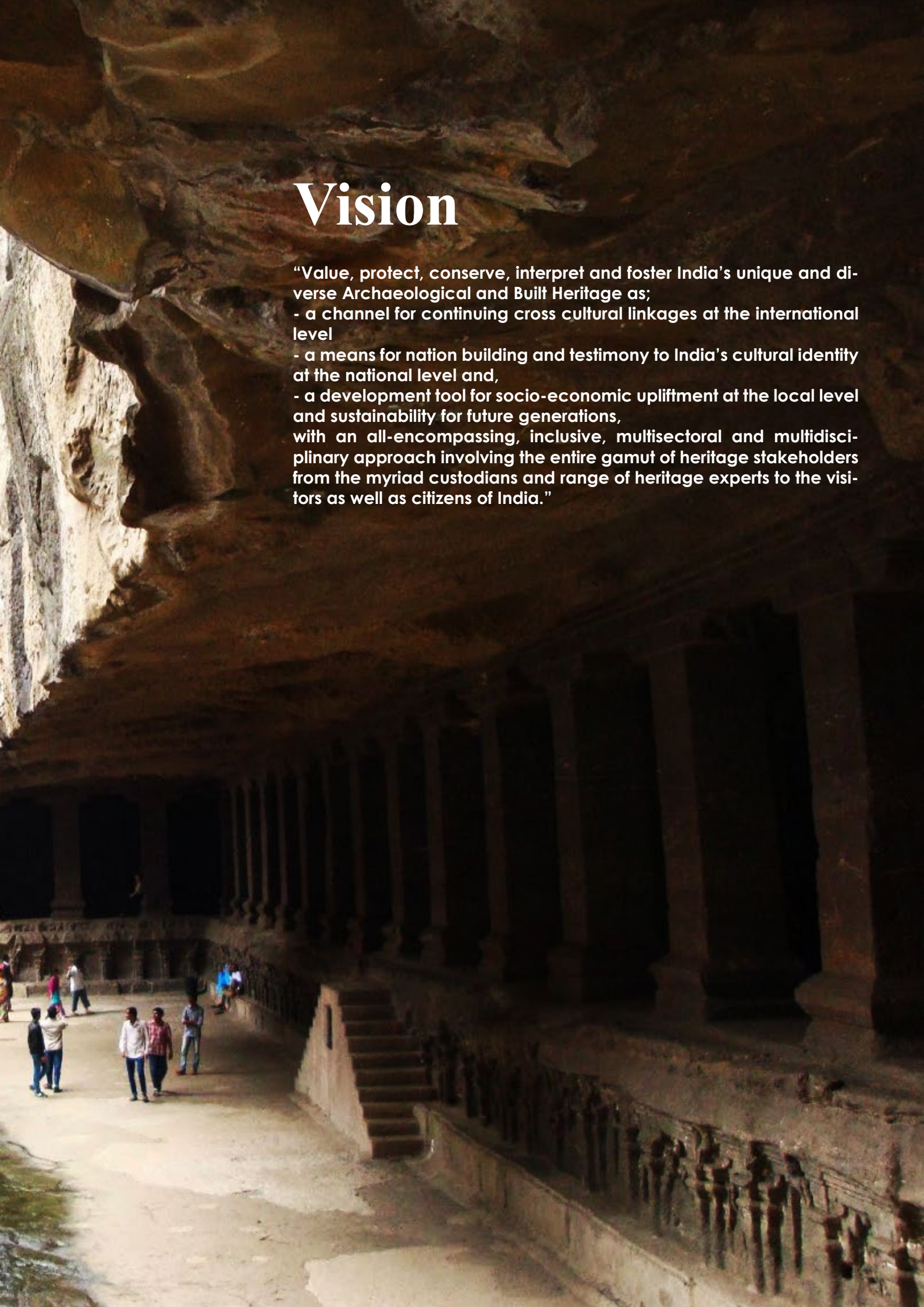
“Value, protect, conserve, interpret and foster India’s unique and diverse Archaeological and Built Heritage as;

- a channel for continuing cross cultural linkages at the international level

- a means for nation building and testimony to India’s cultural identity at the national level and,

- a development tool for socio-economic upliftment at the local level and sustainability for future generations,

with an all-encompassing, inclusive, multisectoral and multidisciplinary approach involving the entire gamut of heritage stakeholders from the myriad custodians and range of heritage experts to the visitors as well as citizens of India.”



Executive Summary

India's cultural heritage and, in particular, its archaeological and built heritage is unparalleled in the world.

India has one of the largest geo-political expanses and one of the greatest volume and diversity in heritage. This vast heritage repository of India is recognized globally as significant part of its unique cultural identity. Even beyond India, a number of countries across the world, house some of the best specimens of our country's heritage in their museums often narrating the glory of Indian culture along with the tales of colonial legacy; while others in south east Asia have extraordinary monuments standing as testimony to the spread of Indian culture.

An initial survey indicates the total quantum of India's built heritage and archaeological remains may roughly amount to a total of 400000 plus heritage structures across the country including the centrally protected monuments, state protected monuments, heritage buildings under various religious trusts, historic cities and archaeological sites.

The potential of India's unsurmountable heritage remains untapped until now – simply because it exists in myriad forms, shapes and experiences across various states and, **no Single Overarching Vision for Heritage of India** has guided its protection/preservation/promotion till date. Unlike other western nations, India's Cultural Heritage shows continuity since centuries where age old traditions continue to be practiced.

Currently, India's Heritage is underfinanced and, a Comprehensive Vision for Heritage Budget and Planning with innovative means of financing is essential. This heritage does not just constitute the important markers of India's past but also presents a unique opportunity for generating employment and incomes through heritage tourism and local development.

The impact of protecting, conserving, interpreting and showcasing India's built heritage needs to be recognised at multiple levels:

a. International Level - As part of a Universal Shared Heritage to build global relations in future by connecting with stories and routes of cultural exchange through history and, learning from international practices.

b. National Level - As a tool to Nation Building, and branding of its unique cultural identity with iconic sites and magnificent monuments in each region of India including its World Heritage Sites that narrate its rich, complex and layered history.

c. Local Level - To guide sustainable development of its historic cities and sites at local level linking directly with reuse and socio-economic benefits to the community while addressing the UN Sustainable Development Goals at the same time

The Vision for India's immovable Heritage can be stated as"

"Value, protect, conserve, interpret and foster India's unique and diverse Archaeological and Built Heritage as;

- a channel for continuing cross cultural linkages at the international level

- a means for nation building and testimony to India's cultural identity at the national level and,

- a development tool for socio-economic upliftment at the local level and sustainability for future generations,

with an all-encompassing, inclusive, multisectoral and multidisciplinary approach involving the entire gamut of heritage stakeholders from the myriad custodians and range of heritage experts to the visitors as well as citizens of India."

This report attempts to review the entire built heritage scenario in India – protected and unprotected. It provides an overview of the current status of built heritage, protected and unprotected, structuring and status of institutions involved in heritage management, existing gaps in conservation, archaeology, heritage management, outreach, promoting and marketing of India's heritage, assessment of various heritage projects under Archaeology Departments along with Tourism and Urban Development. It also assesses the potentials for Capacity Building through various institutions involved in Heritage Management across India and, looks at ways of International collaborations for managing and promoting this heritage.

Between the demarcation of Protected and Unprotected, this heritage of India is facing serious conservation, preservation, maintenance and management challenges. The moot point is whether the mere job of custodians, is administrative, identification of monuments and sites and notification with conservation or is it time for our heritage institutions to look beyond their co-

lonial mandates in order to collaborate with other government and non-government organisations to showcase our unique and vast heritage with best of heritage management practices.

This report by NITI Aayog is an effort to understand these current challenges for heritage management in India and to provide a future roadmap along with an appropriate branding of India's invaluable Archaeological and Built Heritage.

The implementation of the Vision and its objectives needs to be multisectoral in nature to be implemented via various ministries', State Department and Private Trusts in conjunction with the nodal body i.e. the 'Archaeological Survey of India'.

The implementation strategy broadly covers following key points specified for PMO Working Committee mandate: **Restructuring of ASI, Creating a National Database, Connecting with People, Defining Byelaws for Prohibited and Regulated Areas around Monuments, Support to State Government and other organisations such as Temple Trust, Waqf Boards and others, Heritage as a tool for development and employment generation and, Capacity Building for Heritage Management at all levels in partnership with national and international institutions.**

A complete overview of the India's heritage as summarised in this report provides a fair idea of the existing gaps at various levels. Based on the gap analysis and subsequent recommendations as per this report, the Key Action Points for each section are outlined as below:

1. National Database and Documentation

- 1) National Archaeological Database to be made. National GIS Database for monuments and sites to be authenticated and validated with ISRO.
- 2) NMMA to be reactivated with budget and staffing to complete its previous listing of built heritage and antiquities.
- 3) Extend ongoing initiative for Archives Data to be accessible digitally and Archives to be stored as per conservation norms

2. Use of Technologies for National Heritage

- 1) New technology like Photogrammetry & 3D Laser scanning should be used for documentation, surveys, excavation and conservation works.
- 2) LIDAR (Light Detection and Ranging) and Drone Surveys to document monuments and sites
- 3) Collaboration with Foreign Universities for introduction of latest techniques in exploration and excavations should be undertaken.
- 4) Technology is needed for e-governance and one-window for permissions and clearances as well
- 5) Advanced Technology for Promotion and Marketing of sites

needs to be actively used to cater to all visitor kinds – school children, families, researchers and other segments of society

3. Conservation of National Heritage

- 1) National Policy on Conservation needs to be implemented and put into practice vigorously by ASI and State Archaeology Departments (Refer annexure for National Policy).
- 2) Conservation Plan be prepared for the site before undertaking any conservation works
- 3) Provision for Work Audit for conservation of centrally protected monuments needs to be incorporated
- 4) Region-wise empanelment of crafts persons to be taken up.
- 5) National Level awards to be given to ASI Circles, State Governments and other heritage custodians

4. Excavation and Exploration of Archaeological Sites

- 1) Draft of Excavation and Exploration Policy to be finalized and adopted after public discussion within 6 months period
- 2) ASI Vision Plan for thematic prioritisation of exploration and excavation to be framed and implemented.
- 3) Use of scientific methodologies and development of laboratories for post-excavation analysis. Collaboration to be established with concerned laboratories within 6 months.
- 4) Archaeology to be recognised as a separate Cadre
- 5) Publication of Excavation Reports to be completed within 6 months period
- 6) Re-exposing and putting the excavated sites in public domain with interpretation centre to showcase to visitors

5. Developing Site Museums

- 1) Budget 2020-21 has proposed five archaeological sites to be developed as iconic sites with on-site Museums. These should be completed in next 3 years.
- 2) The proposed museums are Rakhigarhi (HR), Hastinapur (UP) Shivasagar (Assam), Dholavira (GJ) and Adichanallur (TN). Clear Action Plan to be finalized for all.
- 3) ASI should finalize world class projects for 2 site museums Hampi and Sarnath within next 3 months. A model site museum should also be set up at Ahichchhatra archaeological site in UP
- 4) Guidelines for Museums adopted by ASI in 2013 should be practiced for Museum Development for all site museum of ASI:
 - a. Research and Dissemination
 - b. Preservation and Conservation
 - c. Interpretation and Presentation
 - d. Education and Outreach
 - e. Visitor Services and Amenities
 - f. Administration and Management
- 5) Inter-disciplinary team of specialists, archaeologists, curators, exhibition designers need to be engaged.

6) Financially sustainable and revenue generation models to be adopted for Museum Operations and Maintenance with cafes and Souvenir shops.

6. Heritage Tourism, Revenue generation and Marketing

- 1) Adopt Revenue Generation Model through PPP Schemes
- 2) Professional and focused marketing effort with Information Technology and Promotion
- 3) Each ASI site to be treated as separate profit centre
- 4) ASI revenues to be ploughed back to the site
- 5) National Culture Fund to be made autonomous
- 6) Processing of the pending MoUs under Adopt a Heritage to be accelerated
- 7) Crowdfunding/ community funding/ CSR to be targeted along with Complete Tourist Experience to cater to all segments of Society and Officials: School students', families, guides, drivers, police officials and others. A Domestic Tourists Marketing Strategy needs to be developed and implemented for capitalising each heritage site to its optimum interlinking both tangible and intangible benefits, events, programs, performances besides the built heritage experience of the site.

7. Upgradation of the Archaeological Survey of India

- 1) Horticulture and Landscape: ASI needs to draft an approach paper on landscaping and water hydrology and recreation of traditional water systems.
- 2) Revive Underwater Archaeology and strengthen Epigraphy Branch
- 3) Restructuring of ASI: Induction of best of talents within the organisation with flexibility in engaging professionals, Pay-packet at par with the market (instead of government fixed rates) and flexi-pol system to attract talent for conservation, designing and creating site museums, world class facilities, nomination dossiers, etc.; Creation of ICC Model (Cambodia Model) with a Dedicated Cell for Special Projects – e.g., Ladakh, Fatehpur Sikri, Hampi, Champaner-Pavagadh, etc (Refer Chapter 8 and Annexure for detailed note on Restructuring of ASI). UGC scales to be given to Archaeology and Epigraphy.

8 Urban Heritage – MoHUA and ASI- NMA for encroachments

- 1) NMA to activate (100 + 200m) boundaries with MoHUA and town planners
- 2) ASI to compile and publicise a state wise list of encroachments. At least 2-3 sites across India should be taken up on pilot basis and encroachments should be removed to serve as model cases for the rest.
- 3) Heritage Impact Assessment needs to be conducted for infrastructure projects in all cities where such projects are undertaken in the vicinity of Central/State protected/ locally protected monuments, sites or historic city cores.

4) Smart cities heritage projects to follow HRIDAY toolkit model

9. World Heritage

1) Setting up of an independent World Heritage PMU with Ministry of Culture: A World Heritage Project Management Unit (PMU) involving World Heritage Experts, ASI and other stakeholders needs to be set up to ensure following specific actions for World Heritage in India.

a. Strengthen conservation and management of 38 World Heritage Sites

b. Strategize World Heritage nominations (National and Transnational) for India

c. Annual calendar for capacity building workshops and activities with State Government should be developed.

d. Project 'Mausam' to be capitalized for transnational nominations.

e. Establish UNESCO Category II Centre for Cultural Exchange in Asia-Pacific.

This PMU will also strengthen India's candidature to be re-elected in the next elections of the World Heritage Committee due in October- November 2021.

10. International Collaborations for India's Heritage

1) Implement more Conservation projects in other countries on the Cambodia Model

2) Cultural exchange on sea voyage proposed between India and China at Mahabalipuram to be initiated under Project Mausam.

3) Collaborate with other countries for Marketing of India's Heritage Sites

11. Institutional Collaborations and Skill Development

1) Creation of an Indian Institute of Culture (IIC): MoC to establish this premier National Institution for education, training and skilling manpower in Archaeology, Conservation, Museology, Archives and related fields to be located at the Pandit Deendayal Upadhyaya Institute of Archeology, The proposed Indian Institute of Culture should be a deemed university, wherein there should be a flexibility to hire experts from other countries

2) Establish Institutional Collaborations with various national and international institutions and Universities for training and capacity building

3) Propose the Institute of Archaeology with its enhanced framework and deemed to be a University to function as UNESCO Category II Centre on "Shared Heritage for Asia-Pacific region"

4) Skill Development under Hunar se Rozgaar program under MoT and under Skill Development Ministry. Attempts should be made to engage local persons and craftspeople in their home states and, also to support MNREGA Schemes for such employment,



12. Nomenclature and Branding of ASI and India's Heritage

Considering the extended framework and mandate of ASI, it is feasible that the nomenclature should reflect more than 'Archaeological Survey of India' in its name.

A number of new names have been presented in the Action Plan in last section of this report but the most preferred one may be considered as ASHMI (Archaeological Survey and Heritage Management of India) with the acronym 'ASHMI' in Hindi indicating 'Rock born, hard and strong', an adjective suitably applicable for India's everlasting, eternal heritage primarily carved in stone. It also extends to the Hindi term 'ashmibhut' meaning fossilized.

The branding tagline for India's heritage needs to sync with the Tourism tagline of 'Incredible India' which has already made a strong presence. So, it should be a tagline that may be used independently or in conjunction with the Tourism Tagline too. A few options have been suggested in the report, for example 'living legacy' of 'Incredible India' or 'Vatan-e-Virasat'.

The heritage of India needs to be propagated and disseminated, for which social media is the most suitable medium. The Ministry of Culture/ ASI need to launch a 'Heritage India' brand and engage an agency for Digital Medium Planning and Buying which would drive organic and inorganic traffic with Search Engine Optimisations and App Store Optimisations. The MoT's initiative of Heritage Circuits does not cover the expanse of heritage variations that exist in India. So, ASI needs to consider packaging the iconic centrally protected sites in specialised circuits that link thematically in specific historic-cultural groups attracting not only the general tourist but also specialised academic tours, international visitors who selectively visit connected world heritage sites, historic architectural tours.

Besides above key action points, the annexures to this report provide all relevant official documents for implementing the action plan. The annexures also include examples of International Best Practice and Adaptive Reuse case studies. Adaptive Reuse is one of the key models in conservation to achieve sustainability with built heritage. Considering India's commitment to the UN Sustainable Development Goals (SDG) 2030 and, the country's immeasurable built and archaeological heritage, adaptive reuse would be an ideal proposition to reintegrate the past fabric in a meaningful development for the present and future heritage.

Setting up of the Working Group

A working group under the chairmanship of CEO, NITI Aayog has been created by the Prime Minister's Office (Ref: PMO ID No. 580/31/C/13/2019-ES.2 dated 11 June, 2019; copy of the order at Annexure I) with the objective to "Improve Heritage Management in India" with the following mandate:

- Examine 'the management of heritage structures and sites in the country;
- Required institutional changes to improve its management,
- Ways and means to involve the private sector and local communities in the process; and
- Possibilities of enhancing tourism and employment through heritage management.

The Working Group comprised the following members:

- CEO, NITI Aayog - Chairman
- Secretary, Ministry of Culture - Member
- Secretary, Ministry of Tourism - Member
- Director General, ASI - Member-Convenor
- Member Secretary, INTACH - Special Invitee
- CEO, Aga Khan Trust for Culture - Special Invitee

Methodology Adopted by the Working Group

The Working Group, in all, met three times for a series of discussions and deliberations. A national workshop on Archaeology and Conservation in India was also organised by the Working Group. During these meetings, a series of presentations were made by ASI to present its activities, gap analysis, allocation and utilization of funds, recent initiatives and achievements and proposed a road map. Presentations were also made by INTACH for creating bye-laws for monuments and CEO, Aga Khan Trust for Culture (AKTC) regarding proposed structure for heritage management in India. Useful comments were also given by special invitee Shri Ravindra Singh, IAS (Retd.) and Shri Tarun Vijay, Chairman, NMA and ex-officials of ASI and Museums.

In the Workshop ASI, State Archaeology Departments, Regional Directors of ASI, NMA, eminent faculty from the academia, development and Research organization also participated and provided their valuable inputs.

In addition, Chairman of the WG, CEO, NITI Aayog also invited representatives and domain experts in the fields of archaeology, conservation, architecture and heritage management and invited their comments.

The chronology of meetings of the Working Group held under the chairmanship of CEO, NITI Aayog is as follows:

- Order for the constitution of the Working Group - 11 June, 2019
- First meeting of the Working Group - 03 July, 2019
- Second Meeting of the Working Group - 19 August, 2019
- Third Meeting of the Working Group - 20 August, 2019
- National Workshop on Archaeology and Conservation in India – 4th November, 2019

Cover image - Rani ki Vav - Wikimedia Commons
2. Red Fort, Delhi; Source - dailyhunt.in
3. Ellora Caves, Maharashtra

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Acknowledgements

I am thankful to the working group members Shri Yogendra Tripathi, Secretary, M/o Tourism, Shri Arun Goel, Secretary, M/o Culture, Smt Usha Sharma, Director General, Archaeological Survey of India and Member Convenor, Shri Ravindra Singh, Former Secretary, M/o Culture, Shri Ratish Nanda, Aga Khan Trust and Shri Divay Gupta, INTACH for their outstanding contribution and providing their expertise, administrative and technical support in the implementation of this Report. Without their superior knowledge and experience, the report would have lacked in quality of outcomes. Their contribution had been immensely valuable.

Implementation would not have been possible if we did not have the support of many individuals and officials from several organizations for their rich inputs. I would like to extend my sincere gratitude to Shri Ravindra Singh, Ex-Secretary Culture, Shri Tarun Vijay, Chairman, NMA, Shri B.R. Mani, Director-General, National Museum (retired) and several senior officials of ASI who shared their expertise and knowledge. Our special thanks to Shri N K Dikshit, Shri R.C Agrawal, Shri R.S.Bisht, Shri B.M Pande, Director, ASI and Shri Navneet Soni, Member Secretary, NMA for their insights from their wide-ranging and years of experience in heritage conservation, excavation and management.

I would also like to thank Shri Avinash Mishra, Adviser (Tourism and Culture), NITI Aayog, Shri Janhwij Sharma, Joint DG, ASI, Dr. Shikha Jain, Director, DRONAH, Ms Sharmistha Sinha, Deputy Director, NITI Aayog, Dr. Namrata Singh Panwar and Ms Arunima Chandra, Young professionals of NITI Aayog for working tirelessly in every step to ably facilitate the process and contribute in preparing this report.



PREFACE

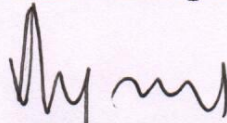
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The Working Group comprised of CEO, NITI Aayog as Chairman; Secretary, Ministry of Culture and Secretary, Ministry of Tourism as Members; Director General, ASI as Member-Convenor and Member Secretary, INTACH; CEO, Aga Khan Trust for Culture as special invitees.

The Working Group had several rounds of meetings and organised a National workshop on Archaeology and Conservation in India having detailed discussions and deliberations with members from ASI, INTACH, Aga Khan Trust, State Archaeology Departments, Regional Directors of ASI, NMA, eminent archaeologists and conservationists, architects, distinguished faculty from the academia, development and research organizations.


Based on the deliberations and consultations, the Working Group has prepared the final report 'Improving Heritage Management in India'. Report has identified the current challenges for heritage management in India and provides a future roadmap along with an appropriate branding of India's Archaeological and Built Heritage. The report is now submitted for consideration to PMO.

Members of the Working Group



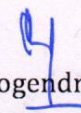
(Amitabh Kant)

CEO, NITI Aayog and Chairman of Working Group



(Usha Sharma)

DG, ASI and Member-Convenor



(Yogendra Tripathi)

Secretary, Ministry of Tourism - Member

&

Secretary, Ministry of Culture - Member

Padmapani Painting at Ajanta
Caves, Maharashtra; Source -
deccanherald.com

1. India's Built Heritage

500,000+ heritage sites and monuments

3691 ASI Protected Monuments

38 UNESCO World Heritage Sites





**1800 +
Archaeological
Sites**

**50
historic cities**

**6000 + State
Archaeology
Protected
Monuments**

**400,000 +
Religious Heritage
Sites**



1. Introduction

The rich and vibrant culture of the Indian sub-continent is endowed with, perhaps, the most valuable and diverse built heritage along with a significant genre of living monuments in this world. Amongst India's rich repository of heritage sites and monuments, of the protected ones include **30 (of 38) cultural edifices declared as World Heritage Sites by UNESCO**, and approximately **3,691 monuments in the custody of Archaeological Survey of India (ASI) declared as monuments of national importance**. Besides this, around 5000 plus monuments are protected under the Archaeology Departments of various State Governments and a significant number of temples, mosques, gurudwaras, churches (around 4,50,000 plus) under the custody of religious endowments and trusts. This still does not account for India's large reserve of urban heritage in its living historic cities, two of which (Ahmedabad and Jaipur) are also recognised as World Heritage Sites by UNESCO. Considering the quantum of each historic city to be approximately 5000 plus historic structures (from 15-20,000 of total dwelling units) and, with more than 60 such historic cities across India, a tentative number of 300000 can be easily added to the total. India's rural heritage (roughly around 80,000 structures with tribal settlements) is now being further recognised under the category of 'Cultural Landscape' with the World Heritage inscription of Kanchendzonga National Park on 2016 on World Heritage list and, Apatani Cultural Landscape, Cold desert cultural landscape of Spiti-Ladakh is on the tentative list.

Despite the efforts, a number of heritage structures do not come under any formal system due to lack of infrastructure and funds. These unprotected monuments and heritage structures are brought to public notice and listed mainly due to the intervention of Non-Governmental Organisations (NGOs), such as Indian National Trust for Art and Cultural Heritage (INTACH). Government organisations like NMMA, IGNCA and ASI's Village Surveys have also generated such listings of unprotected heritage in the last decade which gives us a fair idea of the quantum of our country's vast heritage. Between the demarcation of Protected and Unprotected, this heritage of India is facing serious conservation, preservation, maintenance and management challenges. The moot point is whether the mere job of custodians, is administrative, identification of monuments and sites and notification with conservation or is it time for our heritage institutions to look beyond their colonial mandates in order to collaborate with other government and non-government organisations to sustain the

Arjuna's Penance, Mahabalipuram

“Among India's rich repository of heritage sites and monuments, of the protected ones include 30 (of 38) cultural edifices declared as World Heritage Sites by UNESCO, and approximately 3,691 monuments in the custody of Archaeological Survey of India (ASI) declared as monuments of national importance.”



Qutb Minar complex, Delhi; Source - wikipedia

“This report by NITI Aayog is an effort to understand the current challenges for heritage management in India and provide a future roadmap along with an appropriate branding of India’s invaluable Archaeological and Built Heritage.”

integrity, authenticity and cultural value of our tangible heritage for future generations and also protect, conserve, research and showcase our unique and vast heritage with best of heritage management practices.

This report attempts to review the entire built heritage scenario in India and provides an overview of the current status of built heritage, protected and unprotected, structuring and status of institutions involved in heritage management, existing gaps in conservation, archaeology, heritage management, outreach, promoting and marketing of India's heritage, assessment of various heritage projects under Archaeology Departments along with Tourism and Urban Development. It also assesses the potentials for Capacity Building through various institutions involved in Heritage Management across India and, looks at ways of International collaborations for managing and promoting this heritage.

This report by NITI Aayog is an effort to understand the current challenges for heritage management in India and provide a future roadmap along with an appropriate branding of India's invaluable Built Heritage including archaeological remains. After a comprehensive assessment of the gaps in the protected and unprotected Heritage Management in India under various Central and State Institutions along with review of various funding schemes for heritage under Central Ministries, the report provides a final recommendation and action plan for India's Heritage under following sections:

1. National Database and Documentation
2. Use of Technologies for National Heritage
3. Conservation of National Heritage
4. Excavation and Exploration of Archaeological Sites
5. Developing Site Museums
6. Heritage Tourism, Revenue Generation and Marketing
7. Upgradation of the Archaeological Survey of India
8. Urban Heritage – MoHUA and ASI
9. World Heritage (UNESCO)
10. International Collaborations for India's Heritage
11. Skill Development, Community Employment and Institutional Collaborations
12. Vision, Branding and Marketing Model

This chapter gives an overview on India's built heritage and its current status. This includes the Centrally Protected Monuments and Sites, the built heritage under State Archaeology Departments and various Temple Trusts/Religious institutions across India as well as other protected and unprotected heritage under public and private sectors like CPWD, national and international NGOs working in this field like Aga Khan Trust for Culture (AKTC), Indian National Trust for Art and Cultural Heritage (INTACH), International Council on Monuments and Sites (ICOMOS) and World Monuments Fund (WMF).

2. Categories of Built Heritage in India

2.1 Centrally Protected Monuments/ Sites

ASI is the custodian of 3691 monuments and archaeological sites and remains, all declared Nationally protected monuments, under its AMASR Act, 1958. These include 22 monuments and complexes declared as world heritage properties by UNESCO. The process of identifying more monuments for protection is a continuous and an on-going exercise. The 1.03-1.09 sections of the National Conservation Policy adopted by ASI in 2014 gives an understanding of a better and wider definition of 'Monuments' which is not reflected in the original AMASR Act -

“Monuments” comprise a vast array of human-built edifices, either standing or underground or still buried, and these reflect tangible manifestation of India’s rich past. Monuments include archaeological sites and remains, caves and rock shelters, rock-cut temples, monoliths, sculptures and bas-relief panels, underground structures and architectural heritage representing various categories, e.g., religious, secular, defensive, funerary, landscapes, etc. The monuments may be ‘functional’ or ‘non-functional’ depending upon whether or not these are functioning as per their original intended use.

1.04 “Monuments” were often built as part of a wider urban, rural or natural context / setting and not constructed in isolation. Thus, **monuments should be conceived as inseparable part of their immediate context or setting.**

1.05 Monuments reflect myriad applications of building materials, such as, mud, wood, stone, brick, lime, metal, glass, etc., or composite material application, used under different construction techniques, often representing different architectural styles and styles of ornamentation (structural and applied), reflecting influences from other regions and diverse cultures due to cultural interactions in the past. There are considerable regional and local variations in monuments in terms of materials, styles and techniques also due to influence of vernacular (indigenous) architecture.

1.06 All Monuments, once declared monuments of national importance, irrespective of their living or non-living status, transcend their original function and should be valued and conserved in a spirit of being exemplars of past cultures and represent exemplary human creativity, building crafts tradition, patronization, and architectural and/or artistic and/or engineering accomplishments. These monuments also serve as tangible manifestation of historical and cultural events and developments of our past that spreads over several millennia.

1.07 All monuments that are declared monuments of national importance are deemed to have high value / significance – archaeological (including architectural, artistic, scientific, engineering and technological), historical (including events and association), cultural (including religious and intangible) and ecological. Monuments can have either a single or a combination of these values, which contribute to their importance at the national level.

1.08 All monuments are irreplaceable and non-renewable cultural resource of the country, a by-product of a multi-ethnic and diverse culture. Irrespective of their scale, location and type, monuments, once declared so, should be regarded as National Treasures or National Icons. Utmost care must be taken to protect and preserve them for posterity.

1.09 The understanding and interpretation of a “Monument” has changed with time, over the past 100 years, worldwide. Many more categories of historic buildings and sites are considered heritage and are being conserved by countries across the world. The process of identifying monuments of national importance also representing underrepresented and / or including types, such as, but not limiting to, for instance, historic gardens, historic cities (settlements and precincts), industrial heritage, vernacular heritage, cultural landscapes, cultural routes, etc., should regularly continue.

Adarsh Smarak

Taking a holistic approach towards conservation, development of centrally protected monuments, ASI has identified 100 monuments as Adarsh Smarak throughout the country to be conserved and developed as model monuments in the first phase. These monuments will be equipped with all basic amenities such as washrooms, drinking water, signage, cafeteria, interpretation centres, wi-fi facility, etc.

“Present list of Centrally Protected Monuments/ Sites include 3691 monuments and 143 ticketed monuments ”

Present list of Centrally Protected Monuments/ Sites and ticketed monuments

S.No.	State/UT Wise	Number of Protected Monuments and Sites	Ticketed Monuments
1.	Andhra Pradesh and Tel-angana	500	03
2.	Arunachal Pradesh	7	-
3.	Assam	96	05
4.	Bihar	30	05
5.	Chhattisgarh	50	01
6.	Delhi	174	10
7.	Goa	51	05
8.	Gujarat	317	-
9.	Haryana	23	02
10.	Himachal Pradesh	05	02
11.	Jammu & Kashmir	28	04
12.	Jharkhand	03	-
13.	Karnataka	747	13
14.	Kerala	101	01
15.	Madhya Pradesh	326	08
16.	Maharashtra	244	16
17.	Manipur	49	-
18.	Meghalaya	04	-
19.	Mizoram	53	-
20.	Odisha	218	05
21.	Punjab	61	-
22.	Rajasthan	227	03
23.	Tamil Nadu	86	11
24.	Uttar Pradesh	141	19
25.	Uttarakhand	21	-
26.	West Bengal	106	03

Note - Additionally, few more monuments are also ticketed in the Union Territories adding to a total of 143

2.2 State Archaeology Departments

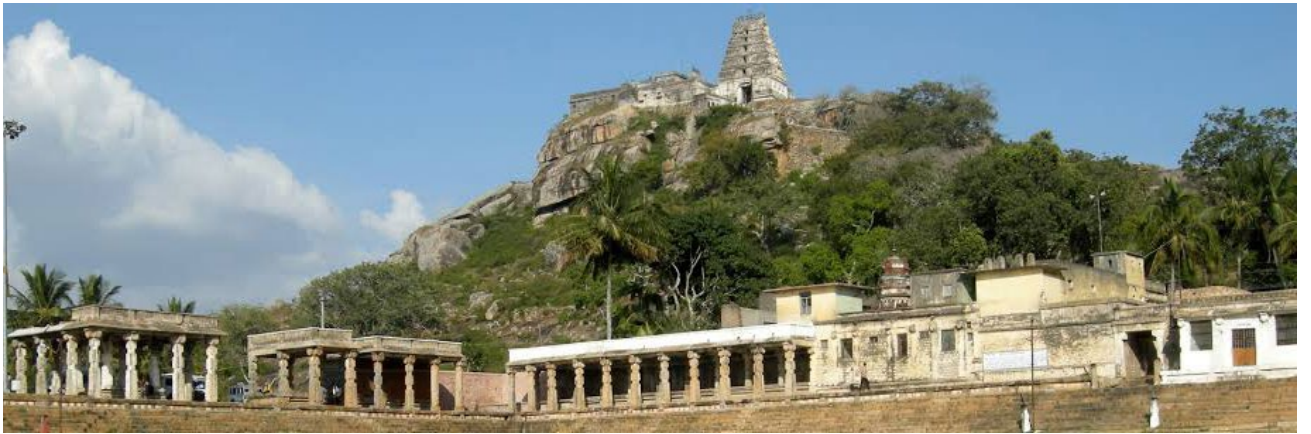
Besides ASI as the custodian of centrally protected monuments and a central guiding body for archaeology and conservation, several states across India have their own Departments of Archaeology for the State Protected Monuments and Museums. A number of these State Archaeology Department were formed pre-independence during the British period as parallels to ASI for state level works by the Princely States. After Independence, the earlier State Departments of Archaeology were recognized under the various newly formed State Governments along with establishment of new departments of state archaeology across the country. These departments have adapted and adopted the AMASR Act to translate as a State Archaeology Act for maintenance, preservation and protection of monuments under the State/ UT. These State Acts for Archaeology were adopted in different years post-independence by various states.

A brief overview of the State Departments of Archaeology is provided in the table below, the information in the table is tentative and needs to be verified by ASI.

Vishnudol Joysagar, Assam.
Source - Rofuiddin Ahme, Wikimedia Commons



State/ Name of Archaeological Department	State Archaeological Acts	No.	Conservation works
Andhra Pradesh Department of Archaeology and Museums	Andhra Pradesh Ancient and Historical Monuments and Archaeological Sites and Remains Rules 1960.	277	Total Temples Conservation works taken up : 133 no's Total Forts Conservation works taken up : 3 no's Total New Museums Construction & Up gradation of Museum works taken up : 16 no's Total Buddhist Sites Conservation works taken up : 6 no's Establishment of New Shilparamam : 6 no's The 13th Finance commission grants were provided in the year 2011-2015 after which the above given conservation works were executed.
Arunachal Pradesh Directorate of research - archaeological section	1.The Arunachal Pradesh Ancient Monument, Archaeological Sites and Remains Preservation Act, 1990. 2. The Arunachal Pradesh Heritage Act, 2015	7	Information to be sourced by ASI at the earliest, for inclusion in their database.
Assam Directorate of Archaeology	1.The Assam Ancient Monument and Records Act, 1959 2. The Assam Ancient Monument and Records Rules 1964.	117 sites and monuments	Information to be sourced by ASI at the earliest, for inclusion in their database.
Bihar Directorate of Archaeology	Bihar Ancient Monuments and Archaeological Sites' Remains and Art Treasures Act, 1976.	42	Information to be sourced by ASI at the earliest, for inclusion in their database.
Chhattisgarh Directorate of Culture and Archaeology	The Madhya Pradesh Ancient Monuments and Archaeological Sites and Remains (Amendment) Act, 1970. The Above given Act functions for Chhattisgarh, even though the Act pertains to the Govt. of MP.	58	Information to be sourced by ASI at the earliest, for inclusion in their database.
Goa Directorate of Archives and Archaeology	1. The Goa Ancient Monuments and Archaeological Sites and Remains Act, 1978 and Rules, 1980.	51	Information to be sourced by ASI at the earliest, for inclusion in their database.



Haryana; Source - archaeologyharyana.nic.in

Kalyani at Melkote, Karnataka; Source - karnatakarchaeology.gov.in

Odisha; Source - odishaculture.gov.in/Archaeology/

Roopmati Pavilion, Mandu, Madhya Pradesh; Source - mptourism.in

State/ Name of Archaeological Department	State Archaeological Acts	No.	Conservation works
Goa	2. The Goa, Daman and Diu Treasure Trove Rules, 1975.		
Gujarat Directorate of Archaeology and Museums	The Gujarat Ancient Monuments and Archaeological Sites and Remains Act, 1965.	361	Information to be sourced by ASI at the earliest, for inclusion in their database.
Haryana Directorate of Archaeology and Museums	The Monuments are maintained under the 1964 Act of Government of Punjab.	34	Information to be sourced by ASI at the earliest, for inclusion in their database.
Himachal Pradesh Department of Language, Art and Culture	The Himachal Pradesh Ancient and Historical Monuments and Archaeological Sites and Remains Act, 1976	8 monuments notified and are still in process.	Information to be sourced by ASI at the earliest, for inclusion in their database.
Jharkhand		03	Information to be sourced by ASI at the earliest, for inclusion in their database.
Karnataka Department of Archaeology Museums and Heritage	1. Mysore Ancient Monuments Preservation Act, 1925. 2. The Karnataka Ancient Monuments and Archaeological Sites and Remains Act, 1961	860	The Conservation wing in the department for the conservation of monuments was established in the year 1974. The upkeep and maintenance of selected monuments are being carried out under the action plan approved by the government of Karnataka. At present the conservation of Chamararajeshwara temple at Chamaraja Nagara has been happening since 2 years (since 2017) which is currently at the final phase.
Kerala Kerala State Department of Archaeology	Kerala ancient monuments and archaeological sites and remains act - 1968.	183	The department has studied and followed the directives of international organisations like United Nations Educational, Scientific and Cultural Organization (UNESCO) and International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) on how to preserve heritage structures. In 1964, the department declared East Fort and other forts in the city of Thiruvananthapuram as Protected Monuments. Recently, conservation works were executed at the Thripunithara Hill Palace in the year 2018.

State/ Name of Archaeological Department	State Archaeological Acts	No.	Conservation works
Madhya Pradesh Directorate of Archaeology, Archives and Museums	1. Madhya Pradesh Ancient Monuments and Archaeological Sites and Remains Act, 1964. 2. The Madhya Pradesh Ancient Monuments and Archaeological Sites and Remains (Amendment) Act, 1970.	497	The conservation & restoration works was carried out in most of the State Protected Monuments in the previous years. A number of Conservation Plans and DPRs were prepared under funding through 13th FC with overall project being monitored by the World Monuments Fund on behalf of the Department. The conservation & restoration work on some important monuments was taken up in the financial year 2009-10 viz. Narwar Fort Shivpuri, Garkundar Fort Tikamgarh, Raja Mahal & Jahangir Mahal Orchha, Taj Mahal Bhopal, Jainabad ki sarai & Masjid Burhanpur, Fort Dhar, Dhar in Madhya Pradesh.
Maharashtra Directorate of Archaeology and Museum	Maharashtra Ancient monuments, Antiquity and remains – 1960.	375	MoU signed between ASI and State for Raigadh (ASI monument) in 2017 where state can take up conservation works in ASI monuments. Conservation of state monuments being carried out by the department
Manipur The Manipur State Archaeology	0	51, as per a report published in 2013.	Information to be sourced by ASI at the earliest, for inclusion in their database.
Meghalaya Department of Art and Culture	The Meghalaya Heritage Act, 2012	9 ancient remains declared while the rest are in process Govt.	Information to be sourced by ASI at the earliest, for inclusion in their database.
Mizoram Art and Culture Department	Mizoram Ancient Monuments and Archaeological sites and Remains Act, 2001	64	Information to be sourced by ASI at the earliest, for inclusion in their database.
Nagaland The Department of Art & Culture	Not present	Not present. The State only has Centrally protected monuments.	Information to be sourced by ASI at the earliest, for inclusion in their database.

State/ Name of Archaeological Department	State Archaeological Acts	No.	Conservation works
Odisha Odisha State Archaeology	Odisha Ancient Monuments Preservation Act of 1956.	218	Under the Integrated Coastal zone Management Project (ICZMP), seven monuments having archaeological, architectural, sculptural and historical importance have been identified for conservation and improvement. Conservation of these monuments is under progress. Besides, forty days Capacity building workshop for traditional stone masons have been organized.
Punjab Directorate of Cultural Affairs, Archaeology and Museums	The Punjab Ancient and Historical Monuments and Archaeological Sites and Remains Act, 1964.	85	23 state monuments conservation works was taken up under 13th FC approx. cost of 100 crores. The works are in finishing stage with some monuments also adapted to reuse.
Rajasthan Department of Archaeology and Museums	The Rajasthan Monuments, Archaeological Sites and Antiquities (Act, 1961).	342 monuments, 43 sites and 21 museums	State Archaeology prepared their own schedule of rates since 1990s and are carrying out conservation works through empanelled conservation architects with preparation of Conservation Plans/DPRS using this SoR and including master craftspeople actively since 2005.
Sikkim			
Tamil Nadu State Department of Archaeology	Tamil Nadu ancient and historical monuments and archaeological sites and remains Act- 1966.	91	To preserve the regional history of Tamil Nadu, the Department of Archaeology is protecting monuments-districts 91 monuments spread all over the
			State. These monuments, which contain historical inscriptions or have architectural & artistic value, throw light on ancient heritage. They provide a wealth of information for the reconstruction of the State's history.
Telangana Department of Heritage	Telangana Heritage (Protection, Preservation, Conservation and Maintenance) Act, 2017.	347	With the 13th Finance Commission Grants, the Department has taken up 81 works in two phases for the conservation of Monuments covering the ten districts of the State of Telangana. The Department has submitted proposals for conservation of Monuments and upgradation of Museums (61 works) to the 14th Finance Commission (2015-2020) for a sum of Rs.100 crores.
Tripura Not present	The Tripura Ancient Monuments and Archaeological Sites and Remains Act, 1997	8 All the monuments are centrally protected.	Information to be sourced by ASI at the earliest, for inclusion in their database.



Laxmana temple, Sirpur, Chattisgarh; Source - asiraipurcircle.in

Hill Palace Museum; Source - archaeology.kerala.gov.in

Akhnoor Fort, Jammu; Source - asirinagar.com

State/ Name of Archaeological Department	State Archaeological Acts	No.	Conservation works
Uttar Pradesh Directorate of Archaeology and museums	The U.P. Ancient and Historical Monuments and Archaeological Sites and Remains Preservation Act, 1956.	143	<p>Limited posts of five Conservation Assistants (Junior Engineers) and one Archaeological Engineer are created for the conservation of protected monuments in the department. In view of the number of protected monuments and sites located in different parts of the state more posts should be created to look after them. Proper training to enhance the expertise of conservation assistants as per established conservation norms is highly needed.</p> <p>About Rs 36 crore have been released so far during the last five years for the conservation of State Protected monuments under the 13th Finance Commission. Seventeen monuments are being conserved with this grant through the Uttar Pradesh Avas evam Vikas Parishad.</p>
Uttarakhand Directorate of Culture	The State follows the 1956 Act of Uttar Pradesh under the ratification of the Reorganisation Act, 2000.	71	Information to be sourced by ASI at the earliest, for inclusion in their database.
West Bengal Directorate of Archaeology and Museums	The West Bengal Preservation of Historical Monuments and Objects and Excavation of Archaeological Sites Act, 1957	100	Several conservation projects of the state protected monuments are included in the 13th Finance Commission plan.
Mizoram Art and Culture Department	Mizoram Ancient Monuments and Archaeological sites and Remains Act, 2001	64	Information to be sourced by ASI at the earliest, for inclusion in their database.
Nagaland The Department of Art & Culture	Not present	Not present. The State only has Centrally protected monuments.	Information to be sourced by ASI at the earliest, for inclusion in their database.

Union Territories

Union Territory/ Name of Department	Archaeological Acts	Number	Conservation works
Delhi Department of Archaeology	Delhi Ancient and Historical Monuments and Archaeological Sites and Remains Act - 2004.	19 declared protected under an ongoing survey of 238 in total	Department of Archaeology has completed two sets of conservation of monuments conserving 33 monuments and conservation of 3rd set of 18 monuments is in progress. In addition conservation work of Dara Shikoh Library Building at Kashmere Gate and conservation of Sarai of Azim Ganj inside National Zoological Park are in progress.
Ladakh The monuments in Ladakh come under the "Directorate of Archives, Archaeology and Museums, Jammu and Kashmir".	Ancient Monuments Preservation Act, Samvat 1977.		The monuments in Ladakh come under the "Directorate of Archives, Archaeology and Museums, Jammu and Kashmir".
Lakshadweep			Information to be sourced by ASI at the earliest, for inclusion in their database.
Chandigarh			Information to be sourced by ASI at the earliest, for inclusion in their database.
Daman and Diu			Information to be sourced by ASI at the earliest, for inclusion in their database.
Andaman and Nicobar Islands			Information to be sourced by ASI at the earliest, for inclusion in their database.
Pondicherry			Information to be sourced by ASI at the earliest, for inclusion in their database.
Dadra and Nagar Haveli			Information to be sourced by ASI at the earliest, for inclusion in their database.
Jammu and Kashmir Directorate of Archives, Archaeology and Museums	1. Ancient Monuments Preservation Act, Samvat 1977. 2. Jammu and Kashmir Ancient Monuments Preservation (Amendment) Act, 2010.	55	The department has undertaken conservation work at number of protected monuments such as Bahu Fort Jammu, Hari Parbat Fort Srinagar, Bhimgarh fort Reasi, Moughal Sarai Chingus Rajouri, Ancient Temple Kothiar Anantnag, Mehjoor house Mitrigam Pulwama, Fort complex Jasrota Kathua Mubarak mandi heritage complex, etc. The recent conservation work involves the conservation of Hari Parbat fort built by Afghan Governor in 1808, Atta Muhammad Khanin Kashmir which has been conserved since 2006.

The State Departments and UTs amount to a total of 4,538 (approx. 5000 no) monuments and sites protected across India. They have varying capacities for undertaking conservation and archaeology works and are supported by State tourism departments for marketing and promotion of their monuments. Most of the State Archaeology Departments are short of staff and lack a vision for overall works in archaeology and conservation. Few like Rajasthan and Karnataka have been very active since their initiation. Rajasthan is the only State Archaeology Department which has 3 of its own state protected sites on World Heritage List. However, with major funding was available to several State Archaeology Departments under the 13th FC, a number of other State Departments such as MP, Punjab, Tamil Nadu, Kerala etc have become more equipped and active to handle conservation works. While Rajasthan probably remains the only department to formally adopt the SoR, these have been drafted by other states such as Punjab, MP and AP though pending for final approval. Documentation or basic database of monuments with States in a challenge. Rajasthan has some edge in this where DoIT, GoR has completed LiDAR survey of its 22 sites, forts and others with complete walkthroughs including its use for interpretation and games etc. Telangana has linked with AKTC for the Qutb Shahi Tombs to showcase a role model for holistic conservation approach. More such models may be available with various states.

2.3 Temple Trusts and Committees

Amid the nineteenth and mid twentieth century a number of religious monuments related associations got legal recognition as the Government established different laws, for example, the Societies Registration Act of 1860, The Religious Endowments Act of 1863, The Indian Trusts Act of 1882 and the Charitable Endowments Act of 1890. Such institutions gave open acknowledgment to the intention of the organizers and amplified the security of the law to their salaries and property; however these authorizations were fairly gentle and did not force strong regulatory controls. The British Government later included two more enactments i.e. the Charitable and Religious Trusts Act, 1920 and (ii) the Trade Unions Act, 1926.

There are approximately 4,50,000 temples under the control of trusts. This is the largest segment of India's Heritage and managed through Private Trusts with minimal intervention from Public Sector. Some of them also provide model cases for Conservation works and self-sustainability through involvement of stakeholders which need to be incorporated in living monuments' conservation works for Centrally Protected and State Protected Monuments.

The information in the following table is tentative and needs to be verified by ASI.

State Wise	HR & CE/ Temple Committees/ Temple trusts	Acts/ Laws	Remarks
Jammu & Kashmir	The Dharmartha trust is managing 175 temples	The status of -Bill from Kashmiri Hindu Shrines and Religious Places (Management and Regulation) Bill to Shrines and Religious Places of Hindus of Kashmir (Management and Regulation) Bill	Ladakh – Buddhist Monasteries as examples
Haryana	9 Gurudwara under SGPC	Shitla Mata Mandi, Gurgaon and Devi Mandir, Panchkula	9 Gurudwara under SGPC in Haryana
Himachal Pradesh		The Himachal Pradesh Hindu Public Religious Institutions and Charitable Endowments Act, 1984 Act 18 of 1984	2 Gurudwara under SGPC in Himachal Pradesh; Dalai Lama Trust in Himachal Pradesh (preserves and conserves-eg- TASHI LHUNPO MONASTERY)
Uttarakhand	Shri Badarinath Kedarnath temple committee was formed in 1939 for worship of the Shri Badarinath, in which, in the year 1942 the other 45 temple including Shri Kedarnath were included. The management is done by the donation funds received by the temple committee.	2018- Uttarakhand High court- In order to maintain the sanctity of the temples and for the better administration of the Hindu Religious Institutions and Charitable Endowments, including public temples, and for the protection and preservation of the properties of such institutions/ Endowments, it is necessary to make legislation. The other trusts are- Badri Kedar Temple Committee, Jageshwar Dham trust	As per the requirement, the BKTC consults ASI in terms of conservation works (eg. Kedar nath)but largely the works at temples is done by the PWD department
Uttar Pradesh	Department of religious affairs (Dharmartha vibhag)	Uttar Pradesh Charitable Endowments Extension of Power Act, 1950 1. Charitable Endowments U.P. Amendment Act, 1952 2. United Provinces Charitable Endowments Rules, 1943 3. Religious Endowments Uttar Pradesh Amendments Act, 1951 Uttar Pradesh Hindu Religious Institutions Prevention of Dissipation of Properties (Repeal) Act, 2000 Dharmarth Karya Vibhag, Uttar Pradesh was established on 19th December 1985 with the aim to execute all work related to dharmarth institutions and temples of Uttar Pradesh successfully. All temples & religious places of state comes under the jurisdiction of the Department of Religious Affairs, U.P.	Objective: The main objective of the department is to provide the basic facilities like, route management, accommodation, light management, drinking water facility, fooding facility etc. at several religious places of Uttar Pradesh.

State Wise	HR & CE/ Temple Committees/ Temple trusts	Acts/ Laws	Remarks
Punjab	84 gurudwaras	THE SIKH GURDWARAS ACT, 1925 ARRANGEMENT OF SECTIONS. SGPC Act	84 Gurudwaras under SGPC; Golden Temple as example for conservation
Bihar		The Bihar Hindu Religious Trust (Amendment) Act, 2013 Act 4 of 2013	Example of Mahabodhi Trust managing the World Heritage Site of Bodhgaya
Jharkhand		Jharkhand Hindu Religious Trust Act, 1950	Information to be sourced by ASI at the earliest, for inclusion in their database.
Odisha	Over 16000 temples and 450 mutts	Orissa Hindu Religious Endowments (Amendment Bill), 2012	Lingraj temple trust, Mutts of Puri, Jagannatha, and Ekamrashtra, Bhubaenswar;
Arunachal Pradesh		No act	
Manipur		Govind ji Temple trust	Manages the Govind Ji temple in Imphal
Assam		No act	
Mizoram		No act	
Meghalaya		No act	
Nagaland		No act	
Tripura		No act	
Rajasthan	62798	Grant in Aid Rules, 1958 Rajasthan Fund Service Rules, 1959, Rajasthan Public Trust Act 1959, 1962, Rajasthan Devasthan State and Subordinate Service Rules, 2000, Rajasthan Grant In Aid to Temples And Other Religious and Charitable Institution Rules, 2010, Rajasthan Religious Buildings and Places Act, 1954, 1957	
Gujarat		The Bombay Public Trusts Act, 1950	Information to be sourced by ASI at the earliest, for inclusion in their database.
Maharashtra		Maharashtra Temples or Religious Institutions (Management and Regulation) Bill, 2012 status? Maharashtra Public Trusts Act, 1950	Information to be sourced by ASI at the earliest, for inclusion in their database.



Sri Ranganathaswamy Temple, in Srirangam, near Tiruchirappalli; Source - Wikipedia



The local ladies engaged in restoration of artworks in the monasteries in Ladakh; Source - thebetterindia.com



Meenakshi Amman Temple, Madurai; Source - Wikipedia

State Wise	HR & CE/ Temple Committees/ Temple trusts	Acts/ Laws	Remarks
Goa			SI and State Department manages the historic churches while some of the village panchyat also are involved in preservation and conservation of Biodiversity (Chicalim committee)- not sure about the historic buildings
Madhya Pradesh	831 temples under Dharmasva Department Religious Trust & Endowments Department Government of Madhya Pradesh- Almost 12,000 temples	Draft rules - Madhya Pradesh public place (religious buildings and activities regulation) rules, 2015	
Chhattisgarh		Chhattisgarh Public Trusts Act, 1951,	Information to be sourced by ASI at the earliest, for inclusion in their database.
Andhra Pradesh	24, 622	The Andhra Pradesh Charitable and Hindu Religious Institutions and Endowments Act, 1987 (Andhra Pradesh Act No. 30 of 1987)	Need to mention Tirupati Trust among others
Karnataka	1297	Hindu Religious Institutions and Charitable Endowments Act, popularly known as 'Muzrai' Act, 1997 and Rules 2002. Karnataka Hindu Religious Institutions and Charitable Endowments, 2002. There are 1297 notified temples in Bellary district, A Grade 7 temples, B Grade 12 temples, C Grade 1278 temples. The temple income is spent for the necessary expenditure and development works.	The information is just for Bellary district; some of the websites claim that there are approximately 2 lakh temples
Kerala	1248 temples under Travancore Devaswom Board (TDB)	Kerala Travancore – Cochin Hindu Religious Institutions Act, 1950	
Tamil Nadu	38,360 temples under HR & CE Department	Hindu Religious Institutions and Charitable Endowments Act, 1959	
Telangana			Information to be sourced by ASI at the earliest, for inclusion in their database.
Delhi		No Act	



Golden Temple, Amritsar; Source - timesofindia.com



Mahabodhi Temple, Bodhgaya; Source - gettyimages

Most of the Temple Trusts, Buddhist Monasteries, Waqf Boards and others such as SGPC for Gurudwaras are managing their religious institutions quite well. While each of them has been following instructions for maintenance of the religious heritage under their custodianship as prescribed in their traditional texts; in the last decade few of these institutions have become very conscious of built heritage conservation as a new discipline. They have also realized the historic, artistic and architectural significance of their religious heritage as a monument along with its strong associational and religious value for the larger public. As such, a couple of institutions have engaged in formal conservation works through professionals within the framework of their Trusts without disturbing the ritualistic and living nature of this heritage. Such conservation examples may be supported and guided by ASI, that show a more inclusive approach to the living heritage which is the essence of India. However, with the immense quantum of our religious heritage it is still a challenge for these institutions to manage their heritage. Except for the few that generate enough funds through their operations, other lesser known temples and religious structures are not in a good condition.

2.4. CPWD and other Unprotected Heritage – Public and Private

CPWD has 50 Built Heritage monuments under its jurisdiction including the Rashtrapati Bhawan, North and South Block and even fewer sites protected by (not owned) by ASI such as Vice-regal Lodge. A complete list is as shown in the table.

In the last 5 years, CPWD has undertaken rigorous conservation works in coordination with ASI, INTACH and engagement of conservation professionals. MoHUA has also published CPWD manual for heritage conservation and an audit of its conservation works which are exemplary documents. Besides CPWD, State PWDs and Urban local bodies or Panchayats also have significant heritage buildings which are unprotected heritage. All such government bodies require sensitization and training to value and conserve this heritage while continuing its use/ adaptive reuse as the case may be. It is finally the examples of heritage conservation undertaken by the Public Sector which will inspire the private historic house owners to retain their heritage homes and historic character of our old cities.

INTACH as an all India level Ngo has played an important role in last 30 years in providing guidance for listing and conservation of unprotected heritage. It has even evolved a Charter on Unprotected Heritage of India which is a good reference base also quoted by CPWD in their various works, Besides this, INTACH Heritage Academy is also providing training programs in heritage for officials at various levels – IAS Academy at Mussoorie, Local bodies for Smart City Heritage and PWD officials in various states.

More recently, urban heritage of India i.e. its historic city cores are being taken up for major urban conservation works through MoUD programs of HRIDAY, SMART and AMRUT and, also as part of UNESCO World Heritage City (Ahmedabad and Jaipur). This aspect is further explained under the MoHUA programs for heritage in Section IV.

There are other heritage properties with Railways and State Public Works Departments and Municipal Corporations which require to be further listed and added in the database for protection, conservation and reuse.

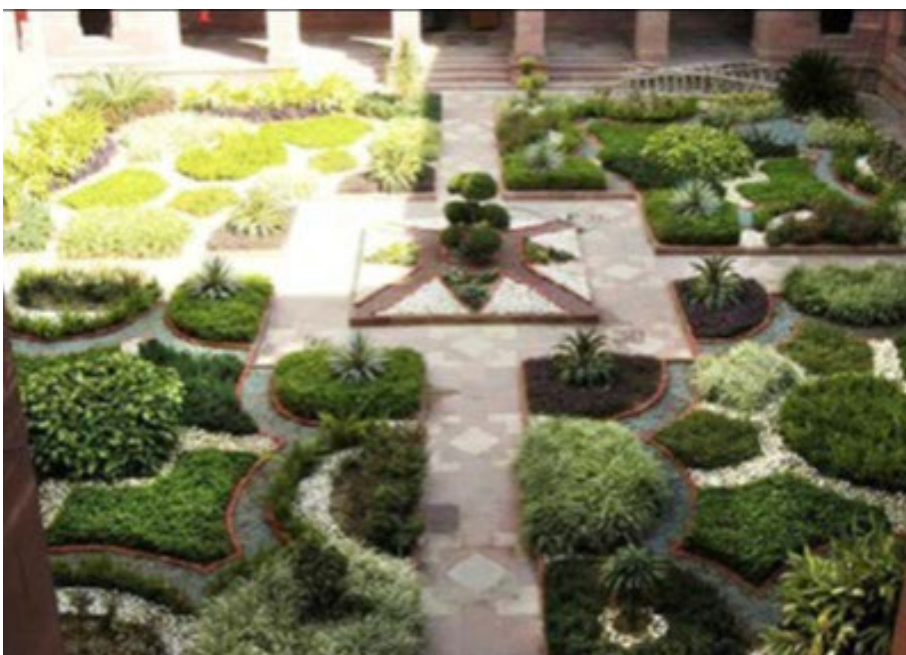
“In the last 5 years, CPWD has undertaken rigorous conservation works in coordination with ASI, INTACH and engagement of conservation professionals.”



Restoration of courtyards by CPWD; Source - Conservation and Audit of Heritage Buildings, CPWD



Replacement of stone on the walls and the corridors in the North and South Block, New Delhi; Source - Conservation and Audit of Heritage Buildings, CPWD



Greenery Work in the Courtyard of the Ministry of Finance at North Block by CPWD; Source - Conservation and Audit of Heritage Buildings, CPWD

Next Page - Rashtrapati Bhavan illuminated for Republic Day; Source - <https://www.goodfon.com/>

List of Heritage Buildings under the jurisdiction/maintenance of CPWD

S. No.	Heritage Buildings	
New Delhi		
1.	Rashtrapati Bhawan	11. Jaipur House
2.	Parliament House	12. Bikaner House
3.	Building within the President Estate	13. Faridkot House
4.	Jaipur Column	14. Darbhanga House
5.	North & South Block	15. Naval Officer Mess (Kota House)
6.	Hydeabad House & Complex	16. Jaiselmer House
7.	Gandhi Sadan Smriti	17. Patiala House
8.	Teen Murti House	18. Bahagal Pur House
9.	Indira Gandhi Memorial	
10.	Vice President's House	
NCT of Delhi		
19.	Session House at North End Road	
20.	Press Building & DC Office at 5 Sham Nath Marg	
21.	Delhi Vidhan Sabha	
Shimla Central Division - 1		
22.	The Bernloe Cottages	27. The Cedar
23.	Eddleston	28. Railway Board Building
24.	Earmeston	29. Kennedy College Building
25.	Grand Hotel	30. Clairiount Building
26.	Vice Regal Lodge	31. Garon Castle Building
Kolkata		
32.	Indian Museum	38. Passport Office at Gurusaday
33.	Asiatic Society	39. Passport office at Ballygunge Palace
34.	National Library	40. Victoria Memorial Hall
35.	India Govt. Mint	41. Central Govt. Office at 5 Esplanade East Kolkata
36.	GSI (HQ) Main Building	42. Fort William
37.	BSF (HQ) Office at Gurusaday	
Mumbai		
43.	Nav Bhavan	49. Exchange Building, Ballard Pier
44.	Scindia House	50. NOMA (CJ), Hall Port
45.	Exchange Building	
46.	Old Custom House	
47.	New Custom House, Ballard Pier	
48.	Nav Bhawan, Ballard Pier	



2.5 NGOs in Heritage Conservation and Management in India



AGA KHAN TRUST FOR CULTURE

2.5.1 Aga Khan Trust for Culture

The Aga Khan Trust for Culture (AKTC) focuses on the physical, social, cultural and economic revitalisation of communities in the developing world. It includes the Aga Khan Award for Architecture, the Aga Khan Historic Cities Programme, the Aga Khan Music Initiative, the Aga Khan Museum in Toronto, Canada, the on-line resource Archnet.org and related programmes. Cultural activities in India are undertaken by the the Aga Khan Trust for Culture (AKTC). The largest cultural project to date has been the restoration and revitalisation of Humayun's Tomb, including its gardens. These activities have since expanded to social and cultural programmes in the neighbouring Nizamuddin area, as well as to Sunder Nursery and a number of monuments in the historic district. In Hyderabad, a project to restore the Qutb Shahi tombs is also underway.



2.5.2 Indian National Trust for Art and Cultural Heritage

The Indian National Trust for Art and Cultural Heritage (INTACH) was founded in 1984 in New Delhi with the vision to spearhead heritage awareness and conservation in India. Today INTACH is recognized as one of the world's largest heritage organizations, with over 190 Chapters across the Country. In the past 31 years INTACH has pioneered the conservation and preservation of not just our natural and built heritage but intangible heritage as well. Headquartered in New Delhi, it operates through various divisions such as Architectural Heritage, Natural Heritage, Material Heritage, Intangible Cultural Heritage, Heritage Education and Communication Services (HECS), Crafts and Community Cell, Chapters, INTACH Heritage Academy, Heritage Tourism, Listing Cell and Library, Archives and Documentation Centre.

INTACH's mission to conserve heritage is based on the belief that living in harmony with heritage enhances the quality of life, and it is the duty of every citizen of India as laid down in the Constitution of India.



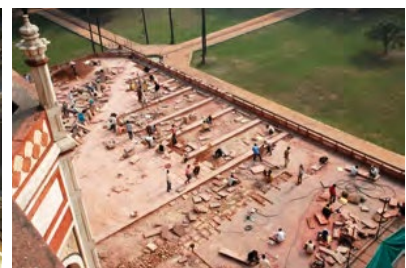
2.5.3 International Council On Monuments and Sites

ICOMOS works for the conservation and protection of cultural heritage places. It is the only global non-government organisation of this kind, which is dedicated to promoting the application of theory, methodology, and scientific techniques to the conservation of the architectural and archaeological heritage. It is a network of experts that benefits from the interdisciplinary exchange of its members, among which are architects, historians, archaeologists, art historians, geographers, anthropologists, en-



AGA KHAN TRUST FOR CULTURE

**Humayun's Tomb - Sundar Nursery - Hazrat Nizamuddin Basti
URBAN RENEWAL INITIATIVE**



HUMAYUN'S TOMB CONSERVATION

**Aga Khan Trust for Culture,
with co-funding of Sir Dorabji Tata Trust
and in partnership with the Archaeological Survey of India
undertook the conservation of Humayun's Tomb
and associated structures during 2007-2013.**

gineers and town planners.

ICOMOS India, is a membership based organization that provides a forum where individuals and representatives of institutions concerned with the conservation, protection, rehabilitation and enhancement of cultural heritage sites and places can meet to exchange information and views on principles and practices in the field.



2.5.4 World Monuments Fund

World Monuments Fund is a private nonprofit organization founded in 1965 by individuals concerned about the accelerating destruction of important artistic treasures throughout the world. Today, with affiliate organizations established in Britain, India, Peru, Portugal, and Spain — World Monuments Fund sponsors an ongoing program for the conservation of cultural heritage worldwide.

Established in 2015, WMF India serves as a local representative for WMF, assisting with project management and outreach. World Monuments Fund has had a significant presence in India for over 20 years since the inception of the Watch. Its earliest project was the study and stabilisation of Jaisalmer Fort. Work continued here for over 15 years until the site was deemed in a good enough condition to close our involvement. Many other sites across India have received funding and technical support over the years. These include: Pardesi Synagogue in Kochi, Taj Mahal, The Krishnadevaraya Temple in the World Heritage site of Hampi, and the Dwarkadeesh Temple in Ahmedabad following extensive earthquake damage.

WMF India was set up to partner with international and national organizations as well as donors to focus on heritage conservation projects and awareness programmes in India.

(Next Page) Work undertaken by WMF in Dwarkadeesh Temple following to stabilize earthquake damage; Source - gujarattourism.com



2. National Database and Documentation



1. National Archaeological Database to be made

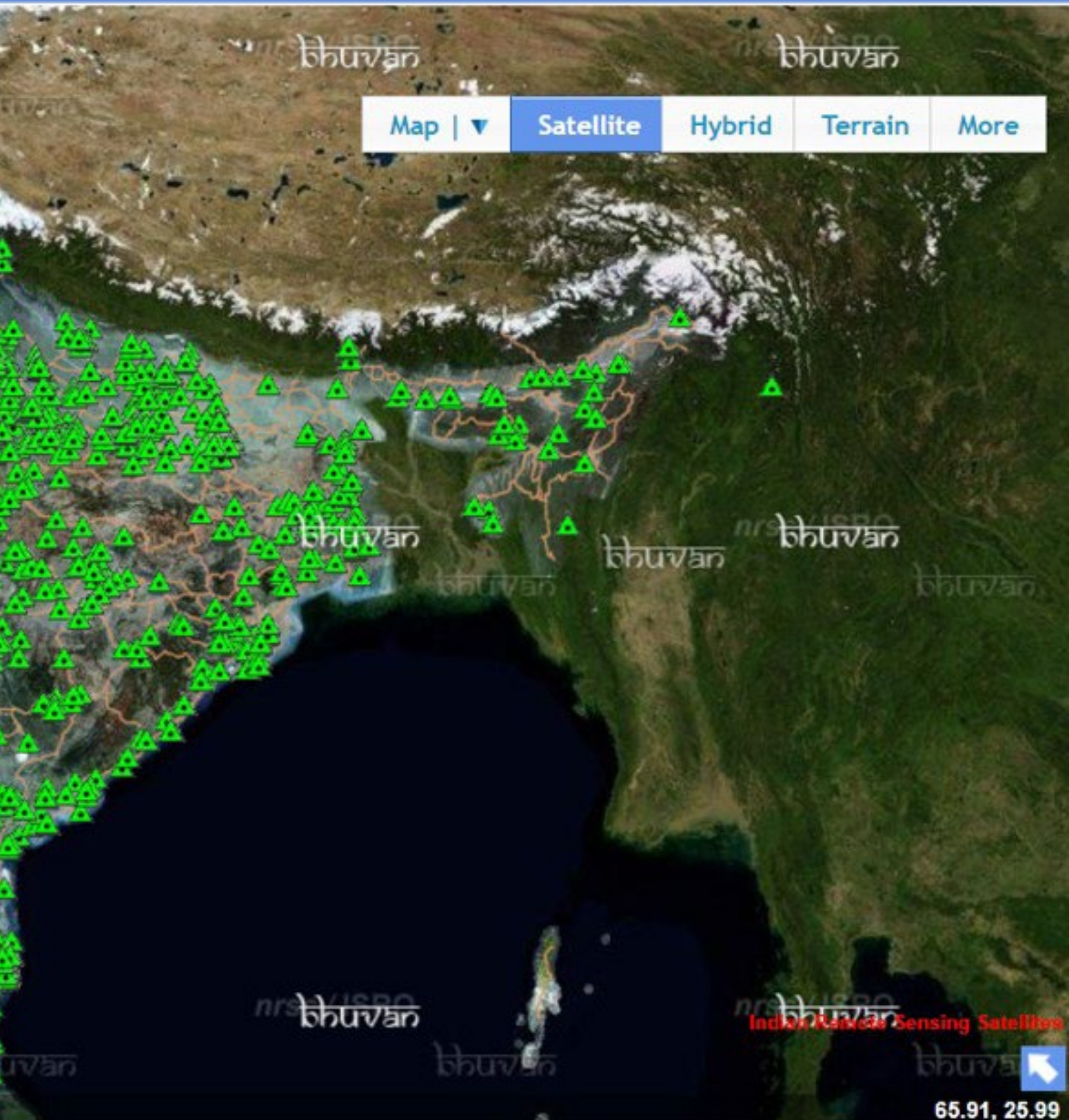
2. National GIS Database for monuments and sites with ISRO to be authenticated and validated

3. Extend ongoing initiative for Archives Data to be accessible digitally and Archives to be stored as per conservation norms



Archaeological Survey of India

Heritage sites and Monuments





This chapter gives an overview on the National Mission on Monuments and Antiquities (NMMA) which was responsible for the creation of the national database of the built heritage of India, along with gap analysis, management and requisite recommendations for a National Database and Documentation. The shortcomings have substantially been pointed out along with recommendations for achieving the objectives of the NMMA.

1. Existing Systems of Database and Documentation

1. National Mission on Monuments and Antiquities

The National Mission on Monuments and Antiquities was launched in 2007. Archaeological Survey of India (ASI) is the nodal agency for NMMA to implement the various activities all over the country. The time frame prescribed for its completion was five years. Its mandate covers a comprehensive database with

- National Register on Built Heritage & Sites
- National Register on Antiquities.

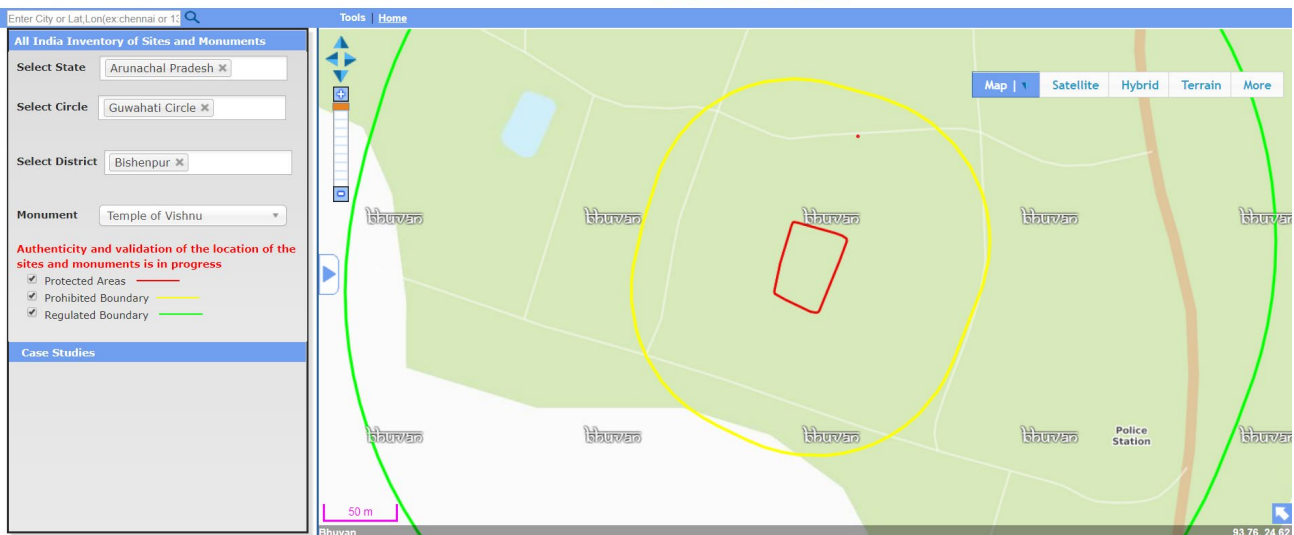
The objectives of NMMA

1. Documentation and creation of suitable database on built heritage and sites for information and dissemination to planners, researchers etc. and for better management of such cultural resources.
2. Documentation in a uniform format developed by NMMA, of all Antiquities that are available in the form of Registered Antiquities, Catalogued Antiquities with Central as well as State Governments, Private museums and collections, Universities, etc.
3. Promote awareness and sensitize people concerning the benefits of preserving the historical and cultural aspects of built heritage, sites and antiquities.
4. Extend training facility and capacity building to the concerned State Departments, Local bodies, NGOs, Universities, Museums, Local communities etc.
5. Help in developing synergy between institutions like Archaeological Survey of India, State Departments, concerned Institutions and NGOs to generate close interaction.
6. Publication and Research

2. Bhuvan App

Bhuvan is a web based utility launched on August 12, 2009 which allows users to explore a set of map based content prepared

Laser Scanning being done for documentation; Source - geospatialworld.net



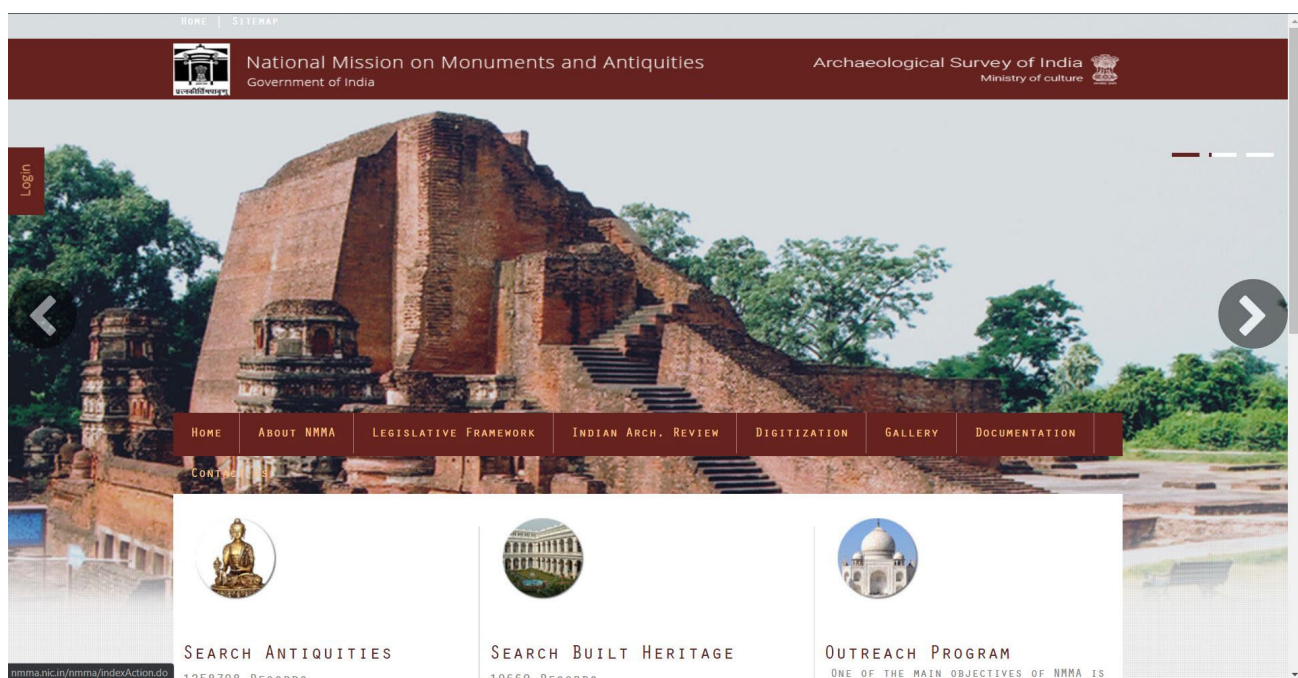
Interface of the Tourism (Monuments) Section of the Bhuvan App; Source - bhuvan-app1.nrsc.gov.in/

by Indian Space Research Organisation (ISRO) and is associated with various sections of Government of India to enable the use of Geospatial technology like Toll Information System for National Highways Authority of India, Islands information System for MHA, Cultural heritage sites for Ministry of culture etc. The information for the platform is obtained from the government of India sources or through Crowdsourcing. Bhuvan offers detailed imagery of Indian locations compared to other Virtual Globe Software, with spatial resolutions ranging up to 1 metre.

There have been several difficulties with the Bhuvan App related to compatibility and accessibility. For the monuments, the app shows the protected boundary, prohibited boundary and regulated boundary. The authenticity and validation of the location of the sites and monuments mapped in the app is still in progress which doesn't make it a reliable source of information.

Homepage of NMMA's website; Source - nmma.nic.in

2. Gaps and Recommendations



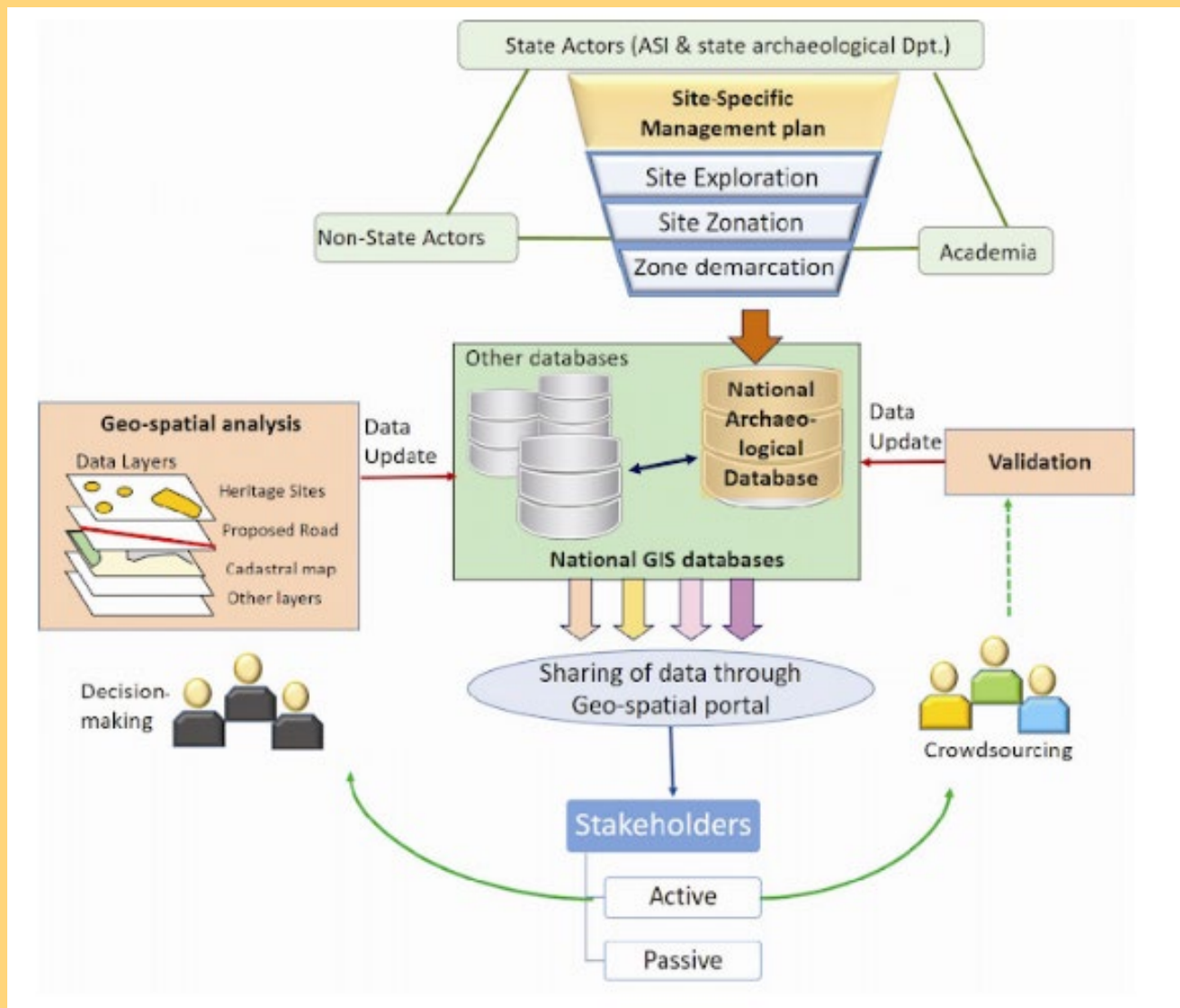
Gaps	Recommendations
Centralised Database	
<p>There is no centralised database of archival records, drawings and photo archives</p> <p>There is no inventory which is maintained centrally, on an all India basis, in the ASI for recording all the artefacts, antiquities and sculptures found and collected during excavations, explorations or village to village survey. In many cases, the excavated antiquities are not even accessioned and just stored in the ASI Circle offices, monuments and store rooms.</p> <p>A number of State Departments have published the list of monuments and sites under them but a large number do not even provide such details on their website. Besides, detailed documentation, GIS map for sites and monuments is completely missing in all cases.</p> <p>A complete national level database with state wise distribution of heritage structures under Temple Trusts and committees is missing.</p>	<p>a. Inventory of Centrally Protected Monuments- should be updated once every 5 years with a schedule for their periodic inspection by each field office and further updating on a regular basis. Most of the notifications declaring monuments of national importance are of the colonial era and often do not describe the metes and bounds. Such problem monuments should be identified and solutions found in consultation with the state authorities, using archival data, revenue records and survey maps.</p> <p>b. A systematic photo documentation of all national monuments should be revived, and each monument documented on a periodic basis.</p> <p>c. National Mission on Monuments and Sites should be revitalised with a new policy as its role is to create a National register for built heritage and sites and antiquities.</p> <p>d. Listing Criteria for National Cultural Heritage Sites of Outstanding National Value as approved by Ministry of Culture in 2015 should be used to list National Sites that fall beyond the 'centrally protected monuments' definition to cover historic cities, cultural landscapes and other categories (Refer annexure for details).</p> <p>e. A storage and access system for this digital documentation should also be accessible to scholars worldwide through the ASI website.</p> <p>f. Architectural drawings of standing ruins and monuments are a key requirement for a proper understanding of monuments and to plan conservation works.</p> <p>g. The ASI must prepare on a priority basis a portfolio of architectural documentation of all protected monuments. In many cases, archival drawings will require to be updated.</p>

3. Key Action Points

3.1 National Archaeological Database to be made. National GIS Database for monuments and sites to be authenticated and validated with ISRO.

National GIS Database for monuments and sites to be initiated with ISRO which may support a GIS team wing to be established in ASI. By utilising the collaborative effort initiated by ISRO and the Ministry of Culture, it is possible to collate all GIS and Non-GIS archaeological database into a Single National Archaeological Database. This can be a significant achievement as part of the Digital India programme, at par with other geospatial databases used by Central and State governmental agencies. It is important that this database should be consulted before authorizing any construction near archaeological sites, ensuring that past errors resulting in irreparable loss to heritage and escalating costs can be mitigated. This national archive should be made publicly accessible under the Digital India programme, where it can assist decision makers (development authorities, state departments, etc.) and help citizens plan for future economic growth while preserving the fragile remnants of our past.

Conceptual framework for National Archaeological Database proposed by Experts at NIAS, Bengaluru



3.2 NMMA to be reactivated with budget and staffing to complete its previous listing of built heritage and antiquities.

Policy for notification/denotification to be finalised immediately to arrive as a final list of centrally protected monuments by ASI

Workshops need to be organised with national institutes and organisations such as the American Institute in Gurgaon, the French Institute in Pondicherry and INTACH to synergize with other protected and unprotected heritage repositories. Further listing of monuments needs to be undertaken at National level to complete the Mission work.

For antiquities database, 3D photography of objects in all collections and of murals and images is also necessary, which would facilitate the expansion of virtual museums. The JATAN software should be utilized for documenting all the objects in the possession of ASI and other museum.

3.3 Extend ongoing initiative for Archives Data to be accessible digitally and Archives to be stored as per conservation norms

ASI needs to focus on digitisation of its photographic collection, its estampage collection in Mysore, and on the records in the old Circles which have yet to be transferred to the new Circles, and of its property registers. ASI should take up the collective Photo Documentation project proposed by CSMVS, Mumbai and British Museum, UK as a pilot project to achieve an international role model for photo documentation.

Estampage Collection of ASI;
Source - asi.nic.in

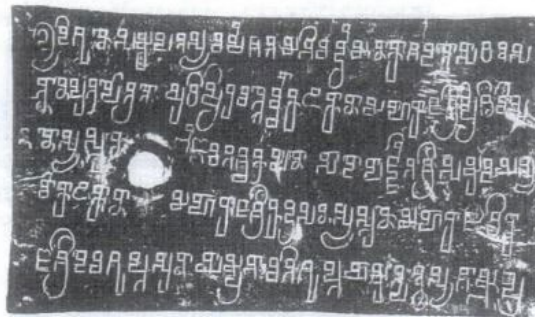


Fig 2 Mandal copperplate inscription of Pravarasēna II

I. Maukhari

A seal from Asirgadh, East Nimar district, Madhya Pradesh, is very significant as it furnishes the genealogy of Śarvavarman, written in late Brāhmī characters in the Sanskrit language. On palaeographical grounds, the seal can be assigned to the sixth century AD (Fig. 3).



Fig 3 Asirgadh seal of Śarvavarman

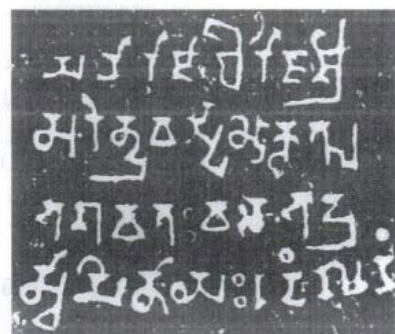
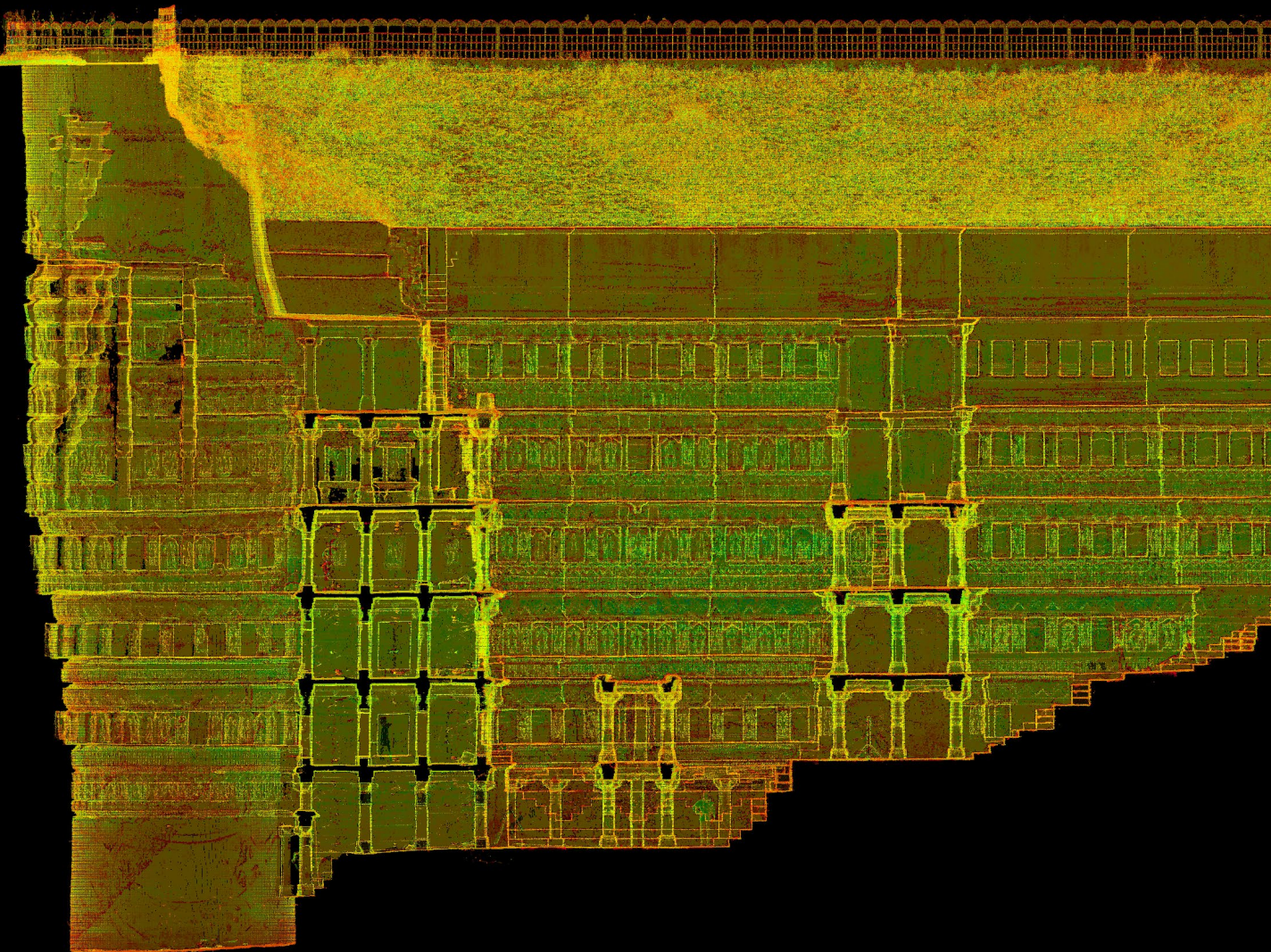


Fig 4 Umachal inscription of Surēndravarma

3. Use of Technologies for National Heritage

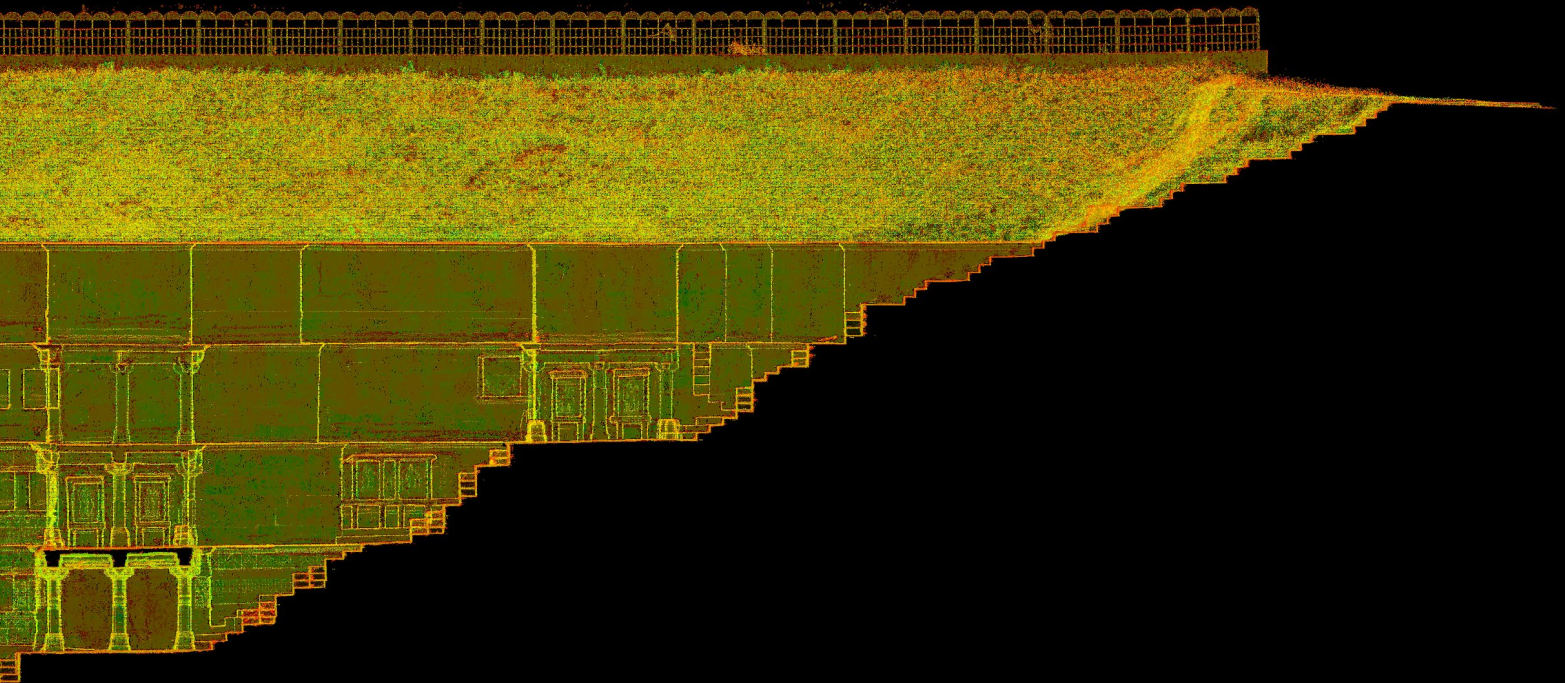
1. New technology like Photogrammetry & 3D Laser scanning should be used for documentation, surveys, excavation and conservation works.
2. ASI and State Archaeology Departments across India should consider an inhouse setup.

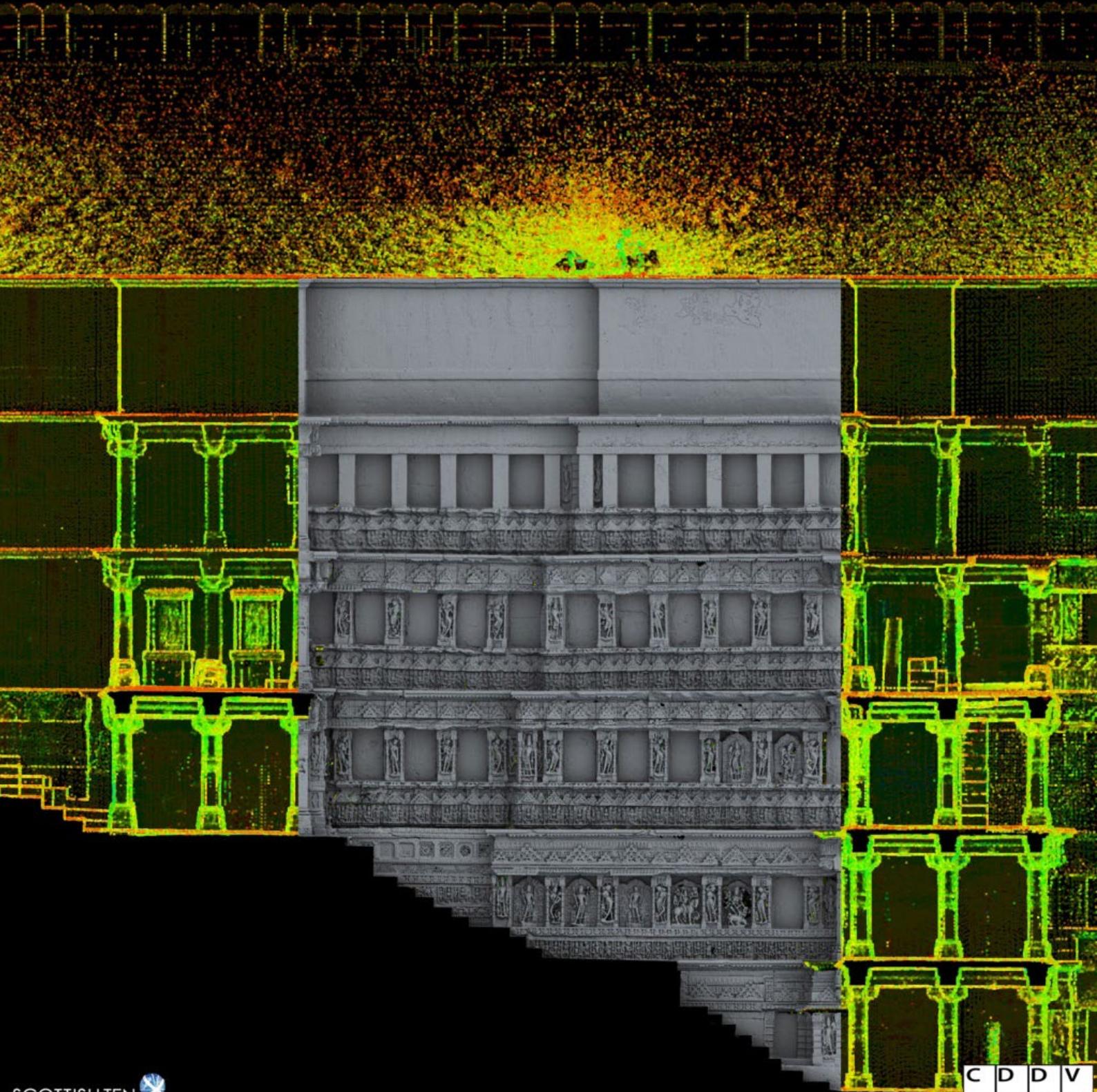


3. Collaboration with Foreign Universities for introduction of latest techniques in exploration and excavations should be undertaken.

4. Technology is needed for e-governance.

5. Advanced Technology for Promotion and Marketing of sites needs to be actively used to cater to all visitor kinds.





This chapter gives an overview on the use of technology for the National Heritage of India, along with the need for the use of advanced documentation techniques for built heritage. There has been a substantial advancement in the use of technology in the field of built heritage worldwide though heritage organizations in India are using it in a very limited manner.

1. Existing Advanced Documentation Techniques

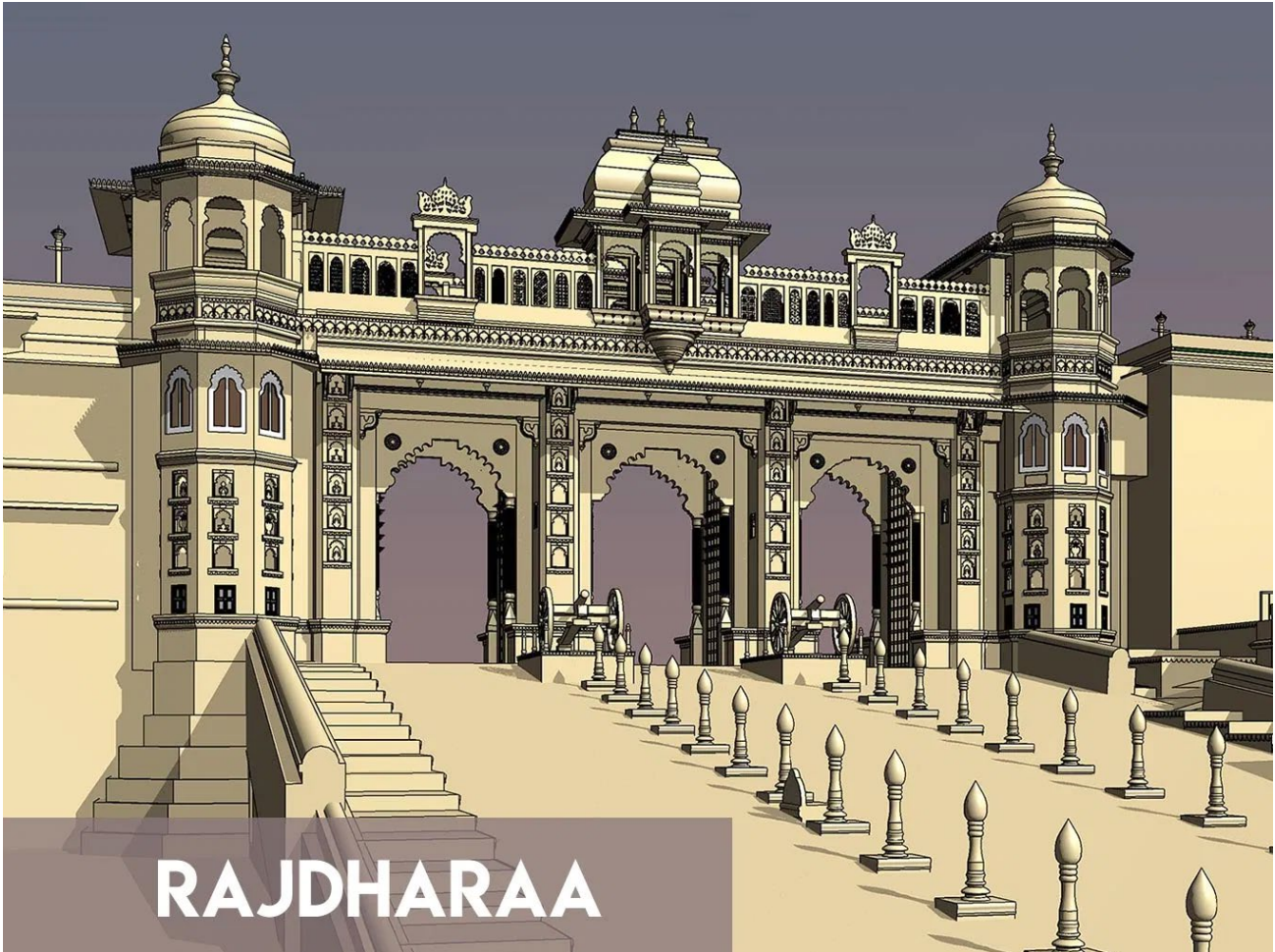
New technology such as Photogrammetry and 3D Laser scanning can provide extremely accurate documentation in a fraction of time required with methods available till only a decade ago. These and similar technologies have also become routine and are available commercially or through institutions such as the IITs. ASI currently does not have any inhouse advanced documentation techniques available with them though it has undertaken such documentation for specific sites like the Rani ki Vav with support of international organisations like CyARK. Laser scanning is especially useful for sites with sculpture, murals for objects of antiquity as these cannot be documented accurately using traditional tools such as manual architectural drawings. Use of Drones to document monuments for tourism brochures has already commenced for a number of ASI and State Archaeology sites. The technology can also be used to document inaccessible portions of monuments for condition assessment as well as for use in interpretation centres.

While ASI has used LiDAR survey for some sites such as Rani ki Vav, it does not have its own set up for advanced survey instruments. The archaeologists are not equipped inhouse with state of art instruments such as Drone or LiDAR Surveys which have now become an accepted methodology in National Heritage departments worldwide. In India, the Department of Information and Technology, Government of Rajasthan has initiated a complete setup with CISCO and AutoCAD for LiDAR surveys of all State protected monuments. This model may be reviewed for a similar set up to support ASI and can also be adopted by various state archaeology departments.

Rajasthan government, has found a way to integrate its digital mission with one of the hallmarks of the state — its rich heritage which includes its gorgeous havelis, temples, and other historical monuments. With the multi-pronged objective of ensuring sustainable development, empowering its citizens, and establishing good governance, the Rajasthan government's Department of Information Technology & Communication (DoITC) has come up with a GIS initiative — Rajdharaa.

Described as 'a unified gateway for a spatial decision support system', Rajdharaa is a platform that enables the maintenance of standardised geographic information system (GIS) assets across the state. This is the first of its kind initiative by any state government across the country. Rajdharaa has been established with

Pointcloud showing the part section of the Rani ki Vav in Ahmedabad; Source - cyark.org



Rajdharaa – A GIS initiative for Heritage by the Department of Information and Technology, Rajasthan; Source - gis.rajasthan.gov.in

the primary aim of developing a state-wide web-based geo-portal to acquire, process, store, distribute, and improve the utilisation of geospatial data in adherence with the Open Geospatial Consortium (OGC) standards. The project has also enabled the development of a data clearing house, which is the gateway of the geospatial data being generated by various agencies of the state government. While the key objective of Rajdharaa is a smarter state and better governance, there are two key features working in tandem and furthering the mission of Rajdharaa — preserving the state's monuments and creating a land bank management system.

Rajdharaa project consists of three phases:

Phase 1:

The first phase of the project involved creating a digital 3D model of historical and archaeological sites. The project team scanned the important historical structures of the state using a combination of laser terrestrial scanning and aerial photogrammetry capture through drones. The data thus collected was processed and stored in point clouds and 3D models through Autodesk ReCap 360. These models were then combined with GIS visuals to create a complete 3D digital model of the structure.

Phase 2:

In the second phase the project team transferred the point clouds into Autodesk Revit to build a detailed building information model (BIM), which can be used for maintenance and res-

toration of projects in the future.

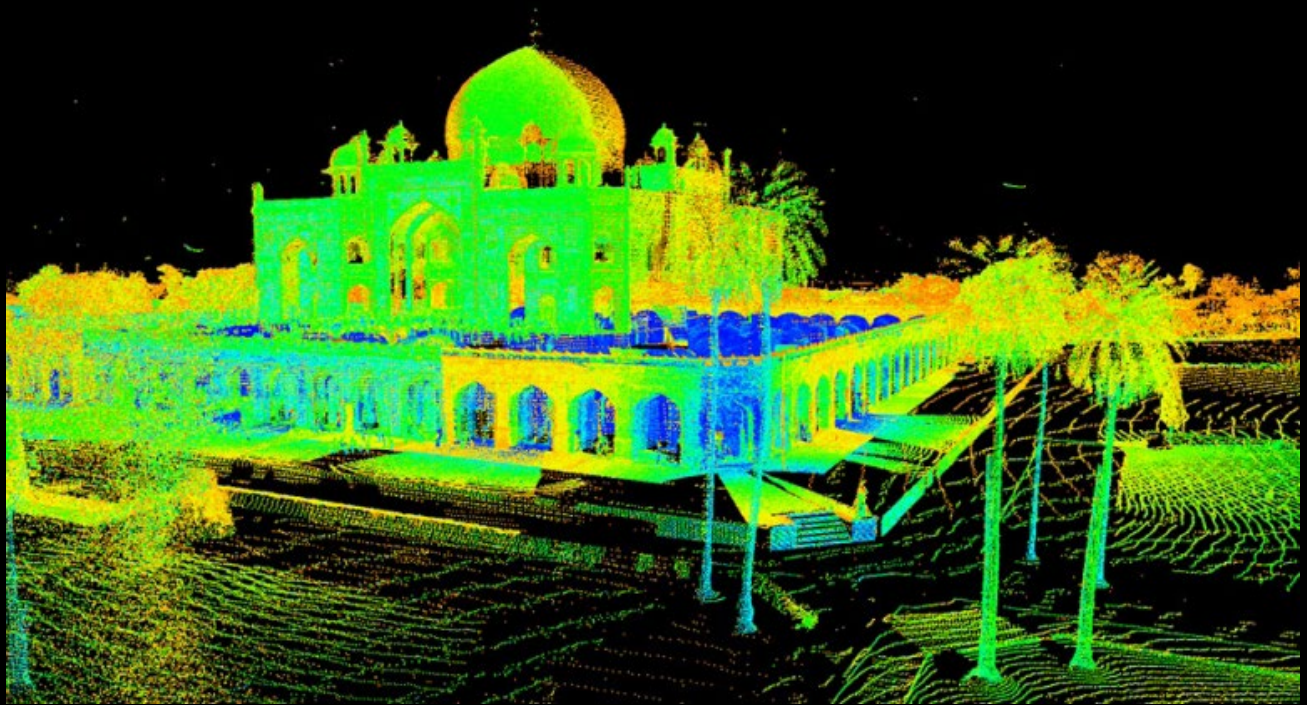
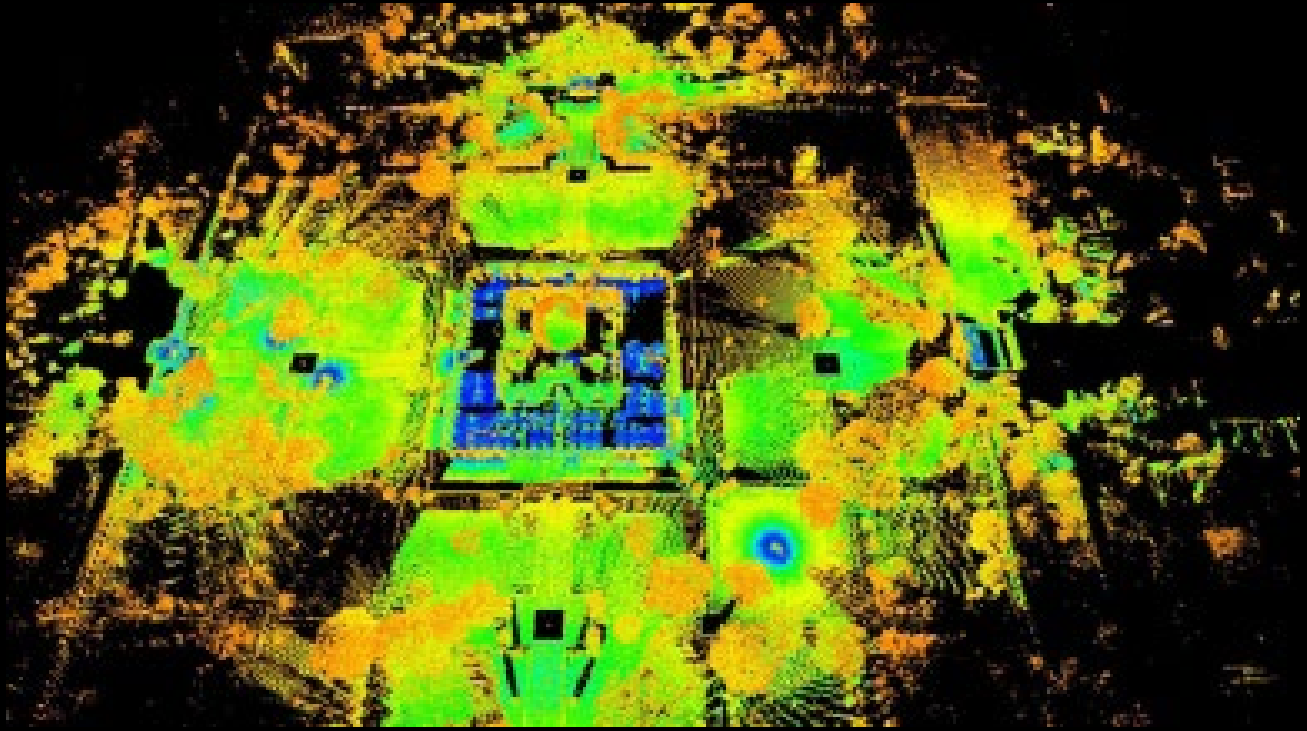
Phase 3:

In the third phase, the team used high-resolution digital cameras to capture ancient artwork and sculptures, as well as architectural features of the buildings. These were then converted into 3D models and point clouds using Autodesk ReCap 360 and Autodesk ReMake. These 3D models are used for research and conservation purposes and displayed in virtual exhibitions. They can also be 3D printed to make replicates in case of necessity. Also, high-end technologies such as virtual reality (VR) and augmented reality (AR) are also being deployed in the project.

2. Gaps and Recommendations

(Next Page) 3D Laser scan of Humayun's Tomb; Source - akdn.org

Gaps	Recommendations
<p>1. Continued reliability on manual documentation techniques which lack accuracy and are time consuming. No inhouse advanced documentation techniques available within ASI. The application of modern scientific technology in various fields of archaeology is ever growing. Several recent technologies such as Ground Penetrating Radar (GPR), Magnetic and Resistivity Survey, Global Information System (GIS) and Global Positioning System (GPS) were available for excavation. Not many officials use the above technology in excavations due to non-accessibility.</p>	<p>1. ASI should invest in advanced surveys, documentation and monitoring instruments to be available on site with various Circles. Circle officers should be trained in using these instruments.</p>
<p>2. Lack of adequate training avenues and trained professionals with the knowledge of the advanced documentation techniques.</p>	<p>2. Workshops and collaborations with international universities and organisations dealing with advanced documentation techniques like Cy-Ark, CIMS Lab, CIPA, IITs etc. should be encouraged. Introduction of programmes and courses related to advanced documentation techniques in the higher level of studies at the Institute of Archaeology, ASI.</p>
<p>3. Long procedures for taking permissions to use equipment for documentation in the heritage sites because of lack of knowledge amongst the administration and the public.</p>	<p>3. Systems to be put in place for permissions from the administration and owners for using equipment in the heritage sites and structures.</p>



3. Key Action Points

3.1 New technology like Photogrammetry & 3D Laser scanning should be used for documentation, surveys, excavation and conservation works.

LIDAR (Light Detection and Ranging) and Drone Surveys to be used to document monuments and sites. Each national monument should be 3D Laser scanned within the next 3 years and some of this documentation should be available in the public domain.

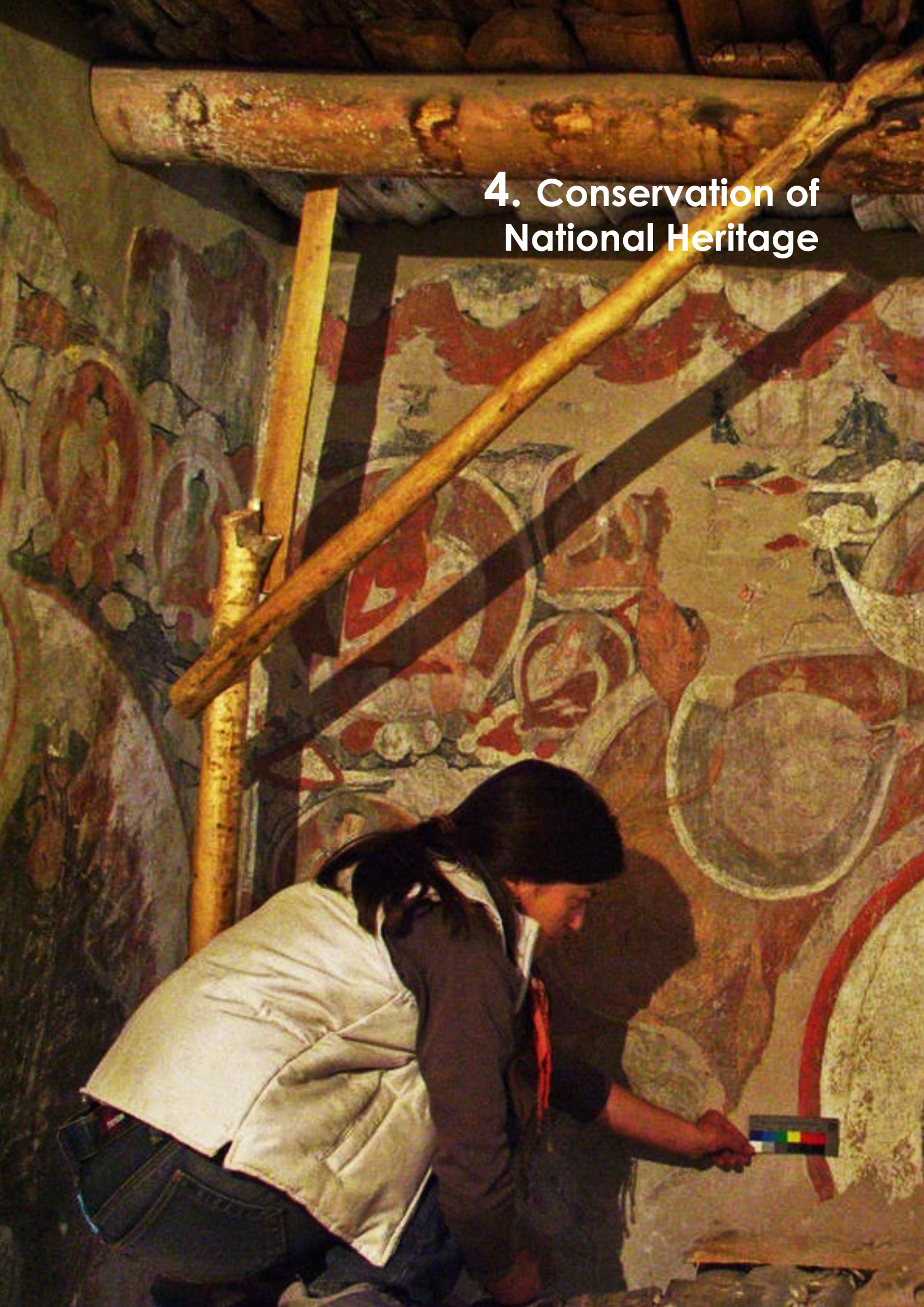
3.2 ASI and State Archaeology Departments across India should consider an inhouse setup or a tie up with an associate department, IT Companies for complete digitisation and documentation of their monuments and sites on a similar model as Rajdharaa in Rajasthan.

3.3 Collaboration with Foreign Universities for introduction of latest techniques in exploration and excavations should be undertaken. ASI should collaborate with National and International organisations for training of staff in use of advanced documentation, survey and monitoring techniques to be used for monuments and archaeological sites. **(Refer section 12 for specific institutional collaborations for ASI).**

3.4 Technology is needed for e-governance and one-window for permissions and clearances as well.

3.5 Advanced Technology for Promotion and Marketing of sites needs to be actively used to cater to all visitor kinds – school children, families, researchers and other segments of society.

4. Conservation of National Heritage





1. National Policy on Conservation needs to be implemented vigorously

2. Conservation Plan be prepared for the site before undertaking any conservation works

3. Provision for Work Audit needs to be incorporated

4. Region-wise empanelment of crafts persons

5. National Level awards to be given to ASI Circles, State Governments and other heritage custodians



1. Existing Status of Conservation and Preservation in India

The Archaeological Survey of India follows the Conservation Manual of Sir John Marshall which was published in 1923. The conservation manual by Sir John Marshall provided guidelines for the protection and preservation of the ancient monuments/ sites with structural remains unearthed from the excavations. Preservation and conservation of sites has also been addressed in the adopted National Policy on conservation and preservation of monuments/ sites.

The National Policy for Conservation of the Ancient Monuments, Archaeological Sites and Remains (NPC-AMASR) draws lessons and inspirations from the ASI's rich legacy for conservation and acknowledges the adoption of contemporary approaches to conservation, management and protection of monuments and archaeological sites, and proposes various principles of interventions within and around them. The Policy also acclaims available traditional craftsmanship in the country and the use of traditional building materials, practices and skills as an integral part of the conservation process. It deals with topical aspects like the management of tourism and development (within and around a monument), as well as issues of capacity building and building of partnerships with multi-disciplinary organisations and institutions. The Policy attempts to put a monument in perspective (as a ubiquitous part of its setting) and underpins the role of local communities. It focuses on all Ancient Monuments and Archaeological Sites and Remains, declared as monuments of national importance under the AMASR Act, 1958 and does not, for the time being, include unprotected built heritage. The Policy envisages as a dynamic document and, as it is put into operation by the ASI's Archaeological officers and field staff since 2014, it is subject to periodical reviews as may be decided by ASI.



Torana at Sanchi Stupa; Source - gettyimages

Conservation of monuments of Delhi undertaken by ASI; Source - sundayguardianlive.com

The Superintending Archaeologist (SA) of each circle inspects monuments and sites. On the basis of inspection note and a condition assessment note, the nature of works on the monument is decided. The Superintending Archaeologist analyses fabric on the basis of historicity, Architecture and requirement of conservation while the Archaeological Engineer prepares the estimates and the works to be executed. The conservation works is carried out by the Conservation Assistant who is also the site in charge. Once the financial and administrative approvals are received from the relevant competent authority, the works undergo the tender process and the suitable contractor who could provide material and labour is selected and the work is executed under the overall supervision of the superintending archaeologist.

Priority is given to works of urgent nature required to preserve or consolidate a monument or special works at World Heritage Monuments. The conservation works are carried out under the Special repair budget (SR) while the regular maintenance of the monuments is done under the Annual Repair budget (AR). Any Conservation proposal drafted by the Superintending Archaeologist should go through this chain of approval.

The State Archaeology Departments have their own processes for conservation of monuments adopted as per the State Archaeology Act or UT in each case.



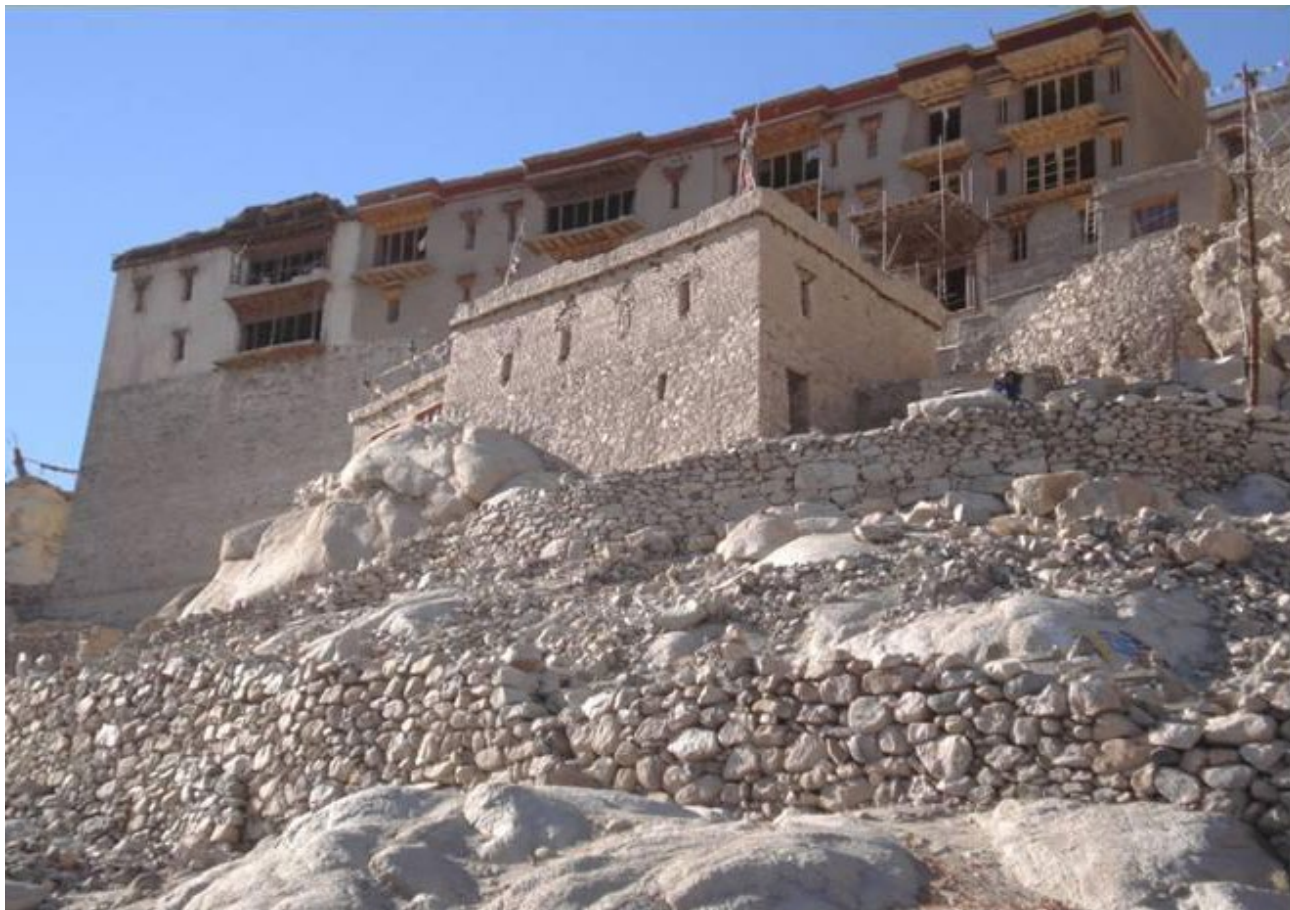
2. Conservation Projects undertaken by ASI in India

Maintenance of ancient monuments and archaeological sites and remains of national importance is the prime concern of the ASI. Several projects of conservation work, restoration and illumination undertaken by ASI have been highlighted.

2.1 Shey Palace, Ladakh

The original palace, now in ruins, was built near the Shey village by Lhachen Palgyigon, the king of Ladakh (then called Maryul), in the 10th century. The current Shey Palace and Monastery was also built in 1655 on the instructions of Deldan Namgyal, in the memory of his late father, Sengge Namgyal, below the first palace.

- Structural conservation was done for Shey Palace, Ladakh.
- Palace was in a dilapidated state and was restored using mud blocks and traditional wooden elements in its exterior and interior.



Before and after the structural conservation of Shey Palace



2.2 Residency, Lucknow

The Residency is a group of several buildings in a common precinct in the city of Lucknow. It served as the residence for the British Resident General who was a representative in the court of the Nawab. It was constructed during the rule of Nawab Saadat Ali Khan II between 1780 and 1800 AD.

- Lucknow ASI undertook the restoration of cells that were in ruinous state.

- Bricks made to size were set in line mortar for preserving the cells.

Before and after the restoration of cells of Residency, Lucknow



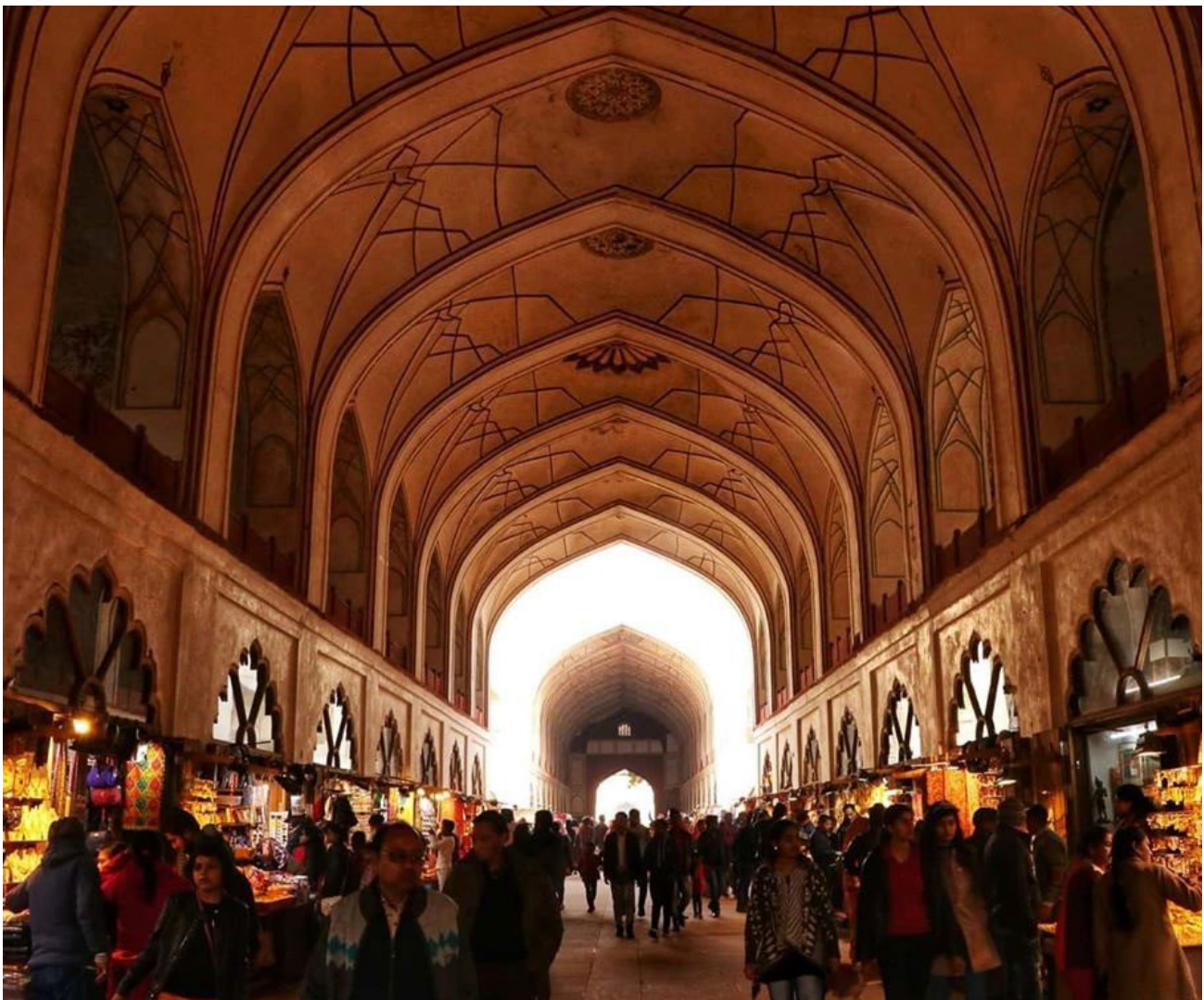
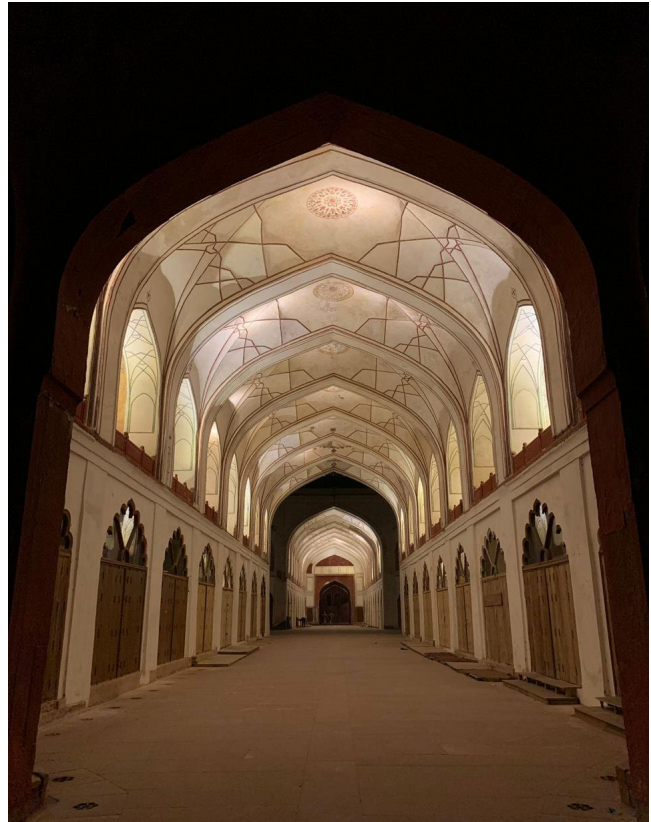
2.3 Galteshwar Mahadev Temple, Vadodara

The 12th century temple is unique in its style and of its period because it is built in central Indian Malwa style, bhunjia, without influence of Paramara architecture and with influence of Gujarati Chaulukya architecture. It has square garbhagriha (shrine proper) as well as octagonal mandapa (dancing hall).

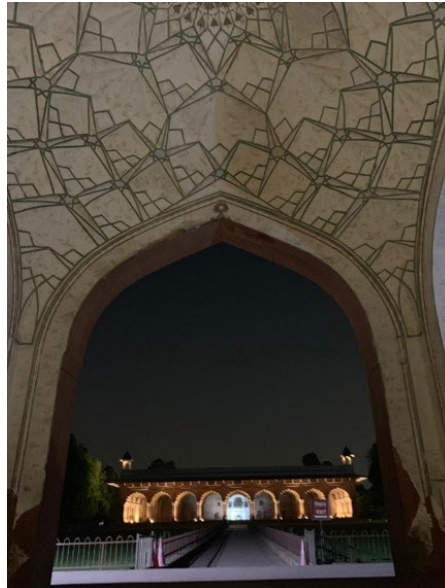
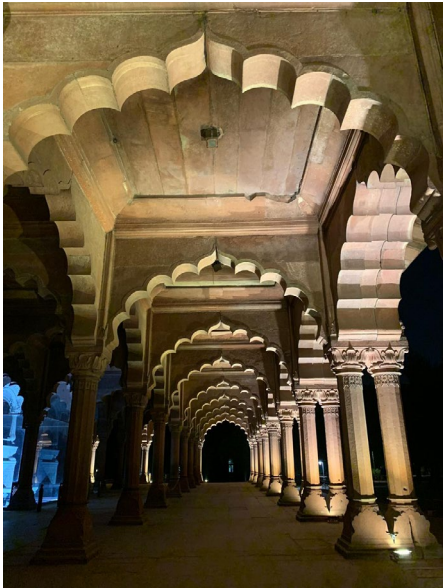
- One of the challenging task in the ongoing restoration is the restoration of its Shikhara.

- Here original ornamental stone members of the shikhara, stacked within the complex, were used in restoration.

Before and ongoing restoration work of the Galteshwar Mahadev Temple's Shikhara

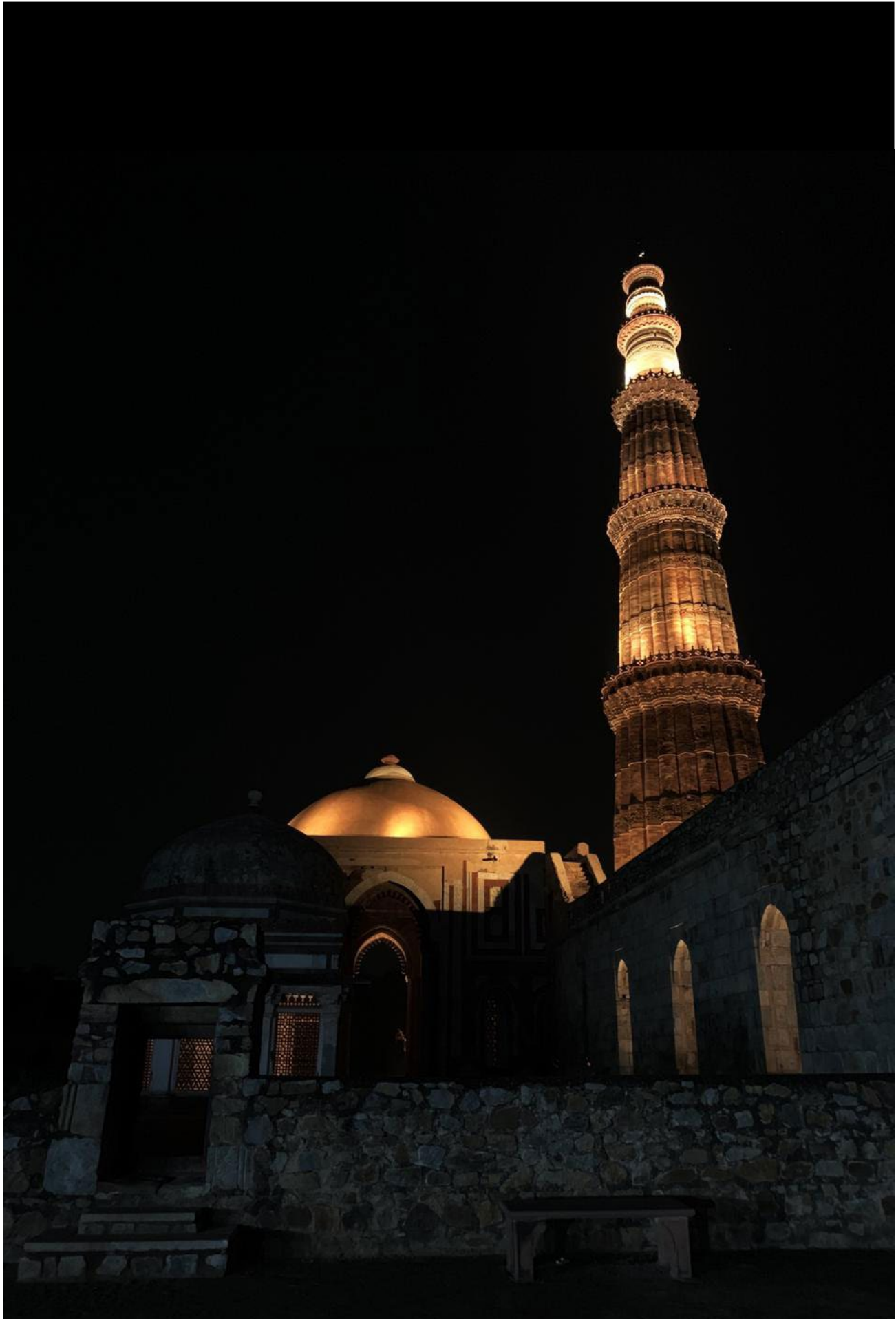


Before and after the restoration **2.4 Chhatta Chowk, Red Fort**
of Chhatta Chowk, Red Fort



2.5 Diwan-i-Am, Red Fort

Before and after lighting and illumination of Diwan-i-Am, Red Fort



2.6 Qutb Minar, New Delhi

Transformation of Qutb Minar



2.7 Group of Monuments, Mahabalipuram

Group of Monuments, Mahabalipuram

3. Gaps and Recommendations

Gaps	Recommendations
a. Policy	
<p>The National Conservation Policy is well structured by ASI and covers all significant aspects of conservation. However, despite being adopted since 2014, it is not being practiced by ASI itself. The awareness for policy is lacking whereas it should be spread and practiced by all State Archaeology Departments. In 2014, it was adopted by the State Archaeology of Rajasthan for its World Heritage Sites though in practice, Rajasthan State Archaeology is much advanced in practicing few of National Policy clauses such as, engaging local craftspeople and drafting region wise conservation schedule of rates within Rajasthan since 1991.</p>	<p>The ASI National Policy needs to be strictly adhered to clause wise for any ASI conservation projects. Conservation works not to be approved unless they conform to all clauses of National Policy –4.06, 4.07 and others. All Annual Conservation Plans to be peer reviewed as per policy. By stating the significant elements that need to be preserved at any site inappropriate Conservation works can be avoided. More so, when staff responsible for the site might be from another part of the country and not recognize the cultural significance of the monuments/ site in their care. Significance is also important later in interpretation and tourism promotion of the site.</p>
b. Planning	
<p>As per policy it is essential that a holistic conservation plan through a multidisciplinary team is prepared following a value based and scientific approach before undertaking any conservation works. However, in most sites such as plan is missing and works are being carried out on an adhoc basis. Comprehensive Site Management Plans (SMPs) for property and buffer (with conservation, interpretation and rescue, visitor management, environmental management, buffer management, disaster management, etc.) are essential.</p>	<p>The policy states that a Conservation Plan is to be prepared in advance of any conservation effort. In addition, a 'completion report' should be prepared at the conclusion of each project. No conservation funding to any site should be permitted without the availability of a conservation plan that should include architectural drawings, condition assessment, photographic record, statement of significance, names and qualifications of those responsible – including external consultants. Conservation Plan should be implemented in phases as per immediate, medium and long term actions.</p>
	<p>The ASI needs to actively seek expertise on a consultancy basis for each conservation effort. Need for partnerships with various institutions and organisations for specialized conservation works is required to fill in the specific expertise gap in ASI. Such expertise could include archaeology, engineering, hydrology, conservation architects, art/ urban history, landscape architecture, geology, botany, environmental sciences, hotel/ visitor management, horticulture, finance, lighting design, new media design, fund-raising, administration, archival research, exhibition design amongst several others. It is neither possible to employ the number of experts required to ensure the conservation effort is well informed nor cost-effective to employ so many experts when projects are not to scale.</p>

Gaps	Recommendations
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c. Implementation	
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An updated conservation manual, schedule of rates exclusively for items related to for conservation works, specific schedule for monitoring and supervision of work, involvement of craftspeople are essential aspects for undertaking site works as per conservation policy. There is a lack of multidisciplinary approach to conservation work. Material Specifications, Scheduled Rates and there is no skilled resource pool of specialized masons, artisans, Sthapatis, Sompuras etc. Due to these reasons, conservation work on sites are often adhoc and do not conform to ASI's own National Conservation Policy. ASI has not defined any parameters for monitoring of its sites and monuments even though this is an essential and critical part of conservation. It only mentions inspection note per monument per year which is not sufficient. Detailed Monitoring parameters need to be developed as part of the conservation plan based on value and nature of each site, parts, artworks etc. Monitoring may also be divided into weekly surveys by CA, Sub circle level and monthly official visits at SA level.

Provision of work audit to be adopted. The segregation of conservation work of site management, visitor amenities from academic work, archaeology, exploration, and excavation, epigraphy and temple and building surveys needs to be considered. Such conservation works can be approved and periodically reviewed by the archaeology vertical of ASI and other domain experts.

The existing system can be further strengthened for effective monitoring, conservation and management. The nature of archaeological conservation is complementary to each other and creating two verticals will separate the core value of a monument / archaeological site linking to history, archaeology, art, architecture, epigraphy, iconography. Merely carrying out conservation work based on engineering inputs may cause a serious damage to the archaeological fabric of a monument. It should be mandatory for the Science Branch to accumulate all international research on historical materials and to disseminate the summary of the same to all officers. Furthermore, it should also be mandatory to precede any work – using chemicals or any modern materials - at any national monument with a documentation of the scientific investigation and a prior writing of a conservation plan.



Restoration of wall paintings;
Source - DRONAH

(Next Page) Conservation Works of Jali at Khwab Gah at Red Fort, Delhi carried by ASI; Source - ASI



Gaps

Recommendations

Supervision of Conservation works needs to be of the highest standard by qualified and experienced site supervisors in conservation works. The ASI needs to ensure that no works are carried out unsupervised. The supervisor should maintain a daily log describing the works carried out and supported by a photographic record. Initiating model projects will help prioritize conservation of national monuments in a planned manner. This will also result in a trained cadre of conservation professionals, create employment for craftspeople and help preserve building crafts.

d. State Archaeology Departments

Almost every state in India, has its own 'Department of Heritage/Archaeology' – responsible for monuments considered to be of local importance. Several monuments on the World Heritage list as well as those on the tentative list are protected by State Governments. At present there is only a minimum dialogue or interaction between the ASI circles and the Archaeology departments in the States. In some cases, adjoining monuments are protected by the ASI and State respectively.

Except for 2-3 States, there is no adherence to conservation norms such as preparation of conservation plan, multidisciplinary approach including scientific analysis, landscape, risk management etc., schedule of rates, supervision and monitoring etc. Prioritisation for monuments to be taken up for conservation is missing.

A system needs to be developed to ensure greater interaction, sharing of learning, joint training programmes, possibly sharing responsibilities between the Circle and State Archaeology. The State Departments should adopt the National Conservation Policy of ASI and put it into practice while undertaking any conservation works on the state protected monuments. Each state should aim at drafting a conservation manual customised to styles, materials, techniques and crafts-person-ship prevalent in the State. ASI may take a lead in drafting such manuals based on the range of their monuments across India.

Gaps	Recommendations
e. Temple Trusts/Religious Institutions	
<p>A number of such religious trusts do not have the resources or know-how to take up conservation works despite the inclination to do so. Sometimes Conservation Works undertaken by these organizations can damage the structures substantially – one such case is HR&CE where the devotees and subsequently the HC Judge filed Suo Moto case on bad conservation works asking for a UNESCO Mission to be taken up along with the formulation of conservation guide lines and manual as per traditional text of agama-shastra and shilpashatras.</p>	<p>Special Training Programs to be offered by ASI for such temple trusts/living monuments who are open to learning about maintenance, preservation and conservation of their heritage structures. All stages of conservation to be explained to them with training programs for each. So, considering an average of 2 training programs per month, an approximate budget of Rs. 2.5 Crores may be allocated annually to ASI for its training programs through the Institute of Archaeology.</p> <p>Exemplary cases of conservation taken up by such institutions for example monasteries in Ladakh, Golden Temple by SGPC, Mahabodhi Temple in Bodhgaya Trust and others to be showcased as models for conservation works to others. This is one segment of India's heritage which is quite self-sufficient through their own funds generated through the devotees that are channelized back into conservation and maintenance of the religious building. It is also fairly easy for them to get funders for example,</p> <p>Golden Temple works are often funded by Sikh NRIs, Srirangam temple at Trichy and many others in Tamil Nadu are funded by TVS while a number of these were also funded through 13th Finance Commission. So, it is only awareness and conservation training that may be needed for the staff who maintains these religious buildings.</p>
f. Unprotected Heritage and heritage buildings under CPWD	
<p>Heritage awareness and knowledge of Heritage Conservation are two aspects that need to be focused on for unprotected heritage. These can be promoted through heritage manuals such as the ones prepared by CPWD and through specialized training program conducted by INTACH Heritage Academy, UNESCO C2C- WII, Dehradun and/ or Institute of Archaeology, ASI.</p>	



Handbook of Conservation of Heritage Buildings



Published by
Directorate General, Central Public Works Department

4. Key Action Points

4.1 National Policy on Conservation needs to be implemented vigorously

ASI should practice its conservation policy clause wise before approval of any conservation project to be carried out on site by any Circle SA. The format for approval of conservation works within ASI needs to be revised including a checklist box for clause wise adherence to National Policy at the time of approval of estimates. It needs to be ensured that there is a conservation plan prepared for the site which adhered to all sections of the Policy – including a value based, scientific and holistic approach to conservation as outlined in section 4,5 and 6 of the policy. Articles on documentation 4.01, 4.04, 4.07, 4.21, 5.07 and 7.05 of National Policy on Conservation to be put into practice by ASI and all State Archaeology departments.

ASI also needs to compile and make a Manual of Orders, Policies and SoPs for annual verification of properties, objects and manuscripts on encroachments on violation of provisions of the National Monuments Authority Act, the licensing provisions for excavation and report writing, on estate management as well as its other myriad activities like MoUs with State Governments and relating to “living” monuments.

4.2 Conservation Plan be prepared for the site before undertaking any conservation works

An overall conservation masterplan should be made for the whole project and should be approved by a committee of leading professionals before execution. Some sites should be identified where architectural members/ remains can be assembled (e.g. Sannati, Tadapatri) and restored on the pattern of Angkor Vat restorations done by ASI.

A manual for conservation based on the integration of National Policy and John Marshall's Manual needs to be urgently prepared for use of all Circles. Similarly, ASI needs to create its own schedule of rates and also revise the Works Code. A system of separation of technical and financial powers as per CPWD norms was introduced in 2016. ASI should have a system of periodically reassessing the delegation of financial powers. It should be mandatory for a Note to be generated following each site inspection by an officer at any monument. To simplify matters and ensure a timely note is recorded, a 'Site Inspection register' available online could be maintained at all monuments to be filled in by visiting officers or independent experts.

4.3 Provision for Work Audit needs to be incorporated

The format for approval of conservation works should be framed including a checklist box for clause wise adherence to National Policy for all Annual Conservation Works submitted by all Circles of ASI. All completed works of circles should have provision of work audit based on this framework.

4.4 Region-wise empanelment of crafts persons

Engagement of Craftspeople as per Section 6 in National Policy needs to be implemented by empanelling craftspeople region wise by each ASI Circle.

4.5 National Level awards to be given to ASI Circles, State Governments and other heritage custodians

ASI Head Office should allocate National Level awards to be given to ASI Circles, State Governments and other heritage custodians to recognise good conservation works.

5. Excavation and Exploration of Archaeological Sites

1. Excavation and Exploration Policy to be drafted and adopted after public discussion within 6 months period

2. ASI Vision Plan to be made for exploration and excavation.

3. Development of laboratories for post-excavation analysis.

4. Archaeology as a separate cadre

5. Publication of Excavation Reports within 6 months period

6. Re-exposing and putting the excavated sites in public domain





1. Existing Status of Excavations and Explorations

Excavation and Exploration is the primary objective of the Archaeological Survey of India. Excavation includes functions such as excavation and exploration. Other sub branches under this also include underwater archaeology, epigraphy, prehistory and Surveys (building survey, temple survey, village to village survey). Excavation of archaeological remains has been one of the primary responsibilities of the ASI. As per Sections 21 to 24 of the AMASR Act, 1958 an Archaeological Officer or an officer authorised by him on this behalf or any person holding a license granted in this behalf under the Act, may make excavation in any protected or unprotected area. The ASI grants excavation licenses and permissions, based on the proposals received from different agencies like the ASI, State Departments of Archaeology Universities and Research Institutions every year. The proposals are examined and recommendations are made by Central Advisory Board of Archaeology (CABA) chaired by the Minister of Culture and assisted by a Standing Committee of CABA. The process is as below:

- Exploration and Excavation all over the country is regulated by ASI
- Applications are invited every year by July end of a calendar year
- A Standing Committee (SC) under Chairpersonship of Director General, ASI, a sub-committee of Central Advisory Board of Archaeology (CABA) scrutinizes and recommends for approval
- ASI regulates movement of samples for testing and analysis abroad

ASI's policy for Excavation and Exploration was approved in the year 2015, but is under review keeping in view of the changing conditions (Refer annexure for draft policy). As per the CAG Report, the Survey was spending only 1 % of its total budget on excavation/ exploration. Now it has been by the Ministry to increase it to 5 % of total budget in first phase. It is praiseworthy that due to crunch of fund, no excavation has been stopped mid-way or not taken up in a year despite proven potential till date.

2. Gaps and Recommendations

Excavated Site of Dholavira, Gujarat; Source - visitindia.org.in

Ongoing excavation at Rakhigarhi, Haryana; Source - <https://www.outlookindia.com/>

Gaps	Recommendations
a. Policy	
<p>A centralised information system at the ASI HQ regarding the functioning of CABA, grant of licenses, reasons for rejection of proposals and status of accepted proposals is missing. Only limited records of meetings held by CABA are available. ASI adopted the Excavation Policy in 2015. However, a need is being felt to update this policy keeping in view the changing scenarios, advancement in technology, etc.</p>	<p>a. Policy: Draft Exploration and Excavation Policy needs to be finalised and adopted. Five sub committees of CABA were formed in 2009 to examine specific issues in the functioning of ASI. These recommendations need to be revisited. CABA should be reactivated as a body for interaction with Universities and other expert bodies and its meetings held in the prescribed time frame. (Refer Annexure for CABA constitution)</p> <p>While drawing up action plans under the policy, the Ministry should ensure adequate allocation of funds and effective utilisation by ASI for excavation and exploration of archaeological remains. The Ministry should examine the legality of calling for applications for exploration. This needs to be delicensed.</p>
b. Exploration and Excavation methodologies	
<p>These are not updated and there is not much use of GIS and Remote Sensing in exploration. Prehistoric and Neolithic periods are still undefined and not updated. There is less understanding of Harappans and contemporary cultures (eg. Ahar-Banas, Central Chalcolithic, Deccan Chalcolithic) or even-post-Harappan / late-Harappan cultures since Harappan script is not deciphered so far.</p>	<p>ASI has held meetings to draft a vision plan for exploration and excavation. Minutes of this meeting held on 11/10/2018 (refer Annexure) has valid recommendations on categorisation of excavated sites, focus on zoning of Indian subcontinent for excavations and explorations to understand regional perspectives, taking up Prehistoric site investigations, Neolithic sites in all zones, studies of farming cultures, reinvestigation of chalcolithic sites, archaeology of iron age, historical age with emphasis of early and medieval history, ceramic assemblages from India and non-Indian ceramics from other countries with their contribution to archaeology.</p>
c. Labs, Database and Training	
<p>There is absence of specialised laboratories for testing and limited experts for Archaeobotany (only 1 expert each from Deccan College and Birbal Sahni Institute), Archaeozoology (2 experts from Deccan College), Geoarchaeology (no experts), Anthropology (1 expert from Deccan College), Material Analysis, Ceramic Petrology (1 expert from MSU, Vadodara), Experimental Archaeology (no experts)</p>	<p>GIS based centralized database should be mandatory for all exploration and excavation activities. Introducing new technologies for large-scale exploration, e.g. Drone, LiDAR and Satellite Remote Sensing Surveys. Better documentation strategies for excavations enabling better data retrieval, visualization and interpretation is essential. Testing and Analysis of Archaeological Materials along with Lab facilities dedicated to archaeology need to be sourced.</p>

Gaps	Recommendations
<p>There is absence of database for ancient building materials for reference and analysis (eg. bricks, mortars, metals, stones, weaponry, etc.) and lack of training centres for advanced applications (statistics, GIS, flint knapping, analytical techniques)</p>	<p>Partnerships with national and foreign universities: Greater interaction with academic institutions – national and foreign – through conducting joint excavations will lead to fulfilling the objectives of the excavation without recourse to scarce funds. This will also fulfil an important educational role in training the next generation of archaeologists. India can learn from the example of Egypt, where access to foreign universities has led to both a greater appreciation of Egyptian culture worldwide but also a spate of new finds every year. ASI should place standard formats for MoUS and collaborations on their website which may be sourced online by interested universities /organisations to approach ASI. In addition to the Excavation Branches, dedicated teams of archaeologists should be available at excavation sites including those engaged by the ASI only for specific excavations.</p>

d. Publication of Excavation Reports:

<p>Writing of the report on excavation is an integral part of any archaeological excavation. While in most of the cases of excavations, the reports are still not submitted as there is no specified timeframe. Delayed report writing also affects the condition and counting of antiquities found during excavation. A mechanism needs to be developed for identifying important excavations for publication, while the mandatory reports have to be published annually in the ASI publication “Indian Archaeology – A Review”. Till the final report is published many of the items remained in the custody of the excavator without proper records should be made available to the ASI.</p>	<p>Far too many excavations carried out by the ASI in recent decades have not culminated in the excavation report even though mandatory reports have been received and published in Indian Archaeology - A Review. Any excavation project should not be considered closed until the mandatory report is submitted, within a stipulated time period. For the excavation to result in a meaningful conclusion, the report should be freely disseminated through the ASI website and publications. The progress of excavations by licences should be monitored online, and this information should be available in the public domain.</p>
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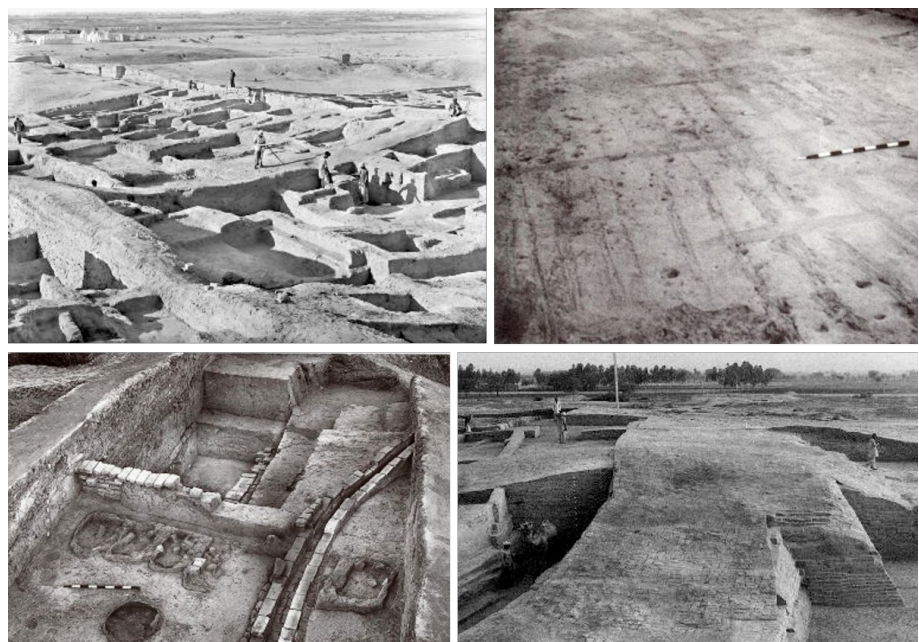
e. Condition of Excavated Sites

<p>There is no specific policy on the maintenance and excavation of the ancient mounds protected by ASI. Many of these are not fenced and taken up for cultivation, while the ones fenced are often encroached. A number of significant mounds such as the ones in Rakhigarhi remain unprotected (ASI protects only 3 of the 7 mounds in Rakhigarhi).</p>	<p>ASI should focus on re-exposing and putting some of the excavated sites in public domain along with more such excavated sites to be identified for an integrated visitor experience. Conservation of excavated remains should be considered to be part of the conservation process and be undertaken by specialized archaeologists in collaboration with relevant expertise.</p>
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Gaps	Recommendations
<p>Many sites with rich deposits of archaeological remains have been destroyed due to developmental activities. There is no provision to conduct a Cultural Resource Management or Archaeological Impact assessment before developmental projects are taken up on the site. The exploration programmes are major activities of any institution partaking the exercise, which brings to light artefacts, coins, sculptures, etc. Delicensing of exploration activities will lead to unscrupulous collection and pillage of sites and remains. Instead of delicensing, suitable provisions may be introduced in the AMASR Act and Rules</p>	<p>Where excavated sites could be considered of visitor and academic interest, conservation efforts here could ensure that the site can be allowed to remain and not be buried at the end of the excavation. Allowing the site to remain exposed may require additional action to protect the archaeological sites within a covered enclosure. In such a case the covering should be well designed. International Guidelines adopted by UNESCO in Delhi in 1956 may be followed for this purpose.</p>

f. Excavations by State Archaeology State Departments

<p>Archaeological works are carried out by most State Archaeology department with prior information and permission from ASI. A number of states have worked on several archaeological excavations in recent years. However, no details of excavations or published reports are available. The most recent excavations undertaken in last 2 years are the Keeladi site in Tamil Nadu in association with ASI and Kunal in Haryana in association with National Museum. The Patanam site excavated in Muziris area of Kerala is part of the spice route and archaeologists from China were also invited to collaborate in the excavations.</p>	<p>State Departments should have a regular interface and annual training programs under ASI for guidance in matters of archaeology, excavations, national and international collaborations, publications etc.</p>
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Excavations in post-independence era (1960s) at Kalibangan showing 1. House complexes, 2. Ploughed field, 3. Hearths and drains, 4. Fortification ; Source - ASI

3. Key Action Points

3.1 Draft of Excavation and Exploration Policy to be finalized and adopted after public discussion within 6 months period. Implementation of the policy should be taken up as per clauses for excavation, prioritisation and publication.

3.2 ASI Vision Plan to be made for exploration and excavation.

The vision plan will help to prioritize sites to be taken up for excavation based on their zoning and categorization.

3.3 Development of laboratories for post-excavation analysis.

Use of scientific methodologies and development of laboratories for post-excavation analysis. Collaboration to be established with concerned laboratories within 6 months.

3.4 Archaeology as a separate Cadre

Adequate budget allocation and recognition of Archaeology as a Cadre and de-licensing of exploration works (Refer Chapter 8, Upgradation of ASI, Page no. 150)

3.5 Publication of Excavation Reports within 6 months period

Submission of all pending reports on excavation and exploration within 6 months. These should be published within the stipulated deadline mentioned in the draft Excavation and Exploration Policy of ASI.

3.6 Re-exposing and putting the excavated sites in public domain

Sites excavated by ASI and other associated institutions across India should be protected and conserved adequately with coverings to allow public access and visitors. The sites should be showcased with proper interpretation and visitor facilities.

6. Developing Site Museums

1. Budget
2020-21 proposed five archaeological sites to be developed as iconic sites with on-site Museums. These should be completed in next 3 years. Clear Action Plan to be finalised.

2. Clear Action Plan
to be finalised for the proposed museums in Rakhigarhi (HR), Hastinapur (UP) Shivsagar (Assam), Dholavira (GJ) and Adichanallur (TN).

3. ASI should finalize
world class projects for 2 site museums Hampi and Sarnath within next 3 months

4. An inter-disciplinary team of specialists, archaeologists, curators, exhibition designers need to be engaged

5. Financially sustainable and revenue generation models to be adopted



Rama



Try These Experiences

○ Navigate within the complex
Using the game controller

○ Learn about the Temple
Using the game controller
Press F to start Temple tour

○ Explore the Rastayana
Using the game controller
Press E to start Rastayana tour

Using the tablet
Press tablet to select a set of games
Press Back to return to the main page
Press Home to return to the game screen





ARCHAEOLOGICAL SURVEY OF INDIA

ARCHAEOLOGICAL SITE MUSEUMS

2017

EXISTING ●
PROPOSED ●



Designed by: Drawing Section, A.S.I., H.Q. Office, New Delhi

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Archaeological Site Museums in India; Source - asi.nic.in

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------|
| 1. Burzahom Site Museum | 16. Sarnath Museum | 34. Bijapur Museum |
| 2. Kangra Fort Museum | 17. Vaishali Museum | 35. Nagarjunakonda Museum |
| 3. Ropar Museum | 18. Vikramshila Museum, Antichak | 36. Amravati Museum |
| 4. Sheikh Chilli's Tomb, Thanesar | 19. Cooch Bihar Palace Museum | 37. Badami Museum |
| 5. Kalibangan Museum | 20. Surya Pahar Museum, Goalpara | 38. Aihole Museum |
| 6. Jageshwar Museum, Almor | 21. Chanderi Museum and Period Museum, Chanderi | 39. Velha Goa Museum, Goa |
| 7. Purana Qila Museum, Archaeological Museum (Red Fort), Indian War Memorial Museum (Red Fort), Swatantra Sangram Sangrahalaya (Red Fort), Swadhinata Senani Smarak Sangrahalaya (Salimgarh), and Children's Museum, Delhi | 22. Khajuraho Museum | 40. Kamlapur Museum, Hampi |
| 8. Deeg Palace Museum | 23. Bodhgaya Museumm | 41. Halebidu Museum |
| 9. Fatehpur Sikri Museum | 24. Nalanda Museum | 42. Chandragiri Museum |
| 10. Taj Museum, Agra | 25. Hazarduari Palace Museum, Murshidabad | 43. Tipu Sultan Museum, Srirangapatana |
| 11. Piprahwa Site Museum | 26. Sanchi Museum and Sir John Marshall Memorial, Sanchi | 44. Fort St George Museum, Chennai |
| 12. Gwalior Museum | 27. Archaeological Museum, Dholavira | 45. Mattancherry Palace Museum |
| 13. Residency Museum | 28. Archaeological Museum, Lothal | 46. |
| 14. Shivpuri Museum | 29. Tamluk Museum | 47. |
| 15. Rani Jhansi Museum | 30. Ratnagiri Museum | 48. |
| | 31. Lalitgiri Site Museum | 49. |
| | 32. Konark Museum | 50. |
| | 33. Kondapur Museum | |

1. Existing Situation of Museums

1.1 Site Museums

ASI has 50 Site Museums at the moment at various centrally protected monuments. The concept of an Archaeological Site Museum has been derived from showcasing the artefacts near an archaeological site / monument that have direct association thus respecting its provenance. Site Museums are popular as these present authentic information about a site through the recovered artefacts; intended for researchers and general visitors. Initially site archaeological museums had static displays of objects so most site museums established in the past do not have an engaging experience. ASI has now framed a new Vision for Museums: Museums as edutainment centre through improved display/ design and visual stores, photography room, activity room, e-galleries, etc. Audience to have engaging / interactive experience with interpretation/ interactions special walks, curatorial talks special activities (enjoyment, inspiration, creativity), workshops/ training/ 3D-4D films and internships.

Most of the Archaeological museums have now been up-graded in terms of general layout, gallery plans, information/ interpretative panels, lighting, disable-friendly environment, etc. In order to nurture best practices in archaeological site museums, guidelines have also been formulated in 2013 in association with

Indian War Memorial Museum, Naubat Khana of Red Fort, Delhi;
Source - wikipedia





Victoria Memorial Museum, Kolkata; Source - wikimedia commons

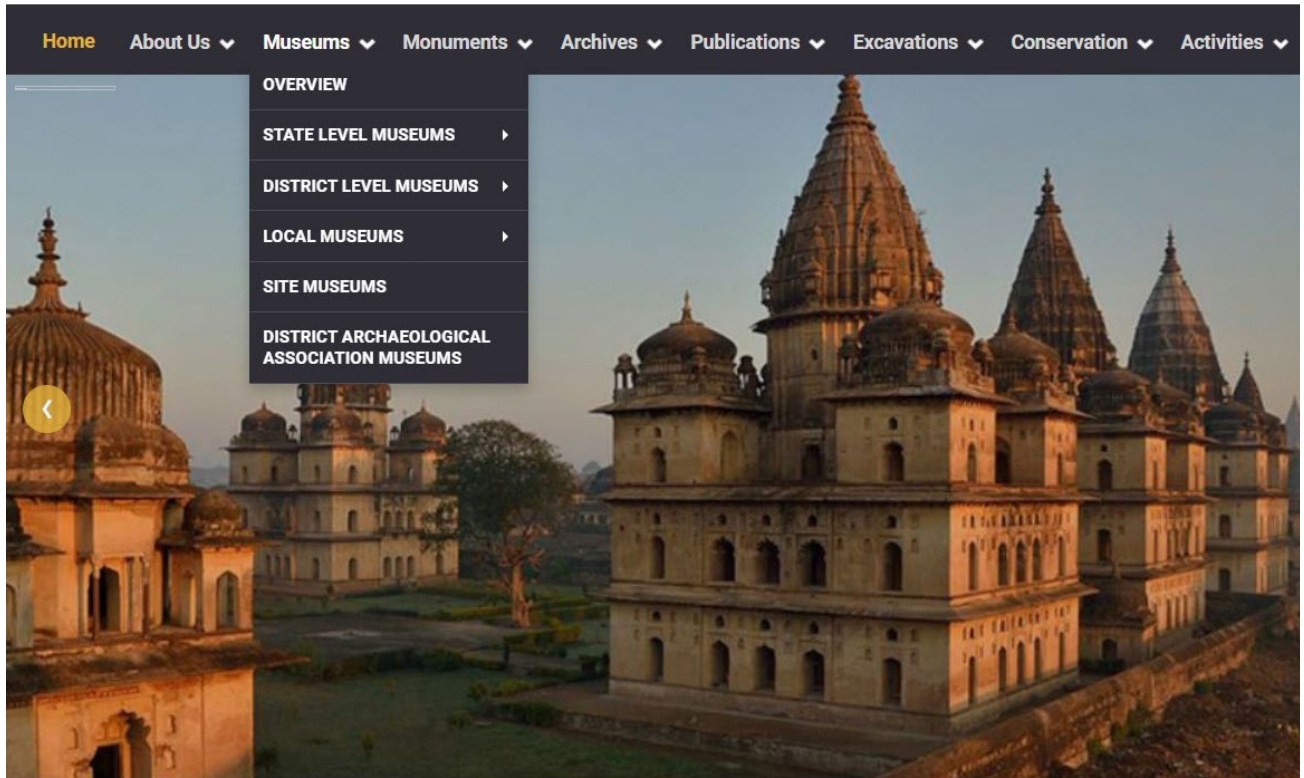
Getty Conservation Institute, USA and the British Museum, UK (Refer annexures for detailed guidelines). These guidelines were prepared to monitor museum development and management in all its major spheres of activity and to fund research, conservation, interpretation, and visitor services and setting-up of efficient management structures.

1.2 National Level Museums

National-level museums in India come directly under the administrative control of Ministry of Culture, Government of India. Allahabad Museum, Indian Museum Kolkata, National Gallery of Modern Art, National Museum, New Delhi, Salar Jung Museum Hyderabad, Victoria Memorial Kolkata along with 23 science centers under the National Council of Science Museums and 50 site museums under the Archaeological Survey of India are categorized as National Level Museums.

1.3 State Archaeology Museums

The state archaeology departments have their own museums across various states and UTs in India, which are listed on the website of each state archaeology/UT department website. These zonal museums are located in different cities and sites, showcasing rare antiquities and findings from excavation sites or collections sourced from different museums, collectors or through donations. Other than the state level museums, there are district level and local museums as well, which are managed by the Archaeology departments.



Website of the Directorate of Archaeology, Archives and Museums, Madhya Pradesh; Source - archaeology.mp.gov.in

2. Gaps and Recommendations

Gaps	Recommendations
<p>1. Museum Policy</p> <p>Though ASI has developed specific guidelines for Site Museums in association with the Getty Conservation Institute in 2013, it has not been formally adopted as a policy. Neither are these guidelines followed during site museum planning and implementation.</p>	<p>ASI should adopt and adhere to the Museum Guidelines developed by them in 2013 in association with the Getty Conservation Institute.</p>
<p>2. Museum Planning and Expertise</p> <p>There is no long term Museum Plan or involvement of required team of experts for designing the site museums. Usually the Circle SA taken and initiative to display the artefacts in the available site area.</p>	<p>Review of every site museum's collection, display, condition of building by an interdisciplinary team will lead to the preparation of a Museum's Development plan and define funding requirements and potential to meet museum objectives including improved visitor experience and instilling a sense of pride in the local community. With a Development Plan being available, there can be a significantly improved utilization of available funds and even the possibility of raising funds from</p>

Gaps	Recommendations
	<p>non-governmental sources.</p> <p>Modern museums need specialist consultants – archaeologists, curators, local & art historians, architects, exhibition designers, graphic design specialists, lighting design, engineers, archivists, conservators, amongst others. An inter-disciplinary team of specialists should be available to every Superintending Archaeologist responsible for development of an existing site museum or the creation of a new facility. All of the above-mentioned specialists should be involved in the preparation of a development plan for the site museum and should provide SMART suggestions.</p>

3. Museum Interpretation and Displays

Existing site museums lack interactive and interpretive displays to explain the excavations and relation of artefacts with the site. At several site museums, the exhibition has not changed since these were established even though, our understanding of the site would have evolved with improved research. Also, availability of modern technology and equipment such as specialized lights, AR and VR can help in significantly improving the museum experience.

More interactive and digital displays should be integrated with the gallery designs. Collections on display should also ensure ambient environment for conservation and safety of the artefacts.

4. Museum Facilities and Amenities

Existing site museums of ASI lack basic facilities such as adequate number of toilets and water points. They also need to be upgraded with basic amenities such as cafes and souvenir shops.

4. Museum Facilities and Amenities: To achieve financial sustainability, museum shops with site specific souvenirs, cafes with local cuisine, auditoriums for film shows, publication of available research on the site are required. These could be rented out to private operators on the basis of a carefully written set of rules to ensure these facilities not only bring in revenue but also enhance the visitor experience. Operating costs also need to be kept in check and use of renewable energy, energy efficient lighting and architectural design can help lower operating costs.

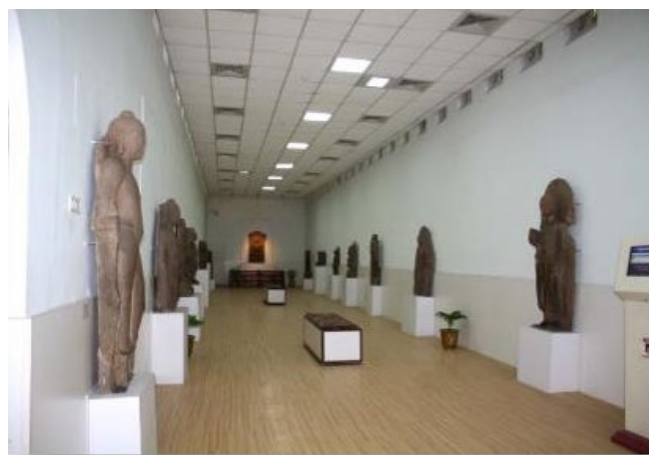
Gaps

Recommendations

5. Museum Outreach

Events and programs for exhibitions and talks at the site museum are held through the Circla SA. A regular calendar of activities is lacking. More involvement of the community will also help in enhancing the museum experience.

Each museum should develop its annual outreach program of activities, events and exhibitions to engage all segments of visitors – children, adults, families etc. To lower costs, site. Museums should also actively seek volunteers from the local community to manage visitors.



Site Museum at Hampi; Source - ASI

Site Museum at Sarnath; Source - ASI



3. Key Action Points

3.1 Budget 2020-21 proposed five archaeological sites to be developed as iconic sites with on-site Museums. These should be completed in next 3 years. The proposed museums are Rakhigarhi (HR), Hastinapur (UP) Shivsagar (Assam), Dholavira (GJ) and Adichanallur (TN). Clear Action Plan to be finalized for all.

3.2 ASI should finalize world class projects for 2 site museums Hampi and Sarnath within next 3 months. Some work on these museums has already been initiated. Residential quarters should be built for staff of site museums that are located in remote areas.

A model site museum should also be set up at Ahichchhatra archaeological site in UP

3.3 The guidelines for Museums adopted by ASI in 2013 (as part of MoU with the Getty Conservation Institute) should be practiced in all 6 identified spheres of Museum Development for any site museum of ASI:

1. Research and Dissemination
2. Preservation and Conservation
3. Interpretation and Presentation
4. Education and Outreach
5. Visitor Services and Amenities
6. Administration and Management

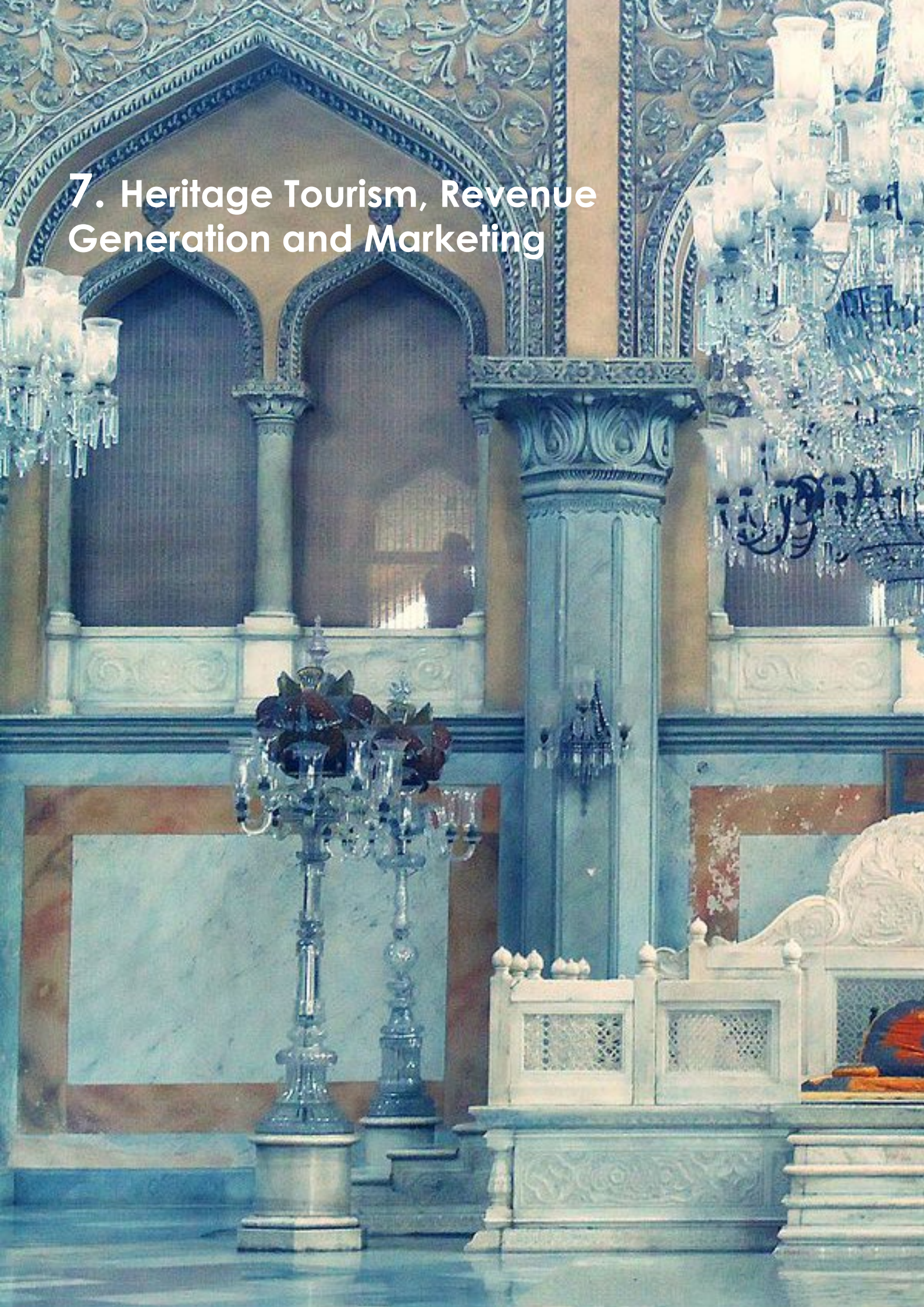
3.4 An inter-disciplinary team of specialists, archaeologists, curators, exhibition designers need to be engaged.

For each site museum a scientific and specialist assessment should be carried out. This should be aimed at listing immediate, short term (one year), medium term (2-5 years) and long term (5-10 years) actions to bring available knowledge, technology and equipment to each of the Site museums.

3.5 Financially sustainable and revenue generation models to be adopted for Museum Operations and Maintenance.

There should be focus on adaptive reuse and community use of museum structures with more involvement of community and sustainable components such as cafes, crafts souvenir shops and exhibition spaces for revenue generation.

7. Heritage Tourism, Revenue Generation and Marketing





1. Adopt Revenue Generation Model through PPP Schemes

2. Professional and focused marketing effort with Information Technology and Promotion

8. Tourism Experience to cater to all segments of Society

Action Points

3. Each ASI site to be treated as separate profit centres

7. Crowdfunding/ community funding/ CSR

4. ASI revenues to be ploughed back to the site

6. Processing of the pending MoUs under Adopt a Heritage to be accelerated

5. National Culture Fund – To be made autonomous



1. Existing Revenue Generation

An average distribution of funds is allocated to all the field offices. The field offices on a yearly basis prepare projections both for revenue and capital outlay in the ensuing financial year. Priority is given to works of urgent nature required to preserve or consolidate a monument or special works at World Heritage Monuments. An annual conservation plan is drawn out by the field offices of ASI, i.e., Circles and Mini Circles and submitted to the headquarter for approval. It largely depends on the need and wish and will of the concerned official.

A substantive step up in fund allocation (Rs 350 crores in 2016-17) for construction of toilet blocks, publication and sales counters, cafeterias, landscaping and pathways, parking, parking pathways and drinking water units besides protected boundaries and disabled friendly access account for much of the enhanced expenditure since 2016-17. Such works are being executed through WAPCOS and TCIL.

Revenue Generation Model

ASI's overall expenditure grew by 18% from 2016-17 to 2017-18, and 2% from 2017-18 to 2018-19, in parallel revenue growth was 10% and 22% respectively, indicating a positive trend that needs to be continued, what is also evident is a push to spend more towards actual conservation, maintenance and amenities aspects that any other aspect. In 2016-17 ASI spent only 31% of its overall expenditure towards conservation/maintenance; this was 44% in 2017-18 and 42% in 2018-19. A welcome trend that must be pushed for.

Recently, ASI has incorporated a range of online and e-facilities for monuments that are appreciable.

Online E-ticketing – Online and computerised E-ticketing is implemented at all 142 monuments and 30 Site Museums. Online Combo Tickets are available for different monuments in Delhi and Agra. Credit / Debit Card facility is also available.

Wi-fi facility – It has already been implemented at 31 monuments.

Online Permissions – Permissions have to be taken for Construction, Filming, Photography, Videography, Procurement of archival images, Excavations and for holding special cultural functions (for government functions only).

E-governance - Several online portals have been created for connecting the field offices of ASI on a common e-platform facilitating paper-less office and speedy decision making.

However, the website of the Archaeological Survey of India is

Krishna Temple, Hampi; Source - gettyimages

"Must See" Indian Heritage



[Click here for online ticket Booking](#)

ONLINE BOOKING

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"Must See" Indian Heritage

Archaeological Survey of India, Ministry of Culture has created the online portal for Indian Heritage Sites/Monuments "MUST SEE" List that features outstanding Indian Monuments and Archaeological Sites, under the protection of the Archaeological Survey of India including those that feature on UNESCO's World Heritage List. The portal will in times to come, add more Indian monuments and sites that are outstanding.

Such Monuments and Sites display exceptionality in terms of arts and architecture, planning and design, are a unique testimony to the civilization in the past and are an outstanding types of buildings showing exemplary engineering skills.

The list of such iconic "Must See" monuments is enclosed for reference with a hope that these are visited by a large number



Statewise List Of "Must See" Monuments

e-ticketing service for monuments on the ASI website; Source - asi.nic.in

not updated and needs a more rigorous check for weekly updates. Most of the circle websites are non-functional because the annual maintenance funds have not been disbursed to the IT professionals handling the website.

Online and computerised E-ticketing is implemented at all 142 monuments and 30 Site Museums. Online Combo Tickets are available for different monuments in Delhi and Agra. Credit / Debit Card facility is also available.

Preparation of guidelines for categorization of a ticketed monument is in process. Generally, footfall of the visitors at the monument is taken into consideration while identifying new monument to be brought under category of ticketed monuments.

Year	ASI'S OVERALL EXPENDITURE (Rs. In Crores)	EXPENDITURE ON CONSERVATION, MAINTENANCE, AMENITIES, ETC. (Rs. In Crores)	REVENUE EARNED FROM TICKETS (Rs. In Crores)
2016-17	769.08	239.55	223.34
2017-18	939.40	410.77	247.89
2018-19	962.29	405.83	317.20

2. Existing Schemes and Programs

2.1 Ministry of Culture Schemes

The Ministry of Culture has several Systems, Programs and Schemes that support funding, infrastructure and upgradation of protected and unprotected heritage across India. The major schemes are briefly summarised here:

i) National Culture Fund

The National Culture Fund (NCF) was established as a funding mechanism distinct from the existing sources and patterns of funding for the arts and culture in India. It was to enable institutions and individuals to support arts and culture directly as partners with its government.

The National Culture Fund (NCF) was set up by the Government of India as a Trust under the Charitable Endowment Act, 1890 through a Gazette Notification published in the Gazette of India 28th November, 1996. NCF is managed by a Council and an Executive Committee. The Council is chaired by the Hon'ble Minister of Culture and has members representing the corporate and public sector, private foundations and non-profit organizations. The Executive Committee is chaired by the Secretary, Ministry of Culture

Govt. of India vide their orders in Aug.-Sep.98 notified that the donations to the national Culture Fund will be eligible for tax benefit under section 10 (23C) (iv) and 80 G(2) of the Income Tax Act. The National Culture Fund (NCF) was created as a Trust in November 1996.

The NCF is managed and administered by a council to decide the policies and an Executive Committee – to actualize those policies. The Council is chaired by the Union Minister of Tourism & Culture and has a maximum strength of 24 including both the Chairman and Member Secretary, A team of 19 members represent various fields including corporate sector, private foundations and not-for-profit voluntary organizations. The purpose for this structure is to increase non-government representation in the decision-making process.

Any State Government or voluntary organisation with a known record of service in the field of art and culture and registered under the Societies Registration Act 1860 (21 of 1860) or registered as a Public Trust at least for the last two years will be eligible for applying for financial assistance from the NCF for a specific proj

“The National Culture Fund (NCF) was established as a funding mechanism distinct from the existing sources and patterns of funding for the arts and culture in India.”

Jaisalmer Fort received NCF funding, Rajasthan; Source - myguide-rajasthan.com



City Palace Museum of Udaipur, Rajasthan funded under Museum Upgradation Scheme; Source - MMCF, Udaipur



ect. Individuals are not entitled to financial assistance under this scheme.

ii) Museum Upgradation Scheme

The objective of the scheme is to provide financial assistance for setting up of new Museums by State Governments and Societies, Autonomous bodies, Local Bodies and Trusts registered under the Societies Act, to strengthen and modernize the existing museums at the regional, state and District level, digitization of art objects in museums across the country for making their images/catalogues available over the website and for capacity building of Museum professionals.

Financial assistance is given for the establishment of new museums, development of existing museums, digitization of art objects in the museums and training of museums professionals of museums managed by State Governments, Societies, Autonomous bodies, local bodies, Academic Institutions and Trusts registered under the societies Act. The broad range will include (a) museums having collections of Antiquities, Numismatics, Paintings, Eth-



nological collections, Folk art and others including Art & Crafts, Textiles, Stamps etc. (b) Online Virtual Museums displaying objects in any or all of the above disciplines and (c) Theme based museums.

Tawang Monastery, Arunachal Pradesh can receive financial assistance; Source - wikipedia

iii) Financial Assistance for Development of Buddhist/Tibetan Arts and Culture

To give financial assistance to the voluntary Buddhist/Tibetan organizations including Monasteries engaged in the propagation and scientific development of Buddhist/Tibetan culture, tradition and research in related fields. This scheme can be utilised for funding of art and building conservation works in Buddhist Monasteries as it allocates upto Rs. 30 Lakhs for 'Repairs, restoration, renovation of ancient monasteries and Heritage Buildings associated with Buddhism'.



Tirthankar circuit under the Swadesh Darshan Scheme;
Source - swadeshdarshan.gov.in

Spiritual circuit under the Swadesh Darshan Scheme;
Source - swadeshdarshan.gov.in

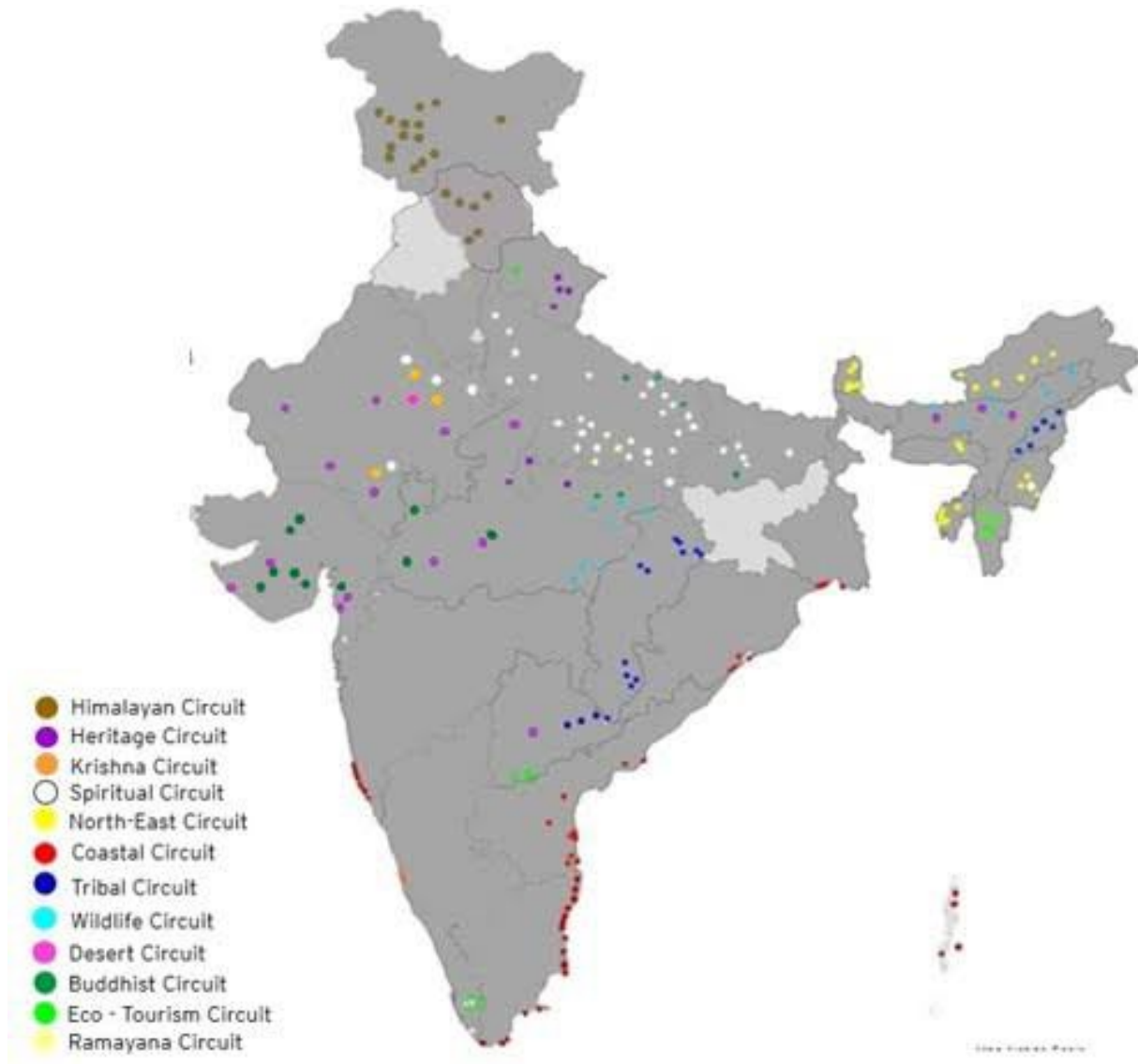
2.2 Ministry of Tourism Schemes

For tourism infrastructure creation in the country, Ministry of Tourism has two major schemes, launched during 2014-15, viz. Swadesh Darshan - Integrated Development of Theme-Based Tourist Circuits and PRASHAD Pilgrimage Rejuvenation and Spiritual, Heritage Augmentation Drive for development of tourism infrastructure in the country including historical places and heritage cities. 100 crores were provided to start the PRASHAD Scheme.

i) Swadesh Darshan scheme

It has a vision to develop theme-based tourist circuits on the principles of high tourist value, competitiveness and sustainability in an integrated manner by synergizing efforts to focus on the needs and concerns of all stakeholders to enrich the tourist experience and enhance employment opportunities. Under the scheme fifteen thematic circuits have been identified for development, as shown in the map.

Map of India showing the various circuits under the Swadesh Darshan Scheme; Source - swadesh-darshan.gov.in



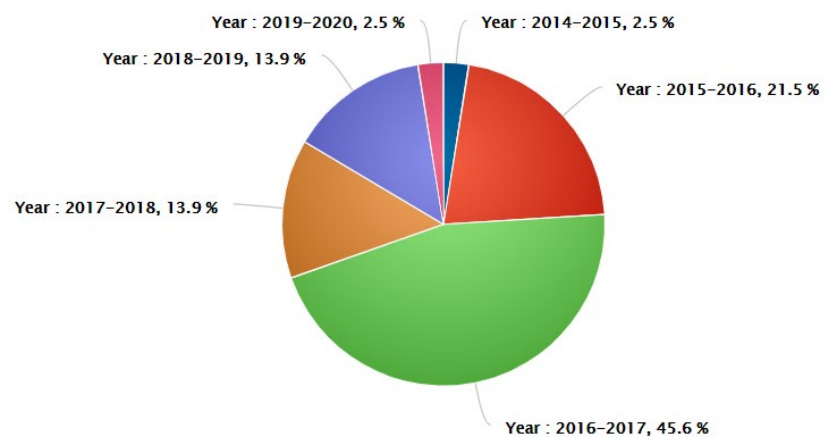
“Aimed at preservation, sustenance and better interpretative components, the heritage circuit aims at meeting the needs of the global traveller.”

Heritage Circuit - Often referred to as a living museum, India is blessed with a rich history going back millennia, a vibrant heritage and culture. With 36 UNESCO world heritage sites and about 36 in tentative list, the footfall and tourist interest in Heritage sites, merits the intervention in Heritage Circuits. Aimed at preservation, sustenance and better interpretative components, the heritage circuit aims at meeting the needs of the global traveller.

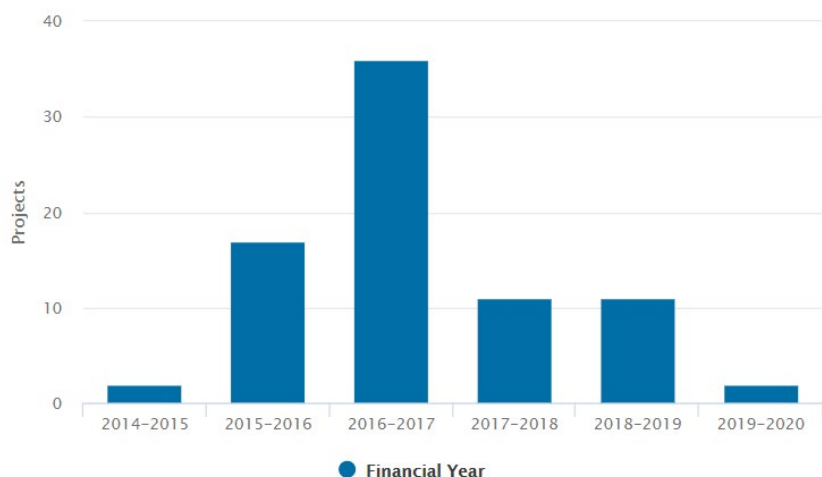
Since the inception of the scheme, an amount of Rs. 6113.73 crore has been sanctioned for 77 projects with a total release of Rs. 3250.72 crore (till 31.03.2019) covering all thematic circuits under the Swadesh Darshan Scheme

During 2016-17 (up to 31.12.2016) Ministry of Tourism sanctioned 31 projects under Swadesh Darshan Scheme with Central Financial Assistance of Rs.2601.76 crore and Rs.506.47 crore has been released.

Total Projects Sanctioned : 79



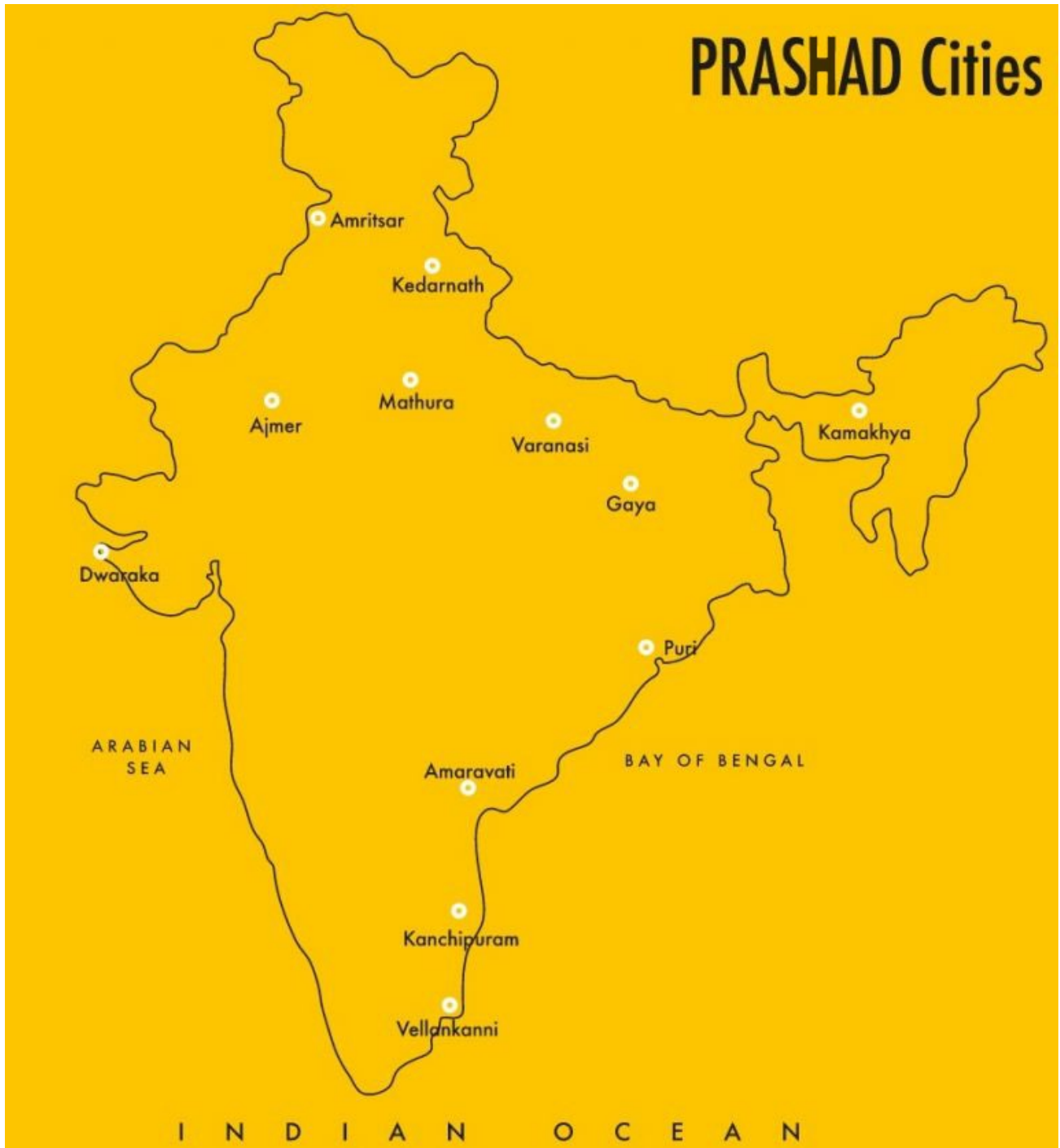
Total Amount Sanctioned (INR Crores) : 6,061.56



Statistics of projects and amounts sanctioned under the Swadesh Darshan Scheme; Source - swadeshdarshan.gov.in

Details of Amount released under Swadesh Darshan launched in 2014-2015, for Heritage related projects

S. No.	State/Agency	Project	Year	Amt. Sanctioned (in Cr.)	Amt. Released (in Cr.)
1.	Madhya Pradesh	Development of Heritage Circuit (Gwalior – Orchha – Khajuraho – Chanderi – Bhimbetka – Mandu)	Jan 2018 to Mar 2019		37.12
			2016-17	99.77	19.95
2.		Development of Buddhist Circuit in Sanchi-Satna- Rewa-Mandsaur-Dhar	Jan 2018 to Mar 2019		
3.	Gujarat	Development of Heritage circuit: Vadnagar- Modhera and Patan	Jan 2018 to Mar 2019	98.61	34.93
			2017-18		29.24
4.		Development of Heritage Circuit in Ahmedabad- Rajkot-Porbandar –Bardoli-Dandi	Jan 2018 to Mar 2019	85	23.43
			2016-17	93.48	18.7
5.	Rajasthan	Development of Heritage Circuit (Rajsamand (Kumbhalgarh Fort) - Jaipur (Nahargarh Fort and Facade Illumination of Major Arterial Roads of Walled City of Jaipur)- Alwar (Bala Quila) – Sawai Madhopur (Ranthambore Fort and Khandar Fort) – Jhalawar (Gagron Fort) – Chittorgarh (Chittorgarh Fort) Jaisalmer (JaisalmerFort) Hanumangarh (Kalibangan, Bhatner Fort and Goga-medi - Jalore (Jalore Fort)- Udaipur (Pratap Gaurav Kendra)- Dholpur (Bagh-i-Nilofar and PuraniChawni) – Nagaur (Meera Bai Temple)	Jan 2018 to Mar 2019	99.6	33.82
			2017-18		19.92
6.	Uttarakhand	Integrated Development of Heritage Circuit in Kumaon Region – Katarmal –Jogeshwar-Bajjnath-Devidhura	Jan 2018 to Mar 2019	79.12	24.58
			2016-17		16.39
7.	Telangana	Development of Heritage Circuit: Qutub Shahi Heritage Park- Paigarh Tombs- Hayat Bakshi Mosque-Raymond's Tomb	Jan 2018 to Mar 2019	99.42	24.94
8.	Puduchery	Development of Heritage Circuit	2017-18	66.34	13.27
9.	Uttar Pradesh	Development of Heritage Circuit (Kalinjar Fort (Banda)- Marhar Dham (Sant Kabir Nagar)- Chauri Chaura, Shaheed Sthal (Fatehpur)- Mavahar Sthal (Ghosi)- Shaheed Smarak (Meerut)	2016-17	41.51	3
10.	Assam	Tezpur, Bamuni Hills, Kamalabari Ghat @ Majuli, Samuguru Satra, Tribal Theme Village, Development of Salmara Pottery Village, Peripheral Development around Pond, Talatal Ghar - Main Complex @ Sivasagar, Joy Sagar, Rang Ghat, Chairaide Maidams		98.35	
11.	Punjab	Anandgar Takhat Sri Keshgarh Sahib, Pathway Near Sri Anandpur Sahib, TIC with Cafeteria and Premises and Parking, Interconnecting roads of Sri Keshgarh Sahib and Sri Bhora Sahib and Sri Qila Fatehgarh Sahib, Cheema Park, Virasat e Khalsa, Naina Devi Road, Samadhi of Shahid Uddham Singh Ji, Jajah Haveli of Diwan Todar Mal, Mir Mi ran Tomb, Sadna Kasai Tomb, Sher Shah Suri Chowk on Srihind Morinda Road, Aam Khas Bagh, Gurudwara Sri Jyoti Swaroop, Sanghol Tourism Facilitation Centre, Chowk of Morinda Bela Road and Sanduan Road, Car and Bus Parking with Modern Toilet, Canal Embankment Promenade Gazebos and Benches, Gadi Sahib Gurudwara, TFC Saragarhi Memorial, General Site Development and Illumination, Old Railway Station, VR Show, VR at Jallianwala Bagh, Khatkar Kalan, Lord Shiv Mandir, Banda Bahadur Singh, Gurudwara Parking and Associated Infrastructure, Thakt e Akbari, Quila Mubarak, Sheesh Mahal, Gurudwara Shri Katalgarh Sahib	2018-19	99.94	



Map of India showing the PRASHAD cities; Source - civildaily.com

ii) PRASHAD Scheme

Under PRASHAD scheme, 41 sites have been identified at present in 25 states for development. Since the inception of the scheme, an amount of Rs. 857.61 crore has been sanctioned for 28 projects with a total release of Rs. 396.67 crore till 31.03.2019.

During 2017-18 (up to 31.12.2017) Ministry of Tourism had released an amount of Rs. 907.36 crore for the projects sanctioned under Swadesh Darshan Scheme and Rs. 83.24 crore for the projects sanctioned under PRASHAD scheme.

Since its launch, total 21 projects were approved under the scheme with sanctioned expenditure of Rs. 587.29 crore out of which Rs. 203.06 was released up to 31.12.2017.

Details of Amount released under PRASHAD Scheme launched in 2014-2015, for Heritage related projects

S. No.	State/Agency	Project	Year	Amt. Sanctioned (in Cr.)	Amt. Released (in Cr.)
1.	Uttar Pradesh	Development of Varanasi, Phase 1	Jan 2018 to Mar 2019		6.12
2.		Development of Tourist Facilitation Centre at Mathura	Jan 2018 to Mar 2019		2.81
3.		Development of Tourist Facilitation Centre at Vrindavan	Jan 2018 to Mar 2019		2.80
4.		Development of Mathura Mega Tourist Circuit, Phase 2	Jan 2018 to Mar 2019		3.60
5.		Development of Varanasi, Phase 2	Jan 2018 to Mar 2019		10.21
6.	Kerala	Development of Guruvayur Temple	Jan 2018 to Mar 2019		3.83
					8.92
7.	Andhra Pradesh	Development of Sirisailam Temple	Jan 2018 to Mar 2019		13.30
			2017-18	47.45	9.49
8.		Development of Sirisailam	Jan 2018 to Mar 2019		11.04
9.		Development of Amaravati Town, Guntur District as a Tourist destination	2015-16	28.36	22.69
10.	Uttarakhand	Integrated Development of Kedarnath	Jan 2018 to Mar 2019		5
					5.43
11.		Development of Badrinath ji Dham	Jan 2018 to Mar 2019		11.77
12.	Punjab	Development of Karuna Sagra Valmiki Sthal at Amritsar	Jan 2018 to Mar 2019		1.30
13.	Tamil Nadu	Development of Kanchipuram Temple	Jan 2018 to Mar 2019		4.94
14.		Development of Velankanni, Nagapattinam district	Jan 2018 to Mar 2019		1.47
15.	Bihar	Development of Vishnupad, Gaya	Jan 2018 to Mar 2019		0.76
			2014-15		
16.		Development at Patna Sahib	2015-16	41.54	33.23
17.	Gujarat	Development of pilgrimage amenities at Somnath	Jan 2018 to Mar 2019		9.98
				3.44	
18.		Development of infrastructure facilities at Somnath	Jan 2018 to Mar 2019		1.24
				7.79	
19.		Development of promenade at Dwarka	Jan 2018 to Mar 2019		5.53
20.		Development of infrastructure at Dwarka	Jan 2018 to Mar 2019		1.60
			2016-2017	26.23	5.25
21.	Jammu and Kashmir	Development of Hazratbal, Srinagar	Jan 2018 to Mar 2019		5.52
22.	Maharashtra	Development of pilgrimage infrastructure at Trimbakshewar, Nashik	Jan 2018 to Mar 2019		8.49
23.	Assam	Development of Infrastructure in and around Kamakhya temple in Guwahati	Jan 2018 to Mar 2019		5.03
			2015-16	33.98	16.99



Narain Niwas Palace Hotel, Jaipur; Source - timesofindia.india-times.com

Ministry of Tourism extends its financial support to Central Agencies like Archaeological Survey of India (ASI), Port Trusts of India, India Tourism Development Corporation (ITDC) etc. to develop the potential destinations under their jurisdictions/control. A total of Rs 82.01 crore has been released to various Central Agencies for creation of tourism infrastructure related projects during January, 2018 to March, 2019.

iii) Heritage Hotels

To conform to the expected standards for different classes of tourists, especially from the point of view of suitability for international tourists, Ministry of Tourism classifies hotels under the star rating system. Under this system, hotels are given a rating, from One Star to Three Star, Four and Five Star with or without alcohol, Five Star Deluxe, Heritage (Basic), Heritage (Classic), Heritage (Grand), Legacy Vintage (Basic), Legacy Vintage (Classic) and Legacy Vintage (Grand). Ministry has introduced online system of receiving, processing and conveying/ granting approvals for hotel project, Hotel classification/ reclassification status to functioning hotels and project level approval for hotel under construction. This online process has also been integrated with payment gateway.

iv) Rural Tourism

The scheme of Rural Tourism was started by this Ministry in 2002-03 with the objective of showcasing rural life, art, culture and **heritage** at rural locations and in villages. The villages which had core competence in art and craft, handloom and textiles as also an asset base in the natural environment were selected. The scheme also aims to benefit the local community economically and socially as well as enable interaction between tourists and local population for mutually enriching experience.

Under this scheme, funds up to Rs. 50.00 lakh for infrastructure (hardware) of development and up to 20.00 lakh for capacity building (software) of activities, are provided to State Government for each identified site. Till 2015, 153 rural tourism projects in 28 States/Union Territories have been sanctioned by the Ministry of Tourism including 36 rural sites where UNDP has supported for capacity building.



v) Adopt a Heritage

Rural Tourism scheme has been started by the Ministry of Tourism

This project is a key initiative of the Ministry of Tourism in close collaboration with Ministry of Culture and Archaeological Survey of India (ASI), to develop the heritage sites / monuments and making them tourist-friendly to enhance the tourism potential and their cultural importance in a planned and phased manner. The project focuses on active participation of Public / Private sector companies and individuals to partner in the noble social responsibility initiative through putting forth proposal for adopting monument package(s) as per their interest and viability in terms of a sustainable investment model under CSR. It is essentially a non-revenue generating project.

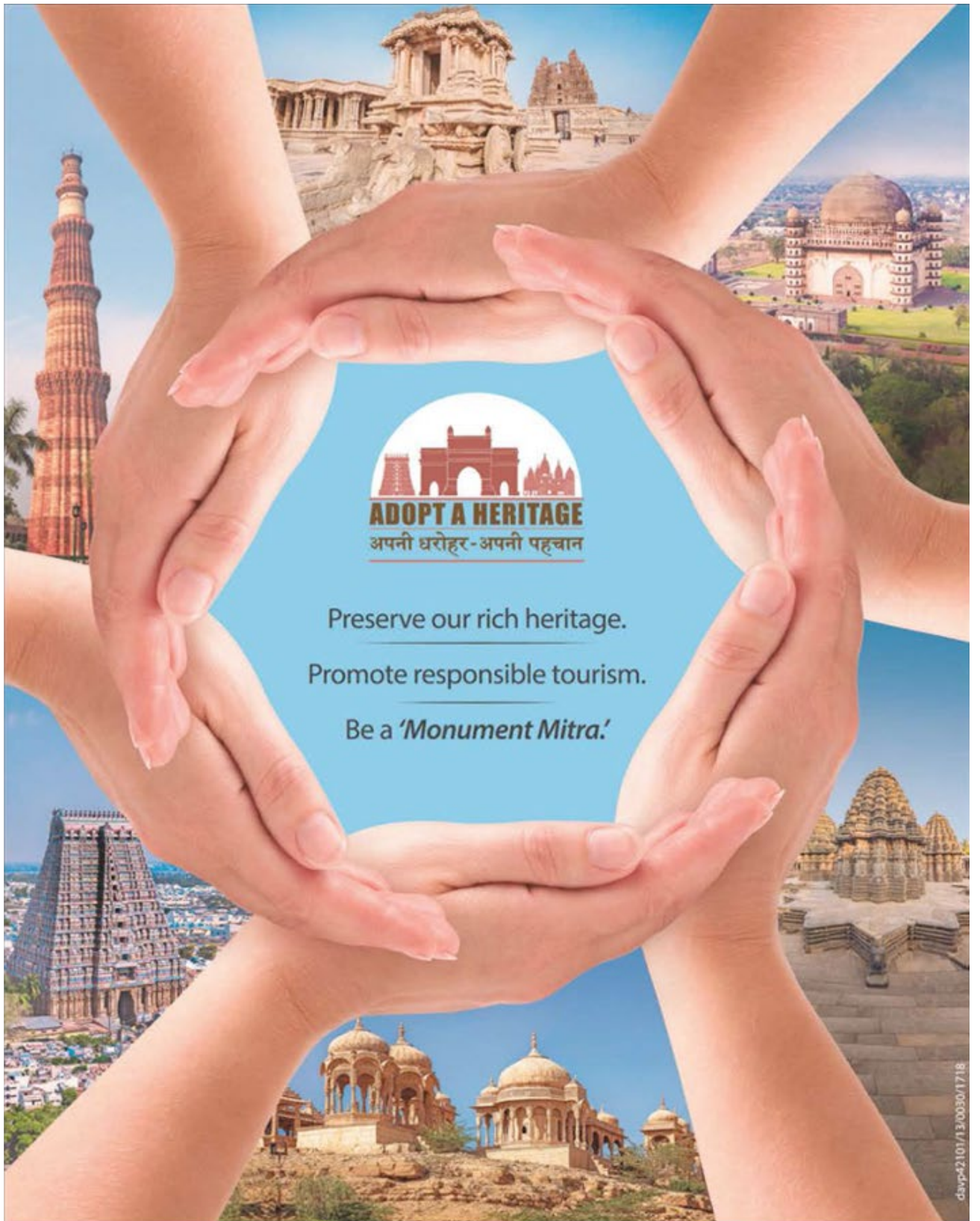
Poster of the Adopt a Heritage Scheme; Source - adoptaheritage.in (Next Page)

The response to the project has been very encouraging as agencies who have come forward, includes not only public and pri-

Jantar Mantar, Delhi has been taken up under the Adopt a Heritage Scheme; Source - Wikipedia



S. No.	Agency/Monument Mitras	Name of Monument	State/UT
1.	Dalmia Bharat Ltd.	Red Fort	Delhi
2.		Gandikota Fort	Andhra Pradesh
3.	Adventure Tour Operators Association of India (ATOAI)	Gangotri Temple Area & Trail to Gaumukh	Uttarakhand
4.		Trail from Village Stok to base camp of Mt. Stok Kangri	Jammu & Kashmir
5.	Bliss Inn (India) Pvt. Ltd. (VResorts)	Surajkund	Haryana
6.	Yatra Online Pvt. Ltd.	Ajanta Caves	Maharashtra
7.		Qutub Minar	Delhi
8.		Hampi & Hazara Rama Temple	Karnataka
9.		Leh Palace	Jammu & Kashmir
10.	Resbird Technologies Pvt. Ltd.	Development of Multi-Lingual Audio Guide for 3 Iconic Sites: (i) Amer Fort, Rajasthan (ii) Mahabodhi Temple, Bihar (iii) Chandni Chowk, Delhi	Rajasthan, Bihar, Delhi
11.		Development of Multi-Lingual Audio Guide for 9 Iconic Sites: (i) Dholavira, Gujarat (ii) Somnath, Gujarat (iii) Humayun's Tomb, Delhi (iv) Red Fort, Delhi (v) Purana Quila Delhi (vi) Fatehpur Sikri, Agra (vii) Taj Mahal, Agra (viii) Mahabalipuram, Tamil Nadu (ix) Khajuraho, Madhya Pradesh	Gujarat, Delhi, Agra, Tamil Nadu, Madhya Pradesh
12.		Gol Gumbad	Delhi
13.	Interglobe Foundation	Abdur Rahim Khan –i-Khana	
14.	Drishti Lifesaving Pvt. Ltd.	Bekal Fort	Kerala
15.		Aguada Fort	Goa
16.	Akshar Travels Pvt. Ltd.	Champaner-Pavagadh Archaeological Park	Gujarat
17.		Rani ki Vav, Patan	
18.		Sun Temple, Modhera	
19.		Buddhist Caves, Uparkot, Junagadh	
20.	Heritage Hotel, Hampi (A unit of Indo Asia Leisure Services Ltd.)	Krishna Temple, Hampi	Karnataka
21.		Elephanta Stables, Hampi	
22.		Pattabhirama Temple, Hampi	
23.		Zenana Enslosure (Lotus Mahal), Hampi	
24.		Ugra Narsimha Temple, Hampi	
25.	Badavilinga Temple, Hampi		
26.	Apeejay Surrendra Park Hotels (P) Ltd.	Jantar Mantar	Delhi



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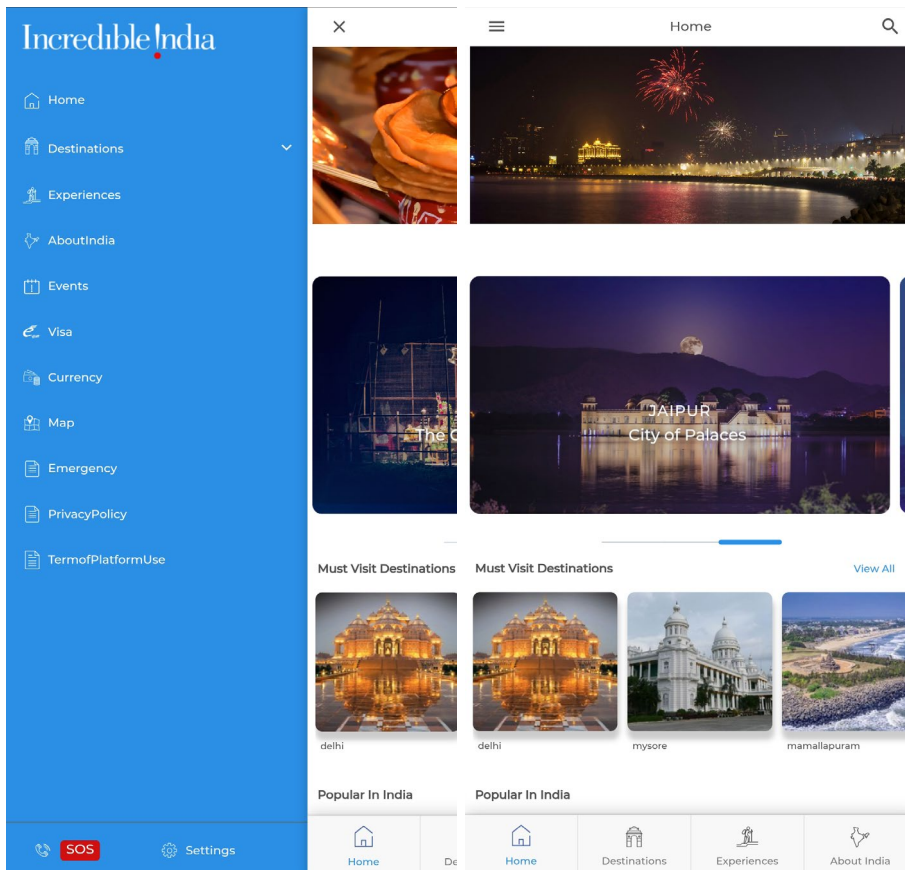
vate industry/ individuals but also schools and law firms. Till date, a total of 600+ registrations have been received, of which 37 Letters of Intent (LOI) were issued to prospective Monument Mitras for 106 sites. The selected agencies become "Monument Mitra" through the innovative concept of Vision Bidding, where the agency with the best vision for the heritage/ tourist site is given an opportunity to associate pride with their CSR activities and also get limited visibility in the premises and the Incredible India website. So far, 26 Memorandum of Understandings (MoUs) have been awarded to 12 Monument Mitras for twenty-four (24) sites and two (2) Technological interventions across India. A more rigorous system of coordination between Tourism and ASI is essential to fully utilise these schemes.

vi) Buddhist website

The Hon'ble President launched the Ministry of Tourism website on important Buddhist sites - indiathelandofbuddha.in on 23rd August 2018 during the International Buddhist Conclave (IBC), 2018. This website aims to promote and showcase the rich Buddhist Heritage in India and highlight the major destinations visited by Buddha personally across the country besides showcasing the Buddhist Heritage left behind by his disciples including the modern monasteries. The aim of this website is to showcase and project the **Buddhist Heritage in India** and boost tourism to the Buddhist sites in the country, cultivate friendly ties with countries and communities interested in Buddhism and to provide our visitors an easier way to learn about Buddhist Heritage and to allow the tourist to browse information based on their own choice. The new website is interactive and gives better access to information on Buddhism, Footsteps of Buddha, Buddhist Heritage, Monasteries and many more. Since launch (i.e. Aug 23, 2018), 1.4 Million people visited the Buddhist website and United States (14%), Australia (10.4%), UK (9.5%), Singapore (8.4%) and Germany (7.5%) are the top 5 countries of visitors.

Homepage of indiathelandofbuddha.in website; Source - indiathelandofbuddha.in





Interface of the Incredible India App; Source - Incredible India App

vii) Incredible India Mobile App

Ministry of Tourism, on the 27th of September 2018, launched the Incredible India mobile application, to cater to the mobile friendly generation and digital initiatives of the government. Incredible India App is an innovative project of Ministry of Tourism to assist the international and domestic tourist to showcase India as a holistic destination, revolving around major experiences such as spirituality, heritage, adventure, culture, yoga, wellness and more.

3. Gaps and Recommendations

India’s Heritage is underfinanced

Ministry/ Organisation	Yearwise Budget for Heritage (in crores)				
	2016-17	2017-18	2018-19	2019-20	2020-21
ASI	769.08	939.40	962.29	1036.41	1246.75
MoC For the development of new and existing museums and NCF (CSR)	85.17 (new) 71.03 (existing)	76.39 (new) 76 (existing)	Primary Corpus 19.50 - NCF; 80.60 (new) 105.98 (existing)	90.59 (new) 351.33 (existing)	109 (new) 180.9 (existing)

A Comprehensive Vision for Heritage Budget and Planning is essential

Innovative means of finances are needed.

Gaps	Recommendations
National Culture Fund	
<p>NCF has not been very successful in execution of its projects. Since its inception it shows 35 completed projects among which only 3-4 are associated with major site works in protected monuments. Few projects such as Jaisalmer Fort have not been completed to its end and donors such as World Monument Fund backed out of the project after several years of non-action. It shows 17 ongoing projects which also indicate very slow progress. One of the reasons for NCF failure is due to lack of regular meetings and decision making of the Council and the Committee on various relevant matters which leads to slow progress and disinterest of the donor.</p>	<p>The cumbersome procedures and reporting chain in NCF need to be re-looked at in particular in order to amend the structure and make it more conducive and efficient. NCF should be made fully autonomous. The CEO should be the Member Secretary of the Executive Committee with a board of luminaries of the business world should be appointed to the Board of the Fund.</p>
Museum Upgradation Scheme	
	<p>This has been a very successful scheme of the Ministry of Culture with more than 50 museums upgraded and new museums constructed by various State Governments and Private Trusts. If the museum is located in a historic structure then the scheme also allows 30-40 of the grant amount to be utilised in the conservation of the Museum building. More State Governments and private foundations need to avail of this scheme for conservation and reuse of their heritage buildings.</p>
Facilities and Amenities under Tourism Schemes	
<p>The Tourism Schemes cover visitor facilities in Monuments of National Importance and State level. Gaps are observed in design and implementation of such facilities in terms of Reuse and Architectural Design that need to be monitored by ASI and State bodies.</p>	<p>Monuments that do not attract a large number of visitors and those which have no associated cultural/religious sensitivity should use as venues for cultural programme with the twin objectives of promoting the associated intangible heritage as well as increasing visitor numbers to such sites. Cultural events at poorly visited monuments as well as 'living monuments' will help increase awareness of these sites and provide much needed alternate cultural events for the city they stand within.</p> <p>a. Reuse Wherever possible, facilities built earlier should be adapted to serve new needs and effort should be made to house facilities within portions of the monument itself. Reuse is recommended at historic sites for being cost effective and as a means to improving maintenance of sites.</p>

Gaps



Recommendations

b. Architectural Design Ticket counters, toilets, drinking water points, site interpretation centers, publication counters are often seen to be built without any architectural design inputs. Thereby disfiguring the historic character – often at the entrance zone of the monument complex. It should be essential for any facility being built at any national monument to be designed by a registered architect.

Furthermore, the ASI should set up a review committee on the lines of the 'Delhi Urban Art Commission' with external experts to review any design prior to its construction.

c. Siting and sharing of facilities: In some locations, facilities at monuments can also serve the needs of the local community and this should be encouraged where it is possible to do so without compromising the preservation of the monument in any respect. Car parking, toilets, gathering places in densely populated or rural areas are some facilities that can be shared with the community.

Car parks should be carefully placed and designed in consultation with a conservation architect/ urban planner or landscape architect. Car parks can be located a distance away from the site/ monument to ensure the character of a site is not compromised to create a car park. No trees should be cut to create a car park and appropriate landscape treatment of the car park should be mandatory.

d. Site Interpretation and Community Use: It is important that finally the cultural significance of the site and its history is communicated to the visitors and community in the best possible and simplest manner. All aspects of lifestyle, history, artwork, architectural styles, water systems, setting and landscape should be communicated in the best possible manner with authentic research and use of latest display technology at Interpretation Centres.

Gaps	Recommendations
Visitor Management	
<p>Apart from building state-of-art and well-designed infrastructure at ASI and State protected sites, there is a need for either greater collaboration with the ministry of tourism or placing of visitor managers at each of the popular monuments.</p>	<p>Special focus is required for visitor management on site. Site managers for this purpose are essential along with regular training of on-site staff for handling specific locations. Carrying Capacity Studies of sites need to be conducted to ensure the optimum number allowed in a particular location/site at a certain time.</p>
Work Progress of MoT Schemes	
<p>Work Progress under SWADESH Darshan and PRASHAD needs to be much faster. Most of the projects promised by the State Governments are running behind schedule.</p> <p>Progress under Adopt a Heritage Scheme has been very slow, even for the MoUs approved in 2018; not much work can be seen in terms of on-site execution. Most Monument Mitras are running behind their committed schedule as per MoUs. The finalisation of 14 new MoUs is pending since December 2018 (almost 1 year now). There is a lack of coordination between Tourism and ASI officials because of which the process of approvals and execution is very slow. Monument Mitra's also need to be monitored to deliver quality work within the committed time.</p>	<p>Monitoring Committee for Monument Mitra under Adopt a Heritage to review ongoing works under signed MoUs for their quality and adherence to timeline ASI and MoT need to urgently finalise the 14 pending MoUs for Monument Mitra along with a timebound delivery plan by the Monument Mitra.</p>

4. Key Action Points

4.1 Adopt Revenue Generation Model through PPP Schemes

Push for revenue growth will require investments towards improving services, facilities and attractions that will generate visitor interest and eventually footfall. These investments can be funded through a public-private partnership that will allow the government to ensure that heritage conservation remains primary focal area and that commercial interest does not interfere with that objective. This is true for both currently ticketed as well as other sites. PPP Mode can be adopted to attract funding from various Public and Private Sector Enterprises. Collaboration with state governments for undertaking development works – to be undertaken jointly by ASI and State Governments while core conservation activities are to be undertaken by ASI only (e.g., Raigad Model). Ministry of Tourism to directly give funds to ASI for development of amenities around a monument rather than giving it to various state tourism departments

Economic sustainability is a key challenge in conservation and development of heritage sites for tourist/visitor interest, state funding can get it going, but it is critical that a self sustaining economic cycle kicks in, this is especially true for the major protected monuments, and these have potential to generate revenue that can help conserve, protect and develop the others.

4.2 Professional and focused marketing effort with Information Technology

A professional and focused marketing effort (with a strong digital component) is required to generate visitor interest; this must factor in the sheer number of monuments, hence a need for a clear strategy that will promote the ASI assets effectively. This strategy must also be integrated with state level tourism plans for impact on the ground.

Even though ASI has adopted online ticketing, wifi facility on sites, online permissions and e-governance, but the website of the Archaeological Survey of India is not updated and needs a more rigorous check for weekly updates. Most of the circle websites are non-functional because the annual maintenance funds have not been disbursed to the IT professionals handling the website.

4.3 Each ASI site to be treated as separate profit centres

Efforts are made to generate revenue through the monument. In addition to entry fee revenue is also generated through granting permissions for film shooting, culture events, sale of publications, grass auction, fruit auction, sale of photographs, etc. There is a proposal to bring more centrally protected monuments under the category of ticketed monument. A decision has been taken to open souvenir shops at selected monuments. In this direction an MoU has been signed with Handicrafts and Exports Corporation (Ministry of Textiles). Initially shops will be opened at Qutub Minar and Sarnath.

Food and Beverage revenues are largely not leveraged to the extent possible, sites with already heavy footfall lose a massive opportunity here, These F&B services can be provided to cater to the wide range of socio-cultural;-economic diversity that we represent, this component has immense potential. Lease/Rental/ Revenue Sharing models are used globally in this respect that can be mirrored.

ASI should consider starting with a few sites to try different models to serve as profit centres, there is no one glove fit all option here, an open mind set is required. Key monument clusters should have revenue targets with appropriate accountability within ASI.

4.4 ASI revenues to be ploughed back to the site

Currently, ASI has no surplus revenue and depends on the annual budget allocation. Provision should be made for special authorities for the primary ticketed monuments so that fee from each monument can be directly utilized for the upkeep of the monument,

Mechanism for retaining money earned out of entrance tickets and other sources for the purpose of conserving and maintaining monuments to be evolved in consultation with relevant ministries.

4.5 National Culture Fund – To be made autonomous

The cumbersome procedures and reporting chain in NCF need to be re-looked at in particular in order to amend the structure and make it more conducive and efficient. The CEO should be the Member Secretary of the Executive Committee with a board of luminaries of the business world should be appointed to the Board of the Fund.

4.6 Processing of the pending MoUs under Adopt a Heritage to be accelerated

The success of this initiative would be possible if ASI is more liberal and open to adopting tourist friendly practices, without impacting their core responsibility of preservation of the monuments. A positive relationship between ASI and Tourism needs to be put in place. Delays in required permissions and clearances is presently hampering the implementation of the project at several sites.

A high-level Committee with representatives from the Ministries of Tourism and Culture, ASI and concerned State Government / UT Administration may be set up for resolving issues and expediting approvals, for moving ahead with the Adopt a Heritage project.

4.7 Crowdfunding/ community funding/ CSR

From 'crowd funding' to 'community funding' new funding models are thriving, ASI can consider opening up to local communities to make them stakeholders, community participation can provide solutions both in terms of visitor interest as well as financial support, but this will need a huge shift in how ASI functions as on date. This can also assist in managing the encroachment issue more effectively.

It is also important to include local community in review of designs and maintenance of monuments. E.g., volunteers for heritage walks, maintenance of historical spaces, creating opportunities for local economy (crafts and other production), etc.

The ASI should prepare or commission project proposals that could be attractive for corporates to fund. Implementation for conservation works could be undertaken by the ASI or a third party. Restoration of the Humayun's Tomb Finial was possible with funding from Titan Company; conservation of Rahim Khan-i-Khanan's Tomb. with funding from Indigo and conservation of Sabz Burj with funding from Havells. These examples need to be replicated on a national scale

4.8 Tourism Experience to cater to all segments of Society:

All heritage sites should develop special programmes for engaging School students' visits with a round the year calendar for children's workshops, activities and events. Special Heritage walks to enhance visitor experience with proper interpretation and storytelling on site or specialised interpretation centre needs to be implemented. Souvenir shops with innovative local crafts products need to be established.

The signages need to be pleasing and legible. All ASI Blue Boards should be redesigned them with details about the site. Orientation and sensitizing of guides, car drivers and Police officials around the sites/ monuments needs to be taken up. All Heritage Sites have to be made disaster resilient. App based guide details should be made available in public domain

A Domestic Tourists Marketing Strategy needs to be developed and implemented for capitalising each heritage site to its optimum interlinking both tangible and intangible benefits, events, programs, performances besides the built heritage experience of the site.



Humayun's Tomb illuminated at night; Source - financialexpress.com

8. Upgradation of the Archaeological Survey of India

Strengthening of old and introduction of new verticals

Scale upgradation at par with UGC



CONSERVATION

Implementation of National Conservation Policy

NATIONAL DATABASE AND DOCUMENTATION

Implementation of comprehensive database and documentation system

EXCAVATION

Notification of Draft Policy for excavation and exploration

UNDERWATER ARCHAEOLOGY

Revival of underwater archaeology wing with NIO, Goa

EPIGRAPHY

Sourcing of language experts and training programs

MANAGEMENT

Use of revenue from tickets for conservation works

ANTIQUITIES

Strengthening of CAC guidelines

HORTICULTURE AND LANDSCAPE

Draft policy on hydrology and re-creation of traditional water systems



1. Existing Situation of the Archaeological Survey of India

1.1. Introduction

ASI was formed in December, 1861, with the purpose of surveying, identifying and documenting the monuments. It is perhaps one of the oldest organisations in the world with the mandate to explore and preserve monuments. It became a central organisation in 1902 under the British, with the clear purpose of the survey of antiquarian remains, including exploration and excavation, preservation of monuments and archaeological sites, epigraphical research and development of archaeological site museums. In 1904, the Ancient Monuments Preservation Act was passed to provide for the preservation of ancient monuments, for the exercise of control over traffic in antiquities and over excavation in certain areas.

In 1953, after the merger of the Princely States (1948-49) with rest of India, ASI undertook the additional responsibility of maintaining monuments and sites of national importance which were formerly looked after by the erstwhile Princely States.

A new Act called the Ancient Monuments and Archaeological Sites and Remains Act, 1958 (henceforth AMASR Act, 1958), was passed which extends to the whole of India and is still operational after its amendment in 2010. In 1972, the Antiquities and Art Treasures Act (henceforth AAT Act), 1972 was enacted to regulate the export trade in antiquities and art treasures and to provide for the prevention and smuggling of, and fraudulent dealings in, antiquities. The Act has been in force since April, 1976. India has also ratified the UNESCO Convention on the 'Means of Prohibiting and preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property and the Archaeological Survey of India is charged with the responsibility of implementing this Convention. India also signed the World Heritage Convention, 1972 in 1977 and ASI is the nodal agency to process all World Heritage matters.

To summarise its international obligations, India is the signatory to various declarations on heritage management, of which the following are signed by India with ASI being nodal agency for the World Heritage Convention signed in 1977:

Ratification by India	UNESCO Culture Conventions
15 December 2006	Convention on the Protection and Promotion of the Diversity of Cultural Expressions. Paris, 20 October 2005
09 September 2005	Convention for the Safeguarding of the Intangible Cultural Heritage. Paris, 17 October 2003.
14 November 1977	Convention concerning the Protection of the World Cultural and Natural Heritage. Paris, 16 November 1972.
24 January 1977	Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property. Paris, 14 November 1970.
16 June 1958	Protocol to the Convention for the Protection of Cultural Property in the Event of Armed Conflict. The Hague, 14 May 1954.
16 June 1958	Convention for the Protection of Cultural Property in the Event of Armed Conflict with Regulations for the Execution of the Convention. The Hague, 14 May 1954.

ASI is guided by the Central Advisory Board of Archaeology (CABA) formed in 1945 chaired by the Hon'ble Minister of Culture. It is the advisory body which deals all the matters concerning Archaeological Survey of India like archaeology, conservation, its functioning and other matters. The Standing Committee of CABA scrutinises and recommends for exploitation and excavation and issue of permissions. CABA meetings are to be organised annually by ASI while CABA subcommittees have been formed to guide ASI at various levels. CABA members were last inducted for a period of 2014-18 (refer Annexure) and it needs to be reconstituted now.

As an attached office of the Ministry of Culture, the organisation, headed by the Director General, has a 3-tier administrative structure: ASI Headquarter based in Delhi headed by the Director General, 5 Regional Directorates headed by Regional Directors, 29 Circles headed by Superintending Archaeologists and 3 Mini Circles headed by Deputy Superintending Archaeologists. The Circles and Mini-circles are the field offices of ASI that implement the mandate of the organisation. Apart from these, ASI also takes up its various activities through the directorates of Epigraphy, Science and Horticulture branches, and through its various Survey offices such as Excavation/Exploration, Building and Temple Surveys.

ASI states its Vision as:

- 1. To explore country's rich past by continuously evolving archaeological narrative;**
- 2. Preservation of monuments and archaeological sites for posterity;**
- 3. Monuments and archaeological sites as centre-piece of education; and**
- 4. Authentic cultural/historical experience for visitors**

The important functions of ASI are identified as:

- a. Exploration / Excavation
- b. Protection of Monuments and archaeological sites
- c. Registration and Regulation of trade of antiquities
- d. Maintenance and Conservation and Environmental Development
- e. Archaeological Site Museums
- f. Research and Publications
- g. Epigraphical Surveys (Sanskrit, Dravidian, Arabic and Persian)
- h. Institute of Archaeology

2. Branches of ASI

2.1 Science Branch

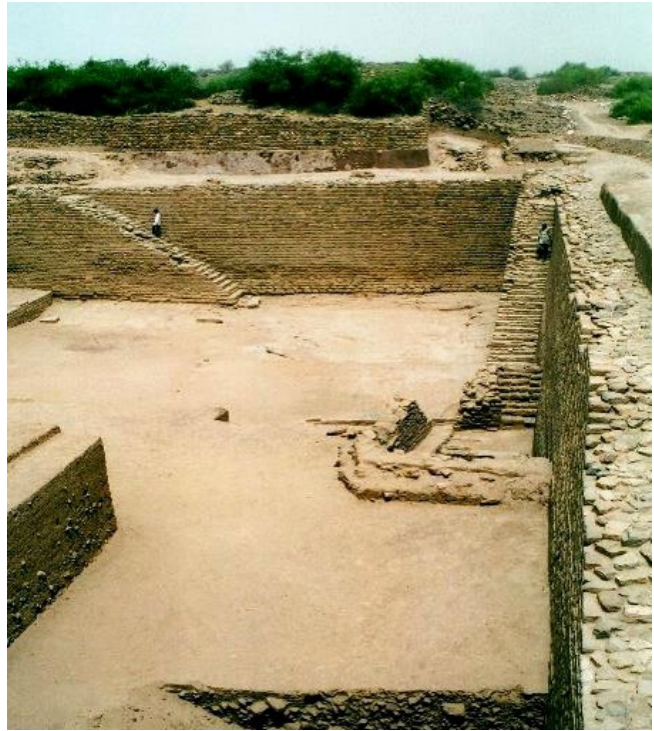
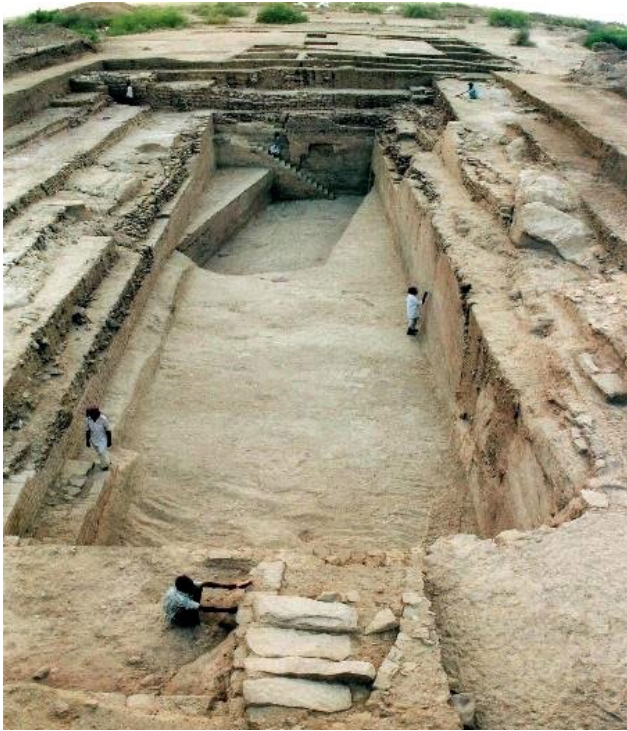
The ASI has laboratory facilities in the Science Branch, Dehradun and other field offices of Science Branch. Scientific analysis of excavated material is being carried out with the assistance of the Science Branch and various external institutions like Birbal Sahni Institute and Physical Research Laboratory, and NRLC, Lucknow and IIT Kanpur. There is an inordinate delay in getting the results of the dating samples. This has adversely affected the capacity building and research activities of the ASI.

2.2 Horticulture Branch

The Horticulture Division in ASI maintains the gardens in and around the monuments. As against 98 gardens in 1982, the Horticulture Division presently maintains about 506 gardens covering 2352.91 acres. Presently, there are only 04 Divisions, each Division overseeing several States. It is grossly understaffed vis-à-vis the norms laid down by CPWD for Horticulture staff.

2.3 Excavations and Explorations

Excavation and Exploration is the primary objective of the Archaeological Survey of India. Excavation includes functions such as excavation and exploration. Other sub branches under this also include underwater archaeology, epigraphy, prehistory and Surveys (building survey, temple survey, village to village survey). Excavation of archaeological remains has been one of the primary responsibilities of the ASI. As per Sections 21 to 24 of the AMASR Act, 1958 an Archaeological Officer or an officer authorised by him on this behalf or any person holding a license granted in this behalf under the Act, may make excavation in any protected or unprotected area. The ASI grants excavation licenses and permissions, based on the proposals received from different agencies like the ASI, State Departments of Archaeology Universities and Research Institutions every year. The proposals are examined and recommendations are made by Central



Excavation at Dholavira, Gujarat carried by ASI; Source - ASI

Advisory Board of Archaeology (CABA) chaired by the Minister of Culture and assisted by a Standing Committee of CABA. The process is as below:

- Exploration and Excavation all over the country is regulated by ASI and State Archaeology Departments
- Applications are invited every year by July end of a calendar year
- A Standing Committee (SC) under Chairpersonship of Director General, ASI, a sub-committee of Central Advisory Board of Archaeology (CABA) scrutinizes and recommends for approval
- ASI regulates movement of samples for testing and analysis abroad

ASI's policy for Excavation and Exploration was approved in the year 2015, but is under review keeping in view of the changing conditions. As per the CAG Report, the Survey was spending only 1 % of its total budget on excavation/ exploration. Now it has been by the Ministry to increase it to 5 % of total budget in first phase . It is praiseworthy that due to crunch of fund, no excavation has been stopped mid-way or not taken up in a year despite proven potential till date.

2.3.1 Underwater Archaeology

It was established a specialist Branch for Underwater Archaeology in 2001. There was no perspective plan or policy for Underwater Archaeology though it is a very significant section with India

“India has a coastal area of more than 7500kms with several archaeological remains underwater including historic shipwrecks and entire cities like Bet Dwarka. ”



Bet Dwarka, Gulf of Cambay, India - A potential for underwater archaeology; Source - reddit

as a peninsular country and its centuries of cultural exchange via the Indian Ocean with other countries. Being a signatory to the UNESCO Convention for Underwater Archaeology, it has an important role to play in this sector. ASI has undertaken 17 projects till May 2011. However, the only trained Superintending Archaeologist in this field was sent on deputation to Assam University in 2011. Another trained ASA and a photographer were posted in Archaeological Museum and Chemical Branch, Jaipur respectively. The Branch virtually has become defunct due to lack of specialised manpower.

ASI has signed MoU with Institute of Oceanography, Goa and it is important to revive this branch in collaboration with NIO including their involvement in Project Mausam.

2.3.2 Epigraphical Studies

Epigraphy is the Branch of Archaeology dealing with the decipherment and interpretation of inscriptions found in various mediums like stone or terracotta, metal, etc. These Inscriptions were mostly written in ancient languages/scripts, some of which is lost now.

The main function of the Epigraphy Branch is to undertake an epigraphical survey in India and to document the inscriptions on stone, copper-plate and other materials written in Sanskrit, Dravidian and other languages. After deciphering and transcribing, the inscriptions are listed out in the Annual Report on Indian Epigraphy. However, there are no Acts/Rules/guidelines pertaining to the Epigraphy Branch. Also, the number of experts in epigraphy for Arabic/Persian and Sanskrit/Dravidian language are decreasing in number which is a serious concern.

2.3.4 Prehistory Branch

Various Branches and Circles of the ASI carry out archaeological excavations in different parts of the country. Prehistory branch focuses in particular on prehistoric sites such as Bhimbetka and others. Its scope covers problem-oriented survey including exploration and excavation of prehistoric sites, research on the ensuing exploration and excavation work, preparation of reports based on the field work and interaction with various universities and research institutions.

2.3.5 Architectural Survey Project

Architectural Survey Projects include the Temple Survey Projects (North and South) and Building Survey Project. The main functions are:

- Survey and documentation of temples of various periods and in different parts of the country, research based on the field survey, preparation of reports on the survey;
- Survey and documentation of all secular architecture especially unprotected buildings bearing aesthetic, historical and architectural value, research on the survey and preparation of reports;
- Interaction with various universities and research institutions.

2.4 Site Museums

ASI has 50 Site Museums at the moment at various centrally protected monuments. The concept of an Archaeological Site Museum has been derived from showcasing the artefacts near an archaeological site / monument that have direct association thus respecting its provenance.

2.5 Antiquity

Antiquity Section is entrusted with the responsibility of implementing the Antiquities and Art Treasures Act, 1972 enacted by the Parliament which came into force with effect from 5th April, 1976 to regulate the export trade in antiquities and art treasures, to provide for the prevention of smuggling of and fraudulent dealings in antiquities, to provide for the compulsory acquisition of antiquities and art treasures for preservation in public places and to provide for certain other matters connected therewith or incidental or ancillary thereto. Under section 3 of the Antiquities and Art Treasures Act 1972 no person other than the Central Government or any authority or agency authorized by the Central Government in this behalf to export any antiquity or art treasures.

To facilitate the Customs authorities for export of Non-Antiquity, ASI has posted an archaeologist of the rank of Deputy Superintending Archaeologist (Group-A) to examine the objects whenever referred by Custom authorities. In addition, Archaeological Survey of India has also constituted an Expert Advisory Committee at Circle level to issue Non-Antiquity Certificates.

2.6 Publications and Central Archaeological Library

The Archaeological Survey of India brings out a variety of publications since its inception, both annual and special with subject matters ranging from archaeological researches in excavations, explorations, conservation, architectural survey of temples and secular buildings besides epigraphy and numismatics. In addition to these, the survey brings out popular literature in the form of guide books, folder/brochures, portfolio and picture post-cards

on centrally protected monuments and archaeological sites.

The Central Archaeological Library was established in the year 1902. It is housed in the basement of the ASI headquarter office, Tilak Marg, New Delhi. These library houses books and periodicals on various subjects namely History, Archaeology, Anthropology, Architecture, Art, Epigraphy & Numismatics, Indology, Literature, Geology, etc. The library also houses many rare books, plates, original drawings, etc. The books are classified according to the Dewey Decimal System. The ASI maintains library in each Circle and branch to cater to its academic and technical requirements leading to research of primary nature.

2.7 NMMA

The National Mission on Monuments and Antiquities was launched in 2007. Archaeological Survey of India (ASI) is the nodal agency for NMMA to implement the various activities all over the country. The time frame prescribed for its completion was five years. Its mandate covers a comprehensive database with

- National Register on Built Heritage & Sites
- National Register on Antiquities.

2.8 Institute of Archaeology

The Institute of Archaeology was established in the year 1985, by upgrading the School of Archaeology which was established in 1959 for imparting advanced training in multidisciplinary field of Archaeology, Epigraphy, Numismatics, Museology, Conservation, Antiquarian law, etc. The Post Graduate Diploma in Archaeology course, conducted in the Institute is of two years duration. It is conducted by the faculty members of the Institute and the Country's eminent archaeologists as guest lectures. The Institute of Archaeology is now shifted to a new campus at Greater Noida and renamed as Pandit Deendayal Upadhyay Institute of Archaeology. Apart from the two-year PG Diploma course, the institute also conducts short term courses, workshops and seminars.

2.9 Circles

The Circles carry out archaeological fieldwork, research activities and implement the various provisions of the AMASR Act, 1958 and Antiquities and Art Treasures Act 1972. This may include the following:

1. Carrying out village-to-village survey of antiquarian remains; exploration of archaeological sites, documentation of loose sculptures;
2. Excavation of archaeological sites;
3. Conservation and day-to-day maintenance of protected monuments;

4. Providing basic amenities at the monuments for tourists;
5. Issuing permission for filming, photography and cultural programmes at the protected monuments;
6. Organising public awareness programmes on various occasions like World Heritage Day (April 18), World Heritage Week (November 17-25), Museum Day (May 18) and other important occasions;
7. Registration of antiquities and issuing non-antiquity certificates;
8. Interaction with various universities and research institutions. Wing.

2.10 Human Resources Management

ASI has been facing serious issues with staff and a proposal for restructuring of ASI has been submitted to MoF. There is an acute shortage of staff- lengthy processes for finalization of recruitment rules.

In terms of conservation, the CAs are also burdened with administrative works like daily receipts and deposit of revenue, monitoring of security, handling of legal cases, issue of notices to unauthorised constructions and other routine work. These additional responsibilities significantly reduce the time available with them for their prime responsibility of documentation, execution and supervision of ongoing conservation works. A concerted effort in the form of revision of RRs, recruitment against vacancies and restructuring of ASI has been undertaken. The Epigraphy cadre had nearly collapsed in the past due to the inability to find suitable candidates.

ASI has no separate cadre for staffing its Archaeological Site Museums. These posts are filled by Archaeologists. In restructuring a proposal for separate cadre has been proposed for Archaeological Site Museums of ASI.

ASI has always faced the problems of shortage in sanctioned strength across all cadres primarily in case of Monument Attendants and Garden Attendants which was addressed through outsourcing to some extent.

Security of monuments identified for preservation is a primary responsibility. Audit pointed out several shortcomings in the management of providing proper security to monuments resulting in encroachments. The committee for the manpower infrastructure recommended engagement of 7000 additional security personnel for these monuments. The transfer policy also creates hindrances in the functioning of field offices. This also prevents from long-term conservation goals. Also refer detailed note on 'Restructuring of ASI' in Annexure.

3. Gaps and Recommendations

Gaps

Recommendations

Antiquities

The Central Antiquity Collection (CAC) is a centre for the collection of the explored and excavated pottery and other antiquities of the Archaeological Survey of India (ASI). The CAC was created in the 1910s to mainly house the explored antiquities from Sir Aurel Stein's Central Asian Expeditions (1906-1916). The CAC was initially established in the main building of ASI at New Delhi, which was later shifted to Safdarjung Tomb complex in 1958 and later to the present location, i.e., Purana Qila in 1974.

The purpose of the CAC is to serve as a repository of artefacts and pottery of select excavations for the purpose of education, research and other related activities. However, it has deviated from its objective and has merely become a storehouse of all the selected excavations done by ASI.

The draft Antiquities and Art Treasures Bill has been pending for a long time. This needs to be finalised.

1. Guidelines for the CAC should be developed and implemented.
2. CAC should be incorporated in the amendments of AAT 1972
3. The draft Antiquities and Art Treasures Bill needs to be finalised.



Central Antiquity Collection Section Purana Qila - Fragment of Bowl; Source - nmma.nic.in/nmma

Central Antiquity Collection Section Purana Qila - Fragment of Pot; Source - nmma.nic.in/nmma

Central Antiquity Collection Section Purana Qila - Fragment of Panel; Source - nmma.nic.in/nmma

(Next Page) Nishat Garden at Srinagar; Source - indiainfo.help



Gaps	Recommendations
Underwater Archaeology	
<p>The Underwater Arhcaeology Branch in ASI is currently inactive with no staffing.</p>	<p>Underwater Archaeology wing to be revived in collaboration with NIO. ASI to incorporate in its restructuring proposal. State Archaeology with coastal monuments (Maharashtra, Goa, Kerala, AP, TN, Orissa, WB etc.) to also work on similar lines.</p>
Horticulture and Landscape	
<p>A contextual approach to site setting, green areas and landscape is missing. Most works taken by horticulture branch follow the 'picturesque' approach of British without linking the monument with its period and style of greens/ gardens. This wing often works independently whereas landscape work for each site needs to be contextual and linked to other ongoing works on site. So, a better integration of this work along with Conservation and/or Archaeology works is required.</p>	<p>Define approach to landscape around monuments and conservation of historic gardens. ASI and non-ASI historic gardens of Agra should be revived in the same manner as the Tomb of I'timād-ud-Daulah. Ecological considerations regarding native plantations to be prioritised. Maintenance of gardens may be outsourced with proper terms of reference. Thoughtful Landscaping can even support firefighting (see example of fire at the Getty Center, USA in Oct 2019).</p>

Gaps	Recommendations
<p>Restructuring of ASI</p> <p>ASI needs to be equipped to handle diverse range of activities. Besides its existing core mandate, it needs enhancement of various functions (operations) such as extra staffing (RRs, filling up of posts, additional staff requirements, etc.) effective management and presentation, better visitor experience in its monuments and need to create more verticals within the organisation to cater to the ever-growing function. A need for more verticals within the organisation is felt for</p> <ol style="list-style-type: none"> Exploration/Excavations – Thrust on Archaeological Sciences Underwater Archaeology Epigraphy Museology Documentation and Archiving Marketing and Promotion of monuments (IT) World Heritage Matters Projects and Planning Monument and Buffer Management – visitor management, developmental controls, environmental management, traffic and transportation, disaster management, etc. Capacity Building – Deemed University Status for the Institute of Archaeology Legal Cell to handle legal matters of encroachments with Heritage Legislation Lawyers. <p>In terms of staffing, ASI Recruitment Rules, which require the approval of UPSC, have been periodically updated. Most of the posts are, however, isolated and do not have sufficient feeder cadres, as a result of which the composite method of recruitment is necessary as per DoPT Rules with competition in the open market or lateral induction from universities, etc. However, as ASI scales are below UGC scales, few aspirants apply for such posts, which remain vacant.</p>	<p>The solution, lies in having a relook at ASI scales where they should be at par with academia in the fields of archaeology, exploration, excavation and epigraphy. Besides, while stress has been given in the Draft Report on empowering the DG to have a flexi-pool of professionals, this practice is already prevalent in ASI and there are no constraints in hiring such professionals. In the case of consultants, those contracts which involve over Rs. 1 Cr. go to the Departmental Secretary for approval. ASI also has many consultants on its rolls. However, it can be specifically recommended that in case posts are not being filled up through the UPSC route (mainly in conservation engineers and architects), then consultants can be hired without shackles at appropriate rates to bring in the requisite multi-disciplinary and professional expertise. Moreover, rather than converging the number of verticals in different technical fields, there should be more focus on collaboration with agents from all over the world in different fields like DNA, palaeobotany, museology. To summarise, action is needed for:</p> <ul style="list-style-type: none"> - Increase in the budgetary allocation for conservation - Filling up of desired number of posts within ASI - More thrust on R&D within the organization in the field of conservation- Accreditation for archaeological and conservation professionals; - Certification and accreditation of craftspeople in the domain of conservation - Creation of a special corpus; - Filling up of current vacancies. Also, Conservation Architects should be involved in ASI even at field offices to design proposals. - Restructuring of ASI - UGC scales to be provided for salaries (Refer Action points, UGC pay structure on page no. 152-153).

Gaps	Recommendations
Multi-Tasking Staff (MTS)	
<p>These are erstwhile Group D posts which have been upgraded to Group C and re-designated as MTS. 6152 posts have been sanctioned and at any point of time around 2000 posts remain vacant. Selection is through SSC with minimum education till 10th std. However, in the last recruitment drive for filling up 1365 vacancies, substantial number of candidates were with higher qualifications, including B.Tech and M.Tech. Many of these candidates have left the service on being selected elsewhere. The level of attrition is very high. Further, as SSC conducts the exam on All India basis, the candidates selected are often not posted to their home states leading to further attrition as they are unable to sustain in a different State at such a low pay scale. ASI is also facing a problem as the candidates have to be deployed at remote locations where they are unable to cope due to language problem and connectivity with the local traditions. They also don't engage in the cleaning of monuments and the other work assigned to them which does not commensurate with their educational status.</p>	<p>ASI may retain only those many numbers of regular Multi-Tasking Staff posts as required for administrative works such as that of the earlier posts of Office Attendant, Museum Attendant. All posts of MTS required for duties in monuments and Gardens may be filled up only through outsourcing by engaging local persons who feel more connected with the monuments located in their home State. In case of attrition, the Outsourcing Agency will provide personnel with equal pace. The experience with recruitment through SSC is that the process takes 2 to 3 years to fill up the vacancies.</p>

4. Key Action Points

4.1 Horticulture and Landscape:

ASI needs to draft an approach paper on landscaping and water hydrology and recreation of traditional water systems. This may be an extension to the National Conservation Policy that does mention some points related to landscape. Until this approach paper gets framed, clause 4.18 for new landscaping and 4.19 for retaining historic landscape may be followed in practice. Historic water systems in forts and settlements and, traditional stepwells are an important heritage typology that needs to be addressed separately by ASI through engagement of hydrology experts.

Conservation Plan needs to ensure that landscape, horticulture, water and hydrology features are incorporated before approval of estimates for any conservation works.

4.2 Revive Underwater Archaeology

Pilot Project to be undertaken with other countries along with specialised training with NIO and other international agencies like The Netherlands Ministry of Culture is supporting a number of South Asian and South East Asian countries in underwater archaeology training programs.

4.3 Induction of best of talents within the organisation with flexibility in engaging professionals, Pay-packet at par with the market (instead of government fixed rates) and flexi-pool system to attract talent for conservation, designing and creating site museums, world class facilities, nomination dossiers, etc.

ASI also has many consultants on its rolls. However, it can be recommended that in case posts are not being filled up through the UPSC route, then consultants can be hired for one to two years contracts at appropriate rates to bring in the requisite multi-disciplinary and professional expertise. Moreover, there should be more focus on collaboration with agencies from all over the world in different fields such as DNA laboratory, geology, IT related agencies, site development, etc. It means that there is need for development of multidisciplinary approach in ASI.

4.4 Creation of ICC Model (Cambodia Model):

ASI and MEA model which was operational for Cambodia and other overseas projects including the following may be made operational:

- Dedicated Cell for Special Projects – e.g., Ladakh, Fatehpur Sikri, Hampi, Champaner-Pavagadh, etc.
- Creation of Special Ad-Hoc group of experts for monitoring projects
- Hiring of multi-disciplinary experts for each project and provision for hiring experts
- Bi-annual field visits and Technical sessions for effective monitoring

4.5 Restructuring of ASI:

The Action Plan for restructuring proposed by ASI includes:

The restructuring proposal submitted by ASI to MoC involves creation / abolition of posts so as to reorganise different cadres to the extent possible in a pyramidal manner, consistent with the requirements of posts on a functional basis, restricting lateral entry at group B non-gazett-

ed level and the entry level of Group A. In between, the departmental officers would move upward on promotion basis only. Presently, due to direct recruitment at multiple levels, ASI is unable to fill up vacancies with persons having requisite qualifications and experience. This is the underlying principle of the proposal to be followed.

Division-wise additional posts to be included as approved by MoC: (Refer Annexure for detailed note on Restructuring of ASI)

Archaeology cadre:

It is proposed to reduce the strength at Assistant Archaeologist level and to increase the number of posts at the Assistant Superintending Archaeologist level (Group B Gazetted). This is justified on the ground that at the field level, the archaeologists have to interact with higher officials of the State Government, manage Museums, World Heritage Sites and important ticketed monuments and needs to be conferred with powers to expend money. Therefore, more number of officers are required at the Gazetted level.

Conservation cadre:

The pay scale of engineers in CPWD starts with the entry level of Level-6 (Junior Engineer) in CPWD. The minimum requirement for JE is Diploma in Civil Engineering. In ASI, the entry level starts at Level-2, followed by Level-4, then Level-6. From Level-6 onwards it is on the same pattern as in CPWD, because in ASI persons with ITI qualifications are also engaged for work in the monuments. In the restructuring proposal, it has been proposed to abolish the posts of Level-2 (Junior Conservation Assistant) and to make the entry level at Level-4 (Conservation Assistant). However, sub-stancial increase at Level-6 (equivalent to JE of CPWD) has been proposed.

Further, the overall strength of conservation staff is proposed to be increased to the extent that a minimum of 4 staff (1 Sr.CA + 3 CA) are available per sub-circle (as against the existing ratio of 2.5 conservation staff per sub-circle) to cater to an average of 20 monuments with proportionate increase at the supervisory level.

Branches:

Strengthening Epigraphy Branch:

Rationalisation of posts in this Branch has been recommended to facilitate smooth upward mobility of the personnel joining at the entry grade. More experts in Sanskrit/Dravidian, Persian/Arabic need to be sourced from universities and training programs for ASI epigraphy branch need to be organised with them.

The Horticulture Division

It is proposed to raise the number of Divisions to at least 06, corresponding to the proposed number of ASI Regional Offices. Accordingly, proportionate increase in the staff strength has also been proposed. To ensure effective supervision of the gardens at the field level with persons having requisite professional qualifications, it is also proposed to increase the strength of Horticulture Assistant Gr.II at Level 4 and to altogether abolish the present entry level posts of Foreman (Hort.). The educational qualification prescribed for the post of Foreman (Horticulture) in Level 2 is BSc. (Agri.) and as per the guidelines, the said qualification is sufficient for entry at the level of Horticulture Assistant Gr.II at Level 4.

Administration Division:

Moderate increase in the number of staff strength has been proposed in Administration Division keeping in view the increase in the number of field offices. The posts of Store Keeper

and Assistant Store Keeper are proposed to be abolished as these functions can be performed by UDC / LDC with adequate training.

There are a number of senior level posts in ASI without sanctioned posts of stenographers at the appropriate level to assist them. Hence, increase in the strength of stenographers at various levels has also been proposed.

Creation of new PAOs for ASI :

ASI is presently handling a budget of Rs.1000 crores, whereas, there are just 02 PAOs, at Delhi and Hyderabad, to cater to scrutiny and passing of bills, maintenance of GPF accounts of around 5600 personnel and settlement of pension which is in the range of one case per working day. Therefore, it is proposed to open 04 more PAOs to correspond with the 06 Regional Directorates of ASI with a staff component of 01 PAO, 02 AAOs, 06 Accountants per PAO raising the staff strength from the existing 35 to 54. These posts will be got encadred with organized Accounting cadres to ensure availability of experienced officers to handle budget & accounts and to exercise effective financial control over expenditure.

Auxiliary support services (Survey, Drawing, Photography, Art, Modeling Divisions):

The PAC in its Report dated December, 2018 has recommended that 'more emphasis should be given to recruitment of technical experts rather than auxiliary manpower'. Most of the technical support services provided by the personnel in these Divisions are presently available on outsourcing basis and the Department may hire such services as and when needed. Therefore, it is proposed to abolish 73 out of 110 vacancies lying vacant in these 05 Divisions.

Miscellaneous & Driver cadres:

There are a number of miscellaneous isolated posts in ASI for rendering various support services. As it is possible to outsource such services, it is proposed to abolish such posts which are lying vacant as well as those which would fall vacant in the coming few years. Similarly, the vacant posts of Drivers are also proposed to be abolished as the vehicles can be driven by MTS with valid driving license or can be outsourced. Accordingly, 10 posts of Drivers and 21 miscellaneous posts which are presently lying vacant are proposed for abolition. In future, as part of phased abolition, 121 of such posts will be abolished as and when they fall vacant.

4.6 UGC Scales:

Archaeology:

The Archaeological Cadre is currently the backbone of ASI. Archaeologists conduct archaeological explorations, excavations, village surveys, as well as surveys of archaeological monuments and sites, temples and buildings. They study the materials recovered in situ, in their collections and also antiquities in the Museums under their control which include sculptures, coins, rare objects, textiles, skeletal materials etc. They write Reports on their work and publish research papers, besides giving lectures, training researchers and PG students in exploration, excavation and archaeology. Many supervise doctoral theses, are expert examiners and even write dossiers for the World Heritage Committee for listing as World Heritage Sites. The conservation and preservation of monuments is monitored and supervised by Superintending Archaeologists, who bring their knowledge of ancient architectural canons, geology and environment. The archaeologists of ASI have post-independence made the major discoveries relating to the Harappan civilisation in Gujarat, Rajasthan, Haryana and UP. Unfortunately, however, ASI's ability to attract good talent is hampered by the fact that UGC scales have not been extended to ASI. This has also led to attrition of talent from ASI to Universities. The work of archaeologists in ASI is by its very nature both research and applied

research oriented, and includes teaching and training. Uniform pay scales would also facilitate easy interchange of academics by deputation between Universities and ASI.

Epigraphy:

The disciplines of archaeology and epigraphy are intertwined. Each reinforces the other in identifying ancient sites, analysing antiquities, and interpreting archaeological finds. The survey of monuments and inscriptions as well as the decipherment of inscriptions and scripts by the Epigraphy cadre requires a knowledge and the application of Indian history and philology, mythology and literature. This is a scholastic task, and the research done is published. This once vibrant cadre, now near defunct, needs to be resuscitated in the interests of retrieving India's past. The entry level in this branch is Assistant Epigraphist and the essential academic qualification is post-graduation. Director Epigraphy, level 12, is a promotion post for Supdt Epigraphist, failing which it is to be filled by deputation. However, there are no candidates for either promotion or deputation. Similarly, the posts of Jt DG in Epigraphy, which are to be filled by deputation (from Universities) are vacant. These unfilled posts need to be revived and the entry level post of Assistant Epigraphist be equated with UGC scales of Assistant Professor (Pay level 10) and so on and the two posts at the apex level of the cadre at Jt DG level can be equated with Professor (HAG) Pay level 15. Such enhancement of pay scales could draw the requisite talent which is now attracted to Universities and even deputationists from Universities. Provisions should be made in their service rules to give some weightage to teaching, training, research and extracurricular activities besides academic qualifications at the time of giving a higher grade pay. The UGC regulations should be studied and modified to ASI requirements. The expansion of the archaeological cadre need not be premised on the attrition of epigraphy. Under no circumstances should the posts be surrendered merely because they are not filled up.

The estampage collection of the Epigraphy branch of ASI should be totally digitised and categorised and uploaded onto museumsofindia.gov.in for the benefit of researchers and encouraging multivocality. There has to be a special focus on the decipherment of the Harappan script and a study of the links, if any, to the Brahmi script.

Pay scale:

The following pay structure is proposed for the existing designations in the Archaeological Survey of India, keeping in view of the role of functions performed at the various levels, responsibilities, etc., in consonance with the UGC pay structure:

S. No.	Designation	Pay Level	Equivalent or comparable in University	Pay Level	Proposed pay structure
1.	Director General*	15/16	Vice Chancellor	16	Rs. 2,10,000 + Rs. 11,500 p.m. special allowance
2.	Addl. Director General	14	Pro Vice Chancellor	14/15	Rs. 1,82,000 + Rs. 5,000 p.m. special allowance
3.	Joint Director General	13	Professor (HAG)	15	Rs. 1,82,200 - 2,24,000 + Rs. 5,000 p.m. special allowance
4.	Director	12	Professor	14	Rs. 1,44,000 - 2,24,100
5.	Superintending Archaeologist/ Epigraphist	11	Associate Professor	13A	Rs. 1,31,000 - 2,16,000
6.	Deputy Superintending Archaeologist/ Epigraphist	10	Assistant Professor	12	Rs. 79,800 - 2,09,200
7.	Assistant Superintending Archaeologist/ Epigraphist	7	Assistant Professor	11	Rs. 68,900 - 2,08,700
8.	Assistant Archaeologist/ Epigraphist	6	Assistant Professor	10	Rs. 57,700 - 1,77,500

* The Director General, ASI, thus can also function as Vice Chancellor of the Institute of Archaeology functioning under the Archaeological Survey of India.

The proposed pay structure in comparison / equivalent with the UGC pay structure will also enable the ASI officers to select teaching roles in the Institute of Archaeology (Refer Ch 12, Page no. 205-206 for information on establishment of Institute of Culture) functioning under the Archaeological Survey of India as well as attract better talent and rejuvenate the academic and research activities of the organisation. However, for it to be successful it would also require approval of the Restructuring of ASI so that the requisite number of posts are available. The present full cadre strength in both the divisions is 379 against which the proposed combined strength submitted to MoC is 457.

At present there is only a transfer policy for the archaeology cadre. There should be a transfer policy for all cadres under which all officers should serve a prescribed part of their career in the North East and Jammu, Kashmir and Ladakh.

Provisions should be made in the service rules to give some weightage to teaching, training, published research and extracurricular activities by suitably adapting a modified version of UGC regulations.

The current annual expenditure of ASI on salaries and emoluments is an estimated Rs. 360 crores. The additional expenditure for ASI's restructuring proposal which was submitted to Ministry of Finance is Rs 43 crores. In addition, the cost of giving UGC scales to both archaeology and epigraphy cadres is Rs. 21.22 crores, thus making it a total cost of Rs 64.22 crores per annum.

9. Urban Heritage – MoHUA and ASI



1.NMA to activate (100 + 200m) boundaries with MoHUA and town planners

Action Points

2.Heritage Impact Assessment to be conducted for infrastructure projects in all heritage areas

3. Smart cities heritage projects to follow HRIDAY toolkit model



शिव

अमर उजाला

1. Existing Schemes and Missions

To help promote cities as engines of economic growth through improvement in the quality of urban life by facilitating creation of quality urban infrastructure, with assured service levels and efficient governance and for creating economically vibrant, inclusive, efficient and sustainable urban habitats, the Ministry of Housing and Urban Affairs has launched 6 key Flagship Missions: Smart Cities Mission, AMRUT, HRIDAY, Swachh Bharat, Pradhan Mantri Awas Yojana - Housing for All (Urban) and National Urban Livelihoods Mission

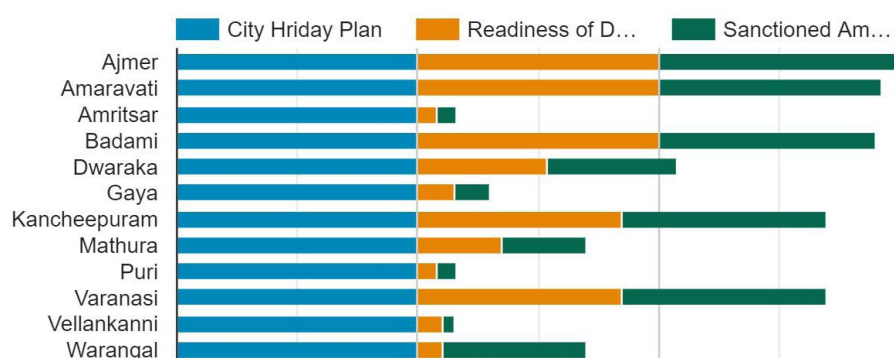
Among these Urban Schemes, HRIDAY was the first ever Urban Development Scheme completely focused on Heritage in 12 cities and 100 percent centrally funded. SMART Cities is another Scheme that covers major funding for urban heritage across India including surroundings of several Centrally protected and State level monuments. These have been briefly summarised here in terms of their budget, impact, gaps and recommendations.

1.1 HRIDAY

The Ministry of Housing and Urban Affairs, Government of India, launched the National Heritage City Development and Augmentation Yojana (HRIDAY) scheme on 21st January, 2015, with a focus on holistic development of heritage cities. The scheme aims to preserve and revitalise soul of the heritage city to reflect the city's unique character by encouraging aesthetically appealing, accessible, informative & secured environment.

With a duration of 4 years 3 months (up to March, 2019) and a total outlay of INR 500 Crores, the Scheme is being implemented in 12 identified Cities namely, Ajmer, Amaravati, Amritsar, Badami, Dwarka, Gaya, Kanchipuram, Mathura, Puri, Varanasi, Vellankanni and Warangal. The scheme is implemented in a mission mode.

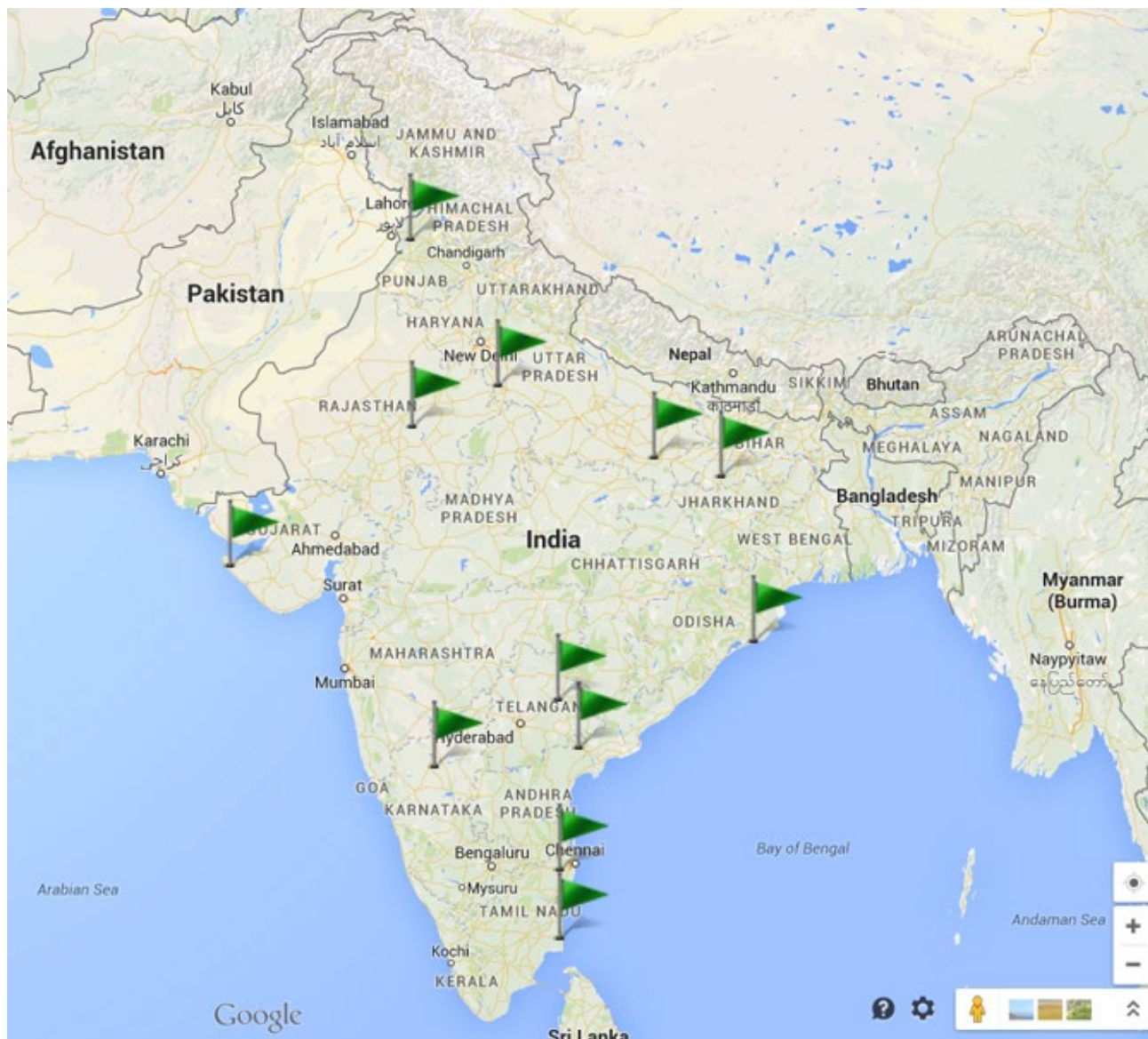
The Scheme supports development of core heritage infrastructure projects which shall include revitalization of urban infrastructure for areas around heritage assets identified / approved by the Ministry of Culture, Government of India and State Governments. These initiatives shall include development of water sup-



The ghats of Varanasi, Uttar Pradesh; uttarpradesh.org

Status of works of the HRIDAY Cities; Source - hridayindia.in





Map of India showing the HRIDAY Cities; Source - hridayindia.in

ply, sanitation, drainage, waste management, approach roads, footpaths, street lights, tourist conveniences, electricity wiring, landscaping and such citizen services.

100% funding will be provided by Government of India. INR 500 Crores have been allocated to the scheme, under the following heads:

77 Projects amounting to Rs. 418.06 Crore have been approved for all the 12 cities. Instalments amounting to Rs. 402.44 Crore have been released to city mission directorates for execution of approved projects. 55 projects amounting to Rs. 272.04 crore have been completed. Remaining projects are under various stages of implementation

The following table highlights the earmarked amount to each of the 12 Cities for the Scheme duration.

Budget Components	% Allocation	Funds Allocated (Rs. Crore)
Project Implementation	85	400+25
City PMU Establishment	3	15
Administrative and Operating Expenses	1	5
Information, Education and Communication	4	20
DPRs and HMP preparation	4	20
Capacity Development	3	15

City	Project Implementation	City PMU Establishment	Administrative and Operating Expenses	IEC	DPRs and HMP Development	Capacity Development	Total Amount in INR Crores
Ajmer	30	0.79	0.25	1.50	1.50	1.00	40.04
Amravati	20	0.52	0.24	0.50	0.50	0.50	22.26
Amritsar	60	1.05	0.27	3.00	3.00	2.00	69.31
Badami	20	0.52	0.24	0.50	0.50	0.50	22.26
Dwarka	20	0.52	0.24	0.50	0.50	0.50	22.26
Gaya	35	0.79	0.25	1.50	1.50	1.00	40.04
Kanchipuram	20	0.79	0.25	0.50	1.00	0.50	23.04
Mathura	35	0.79	0.25	1.50	1.50	1.00	40.04
Puri	20	0.79	0.25	0.50	0.50	0.50	22.54
Varanasi	80	1.05	0.27	3.00	3.00	2.00	89.31
Vellankanni	20	0.52	0.24	0.50	0.50	0.50	22.26
Warangal	35	0.79	0.25	1.50	2.00	1.00	40.54
Total Allocation to Cities	400	8.91	3.00	15.0	16.00	11.00	453.91



Baradari, Ajmer; Source - asijai-purcircle.in



Tomb Of Lal Khan Rajghat, Varanasi; Source - apnabanaras.com



Aerial view of the Golden Temple in Amritsar; Source - hridayindia.in

1.2 Smart Cities Mission

The purpose of the Smart Cities Mission is to drive economic growth and improve the quality of life of people by enabling local area development and harnessing technology, especially technology that leads to Smart outcomes. Area-based development will transform existing areas (retrofit and redevelop), including slums, into better planned ones, thereby improving liveability of the whole City. New areas (greenfield) will be developed around cities 7 in order to accommodate the expanding population in urban areas. The Union Ministry of Urban Development is responsible for implementing the mission in collaboration with the state governments of the respective cities and the Mission was launched on 27 August 2015.

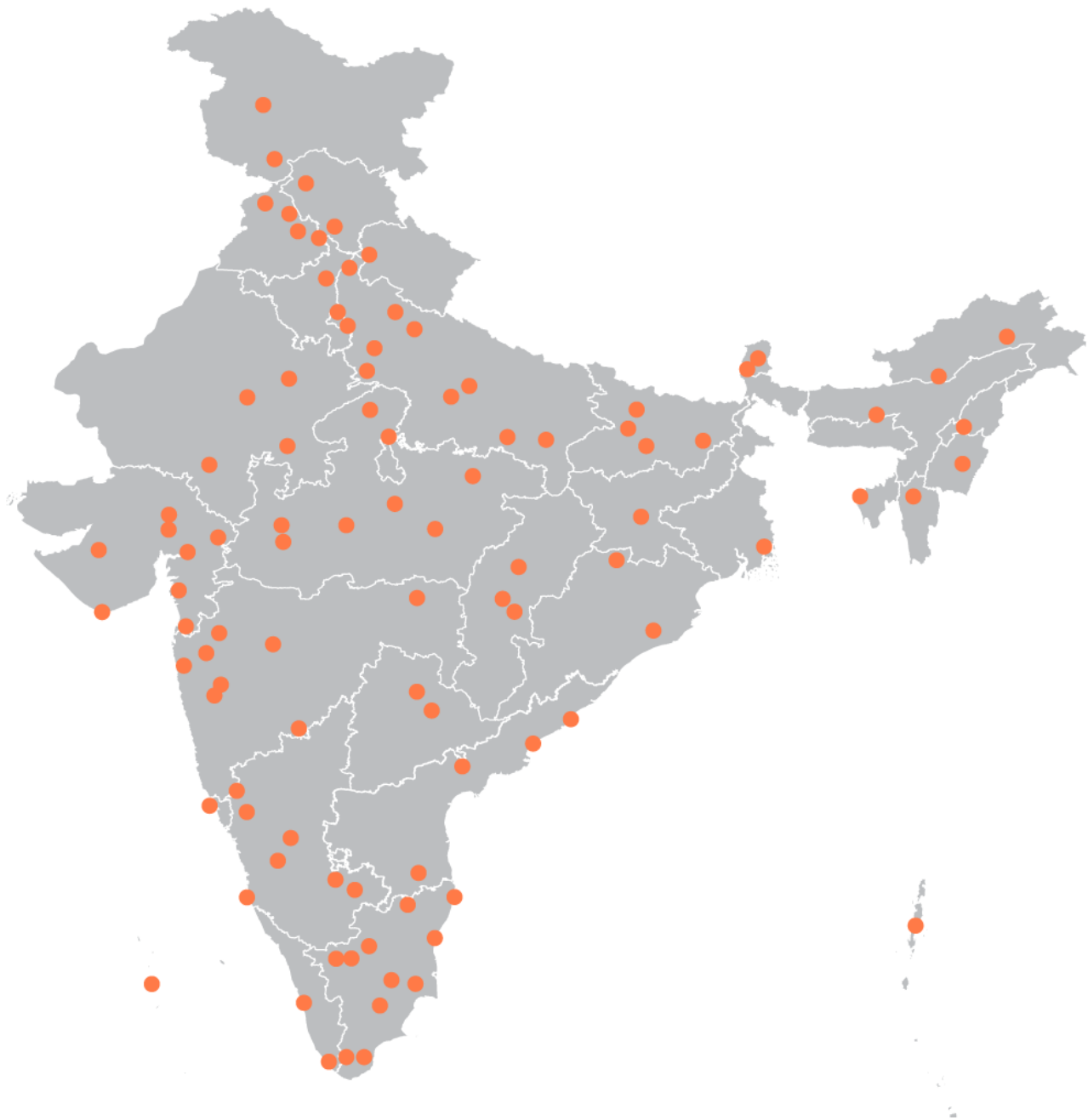
Smart Cities Mission has provisioned for Heritage projects under Convergence with other Central/State Government schemes. The focus is on comprehensive development by integrating physical, institutional, social and economic infrastructure. 39 Smart Cities have initiated 101 Heritage projects worth Rs. 1,439 crores under the Mission. Some Smart Cities engaged conservation and heritage experts during the formation of Smart City Proposals (SCPs). Further, the cities are utilizing services of heritage contractors for undertaking heritage projects and have also hired specialized (skilled in heritage works) contractors for heritage works.

As of 6th November 2019, 23 cities have tendered out 60 heritage projects worth Rs. 551 crore, 20 cities have work ordered 53 heritage projects worth Rs. 495 crore, 10 cities have completed 26 heritage projects worth Rs. 130 crore, and 23 cities have 41 heritage projects worth Rs. 888 crores under DPR stage.



Statistics on the Smart Cities Mission; Source - smartcities.gov.in/

“As of 6th November 2019, 23 cities have tendered out 60 heritage projects worth Rs. 551 crore, 20 cities have work ordered 53 heritage projects worth Rs. 495 crore, 10 cities have completed 26 heritage projects worth Rs. 130 crore, and 23 cities have 41 heritage projects worth Rs. 888 crores under DPR stage.”

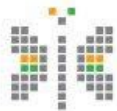


Map of India showing the Smart Cities; Source - scroll.in

Smart Cities Mission has developed framework documents (on Complete Streets) that cover signage, street furniture, etc. available at National Institute of Urban Affairs website. Cities can customize them for their own use/on heritage sites. Some smart cities have prepared/ in the process of preparing city level street/signage toolkits e.g. Pune, Chennai, Ranchi. A Toolkit was prepared by MoHUA for Warangal under HRIDAY available on the website.

Cities also have the guidelines prepared by CPWD at their disposal: Handbook of Conservation of Heritage Buildings available at National Institute of Urban Affairs website. The Cities as a principle follow the building and zoning bye laws in heritage zone of the cities.

COMPLETE STREETS IMPLEMENTATION WORKBOOK



Smart City
MISSION TRANSFORM NATION



Ministry of Housing and Urban Affairs
Government of India



Complete Streets Workbook by
National Institute of Urban Affairs;
Source - smarnet.niua.org/

S. No.	City	State/UT	Outlined Heritage Projects	Amount (in Crores)	Tender Status
1st Round					
1.	Kochi	Kerala	Broadway Market and Ernakulam market Redevelopment and Mat-tancherry spice market	110.00	
2.	Jaipur	Rajasthan	Adaptive reuse of heritage structures of old town hall to city museum + high end theatre	130.0	
3.	Udaipur	Rajasthan	Walled City- Sewerage	139.00	
			Walled City- Power Supply	129.00	
			Walled City- Drains, Relaying road & utility duct	148.00	
			Walled City- Transport Infra	138.00	
4.	Belagaavi	Karnataka	Development of a Heritage Park	26.00	

S. No.	City	State/UT	Outlined Heritage Projects	Amount (in Crores)	Tender Status
Fast Track					
1.	Warangal	Telangana	Creation of 21.98 ha of public parks for tourism, leisure and recreational activity. 9.08 km Heritage Walk for connecting heritage and cultural areas and hillocks in the ABD. Development of lakefront from what is currently an urban backyard of the city.	32.90	
2.	Panaji	Goa			
3.	Agartala	Tripura			
4.	Imphal	Manipur	Other Interventions	157.10	
			Other Tourism Interventions	165.30	
			Other Facilities	108.30	
			Development of a city level open space Piazza at a strategic location to encourage citizen interaction and link the Heritage zone to the shopping precinct.	Not given separately	
			KANGLA FORT AREA - Development of Open Spaces and Landscape	Not given separately	

S. No.	City	State/UT	Outlined Heritage Projects	Amount (in Crores)	Tender Status
2nd Round					
1.	Amritsar	Punjab	Open space & visible improvement of urban area	113.08	
			Redevelopment of public amenities & facilities by decongesting city core	202.33	
			Relocation of polluting dense urban clusters from core city	784.00	
2.	Ujjain	Madhya Pradesh	"Aradhana path" -. Religious heritage corridor	126.74	
3.	Gwalior	Madhya Pradesh	Revitalizing maharaj bada	120.00	
4.	Hubli-Djarwad	Karnataka	Renovation of core city market areas	114.78	
5.	Madurai	Tamil Nadu	Heritage Precinct Improvement – Cultural centers	148.00	
			Streetscape redesign – pedestrian pathways, underground ducting: power & comm, Landscaping, street furniture etc.	186.00	
			Visitor Amenities and Tourism Infrastructure - Bus Terminal Redevelopment	110.00	
			Tourist Amenities – Tourist plaza, PIS info system, WIFI, etc	130.00	
6.	Thanjavur	Tamil Nadu	Smart tourism app	23.10	
			Light & sound show	2.75	
7.	Agra	Uttar Pradesh	Enhancing experience of accessing - Improvement of west gate, east and south gate corridors	197.27	
			Development of Mughal Museum	141.90	
			Development of Taj Orientation centre	231.80	
			Provision of tourist and mobility facilities	168.00	
			Development of green walkway between agrafort and Taj Mahal along Yamuna Kinara road	1.95	
			Taj park	2.40	
8.	Kanpur	Uttar Pradesh	Ganga riverfront development	125.42	
9.	Varanasi	Uttar Pradesh	Culture cum Spiritual Convention Centre- International center for Art Gallery, Museum, IMAX Theatre, 1000-seater Auditorium, Music, Yoga & Spiritual Hall	211.00	
			Rejuvenation of Ghats under CSR by CCL	110.00	
			Inter Modal Hubs - including Footpath for pedestrians, Feeder Buses and Bicycles at 26 metro stations	100.00	
			App for Assi Ghat - Online booking of Light & Sound Show at Assi Ghat		
			Ghat Improvement under JICA	1.47	
			Redevelopment of Manikarnika Ghat	6.00	
10.	Rourkela	Odisha	One stop Rourkela (including Entrepreneur Center, Skill Development Center, Training center, Tribal art center and show rooms craft exhibition etc.)	196.02	
11.	Kohima	Nagaland	Discover Kohima Web/ Mobile apps for comprehensive heritage and tourism promotion	1.50	

Two noteworthy heritage projects under the Mission are listed below:

Surat Castle Restoration

People of Surat and tourists are now able to tangibly see the rich history of Surat through this project. With the redevelopment and restoration, there has been an upsurge of public motivation and has garnered huge public support. This is evident in the constant enthusiastic enquiries from people about the history of the castle. Perception of Surat city changing from textile and diamond city to a historical city. Since the castle was opened to public access, the site has witnessed a footfall of more than 37,000. Schools are actively promoting awareness by bringing their students to witness the rich heritage of the city.



Restored Bastion in Surat Castle;
Source - suratmunicipal.gov.in/



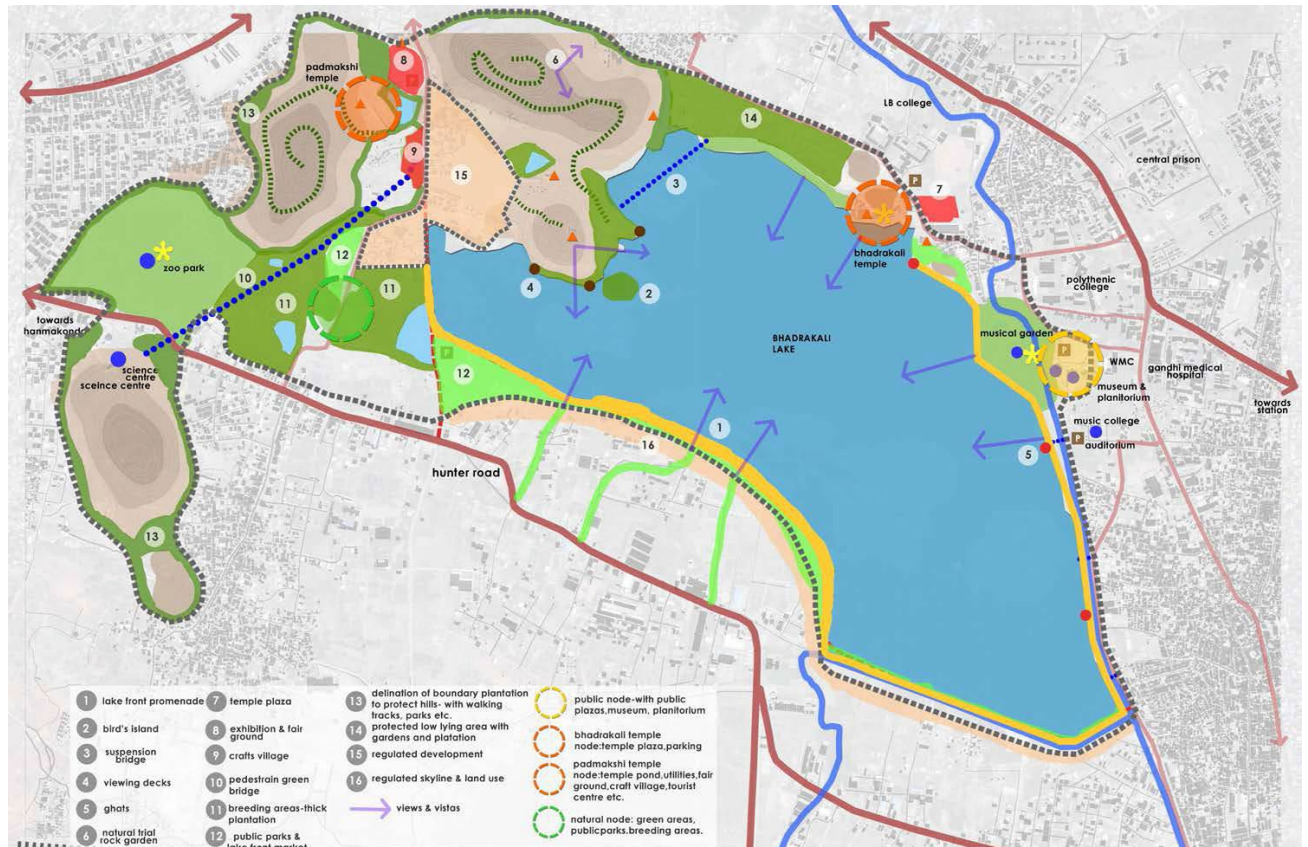
Restored Building housing the Mughal Gallery, Armenian Gallery, Trade Gallery, Court Room and Dutch Lifestyle Room in the Surat Castle; Source - suratmunicipal.gov.in/

The Bhadrakali Lakefront Promenade

It is one of its kind in the country and is a signature project where heritage is emphasized in every part of its design. 1.1 Kms is substantially completed and the execution for balance 2.7 kms has commenced in October 2019.

Cap. Ex. - 68 Cr.

- Convergence - 18 Cr. (HRIDAY)
- State share - 50 Cr. (SMART CITY)



Proposed masterplan of the Bhadrakali Lakefront Development; Source - smartcities.gov.in/

Proposed view of the Bhadrakali Lakefront Development; Source - smartcities.gov.in/

1.3 AMRUT

The components of the AMRUT consist of capacity building, reform implementation, water supply, sewerage and septage management, stormwater drainage, urban transport and **development of green spaces and parks**. The scheme is dependent on public-private partnership model. 500 cities have been selected under AMRUT. The category of cities that have been selected under AMRUT is given below: All Cities and Towns with a population of over one lakh with notified Municipalities as per Census 2011, including Cantonment Boards (Civilian areas),

Thirteen Cities and Towns on the stem of the main rivers with a population above 75,000 and less than 1 lakh, and Ten Cities from hill states, islands and tourist destinations (not more than one from each State).

The Scheme has the potential to fund historic parks in these cities.

2. Gaps and Recommendations

Gaps	Recommendations
1. Planning and Toolkit	
Heritage Projects need to be synced with the planning of the city and merge with typical historic character in different areas of the city. This was successfully achieved to a large extent in HRIDAY with preparation of a City HRIDAY Plan and a special HRIDAY Toolkit for street furniture design in different historic parts of these 12 cities. However, this aspect is missing in a number of historic city areas being undertaken via Smart City Scheme	HRIDAY has developed a good model for Heritage Planning in the city and preparation of a Heritage Toolkit. Smart Cities focusing on historic cores should adopt a similar model to ensure that the proposed urban conservation projects are in sync with Historic Planning and Historic Character of the city.
2. Sustainability – environmental, socio-cultural and economic	
Final success of these urban projects is dependent on their long term sustainability in all aspects- environmental, socio-cultural and economic. It needs to be ensured that no proposed project is impacting the natural or cultural heritage of the city, rather it should be enhancing these aspects. Community inclusion and ownership is essential for their use and maintenance. Viability of project for PPP or on lease for long term maintenance also needs to be explored for projects. It is seen that a number of such projects fall into disuse or are not maintained after 2-3 years of execution thus resulting in a waste of initial capital investment.	To ensure sustainability, following measures need to be followed: a. Heritage Impact Assessment of all major infrastructure projects in historic areas with natural/cultural heritage (refer CPWD Heritage Guidelines, ICOMOS and UNESCO guidelines for this).

Gaps	Recommendations
	<p>b. Projects should be participatory including the community in reviewing design, involving them in maintenance such as volunteers for heritage walks, maintaining historic public spaces for reuse, advising them on maintenance for their historic houses, creating opportunities for local economy (crafts and other production) through such urban heritage upgradation. For example, at Humayun's Tomb, a kiosk is provided for local community to sell handicraft products with designs inspired from the monument – creating significant income for women self-help groups. Should also foresee long term maintenance and may be leased out. For example, Ajmer had a good model for leasing out HRIDAY project of Public Park and lakefront adjoining the Baradari Site of ASI.</p> <p>Cell, Model Byelaws by MoHUA and regular Heritage training programs are essential to remove this gap.</p>

3. NMA Byelaws and ASI Approvals

<p>Through a Gazette notification dated 23rd August 2011, Govt. of India has notified Ancient Monuments and Archaeological Sites and Remains (Framing of Heritage Bye-laws and other functions of the Competent Authority) Rules 2011. (In short, CA Rules, 2011). The Rules provide detailed procedure for preparation of site plans (Rule 21) and its parameters (FIRST SCHEDULE). The Rules also provide detailed procedure for framing of Heritage Bye-laws (Rule 22) and its parameters (SECOND SCHEDULE). Rule 21, CA Rules 2011 provides for preparation of site plans. DG, ASI shall make endeavors within a period of 5 yrs (till 2016) to cause a survey to be conducted in respect of all prohibited areas and regulated areas of all Protected Monuments as per FIRST SCHEDULE. In 2018, through a Gazette notification dated 27th December 2018, the number of years for preparation of Site Plans were increased from 5 to 10 (until 2021) and the parameters of FIRST Schedule were simplified.</p>	<p>ASI was to prepare site-plans for all sites within five years, which period has lapsed. These boundaries were to be verified by the local Collector and the heritage by-laws were to be prepared through notified Authorities, including INTACH. Regional Documentation Centers were to be created for public consultation with RTI compliant websites. The possibility of notifying some state Chief Town & Country Planners (CTCPs) for preparing draft site plans draft heritage by-laws needs to be explored. The NMA has been unable to draft bye-laws as per the requirement of the Act for almost a decade. This is most unfortunate and requires urgent remedy. A timeline to prepare bye laws for all sites should be drawn up and adhered to strictly.</p> <p>One of the key parameters required to be considered for the preparation of the site specific Heritage Bye-laws includes matters relating to heritage controls such as elevation, facades, drainage systems, roads and service infrastructure (including electric poles, water and sewer pipelines).</p>
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Gaps	Recommendations
<p>Rule 22, CA Rules 2011 provides that Competent Authorities shall prepare Heritage Bye-laws in consultation with INTACH and other notified heritage bodies as per the SECOND SCHEDULE. Through a Gazette notification dated 25th February, 2014, the five Regional Directors' of ASI were made Competent Authority for preparation of Heritage Bye laws. The first tranche of Heritage Byelaws was received by NMA through ASI in February, 2018. The draft heritage by-laws are required to be considered by NMA keeping the specific requirements of conditions necessary for heritage controls such as elevation, facades, drainage system etc. Till date, Five Heritage Bye-laws covering 31 Centrally Protected Monuments have been laid in both the Houses of Parliament. Five Heritage Bye-laws covering 31 Centrally Protected Monuments have been laid in both the Houses of Parliament.</p> <p>46 Draft bye-laws covering 58 Centrally Protected Monuments are under process. Once approved, these Heritage Bye Laws shall be laid before both the Houses of the Parliament as per section 20E of the Act. To expedite the process of preparation of Heritage Bye Laws- Priority I, Priority II and Priority III list of monuments (total 229 priority monuments) have been prepared on the basis of the number of NOC applications received with respect to each monument.</p> <p>While these initiatives are positive, the process of preparing byelaws is too slow and unlikely to achieve its next deadline of 2021 for preparing byelaws for all 3691 protected monuments. One main reason for this delay is the slow preparation of site plans by the Regional Directors.</p> <p>State Departments: While most have adapted the AMASR act into their State Act, no further policy or clear vision is evident for State Protected Monuments.</p>	<p>Many of these infrastructure components are not only related to conservation architecture and require urban planning expertise for efficient and effective heritage conservation of protected monuments. Considering such aspects, it will always be beneficial to involve Chief Town and Country Planners for framing bye laws for all ASI sites.</p> <p>Heritage bye laws should include suggestions to improve the immediate setting of the monument. Here, instead of a 'prohibited' zone, an intensive urban design scheme should be suggested. This could include suggested provision for public facilities. Prohibited zones should be limited to areas where view corridors to the monument or archaeological remains are being compromised. The NMA act already suggests it, but it needs to be emphasized that the framing of bye laws for national monuments should be an opportunity to implement the UNESCO Historic Urban Landscapes resolution – to which India is a signatory. This would require Heritage Bye laws to take into consideration any monument or site contemporary or linked to the national monument through historical events or cultural context. Such a site/monument should be considered part of the national monument – even if segregated – and the 'prohibited and regulated zones' calculated accordingly. Instead of ensuring a blanket prohibitive zone, design guidelines for new build or renovations in zones around national monuments should be strictly enforced. For sites with sparse populations or great archaeological significance, such as Hampi or Khajuraho, the 'prohibited zone' should be extended.</p>

Gaps	Recommendations
4. Lack of Heritage Cell/Know-How with Local Bodies	
<p>Local bodies involved in urban heritage projects are often not equipped enough to handle heritage conservation. Formation of a Heritage Cell, Model Bye laws by MoHUA and regular Heritage training programs are essential to remove this gap.</p>	<p>Local bodies involved in urban heritage projects are often not equipped enough to handle heritage conservation. Formation of a Heritage Cell, Model Bye Laws by MoHUA and regular Heritage training programs are essential to remove this gap.</p>
5. Enroachments	
<p>As a record in CAG report, there are 249 encroachments within the protected monuments and there are approximately 955 living monuments .</p>	<p>ASI to compile and publicise a state wise list of encroachments. In cases in which the DG has issued orders of demolition (1231 cases under rule 38(1) of AMASRA in 2016), or issued orders to the Dy Commissioners (2004 cases under Rule 38(2) of AMASRA in 2016), reasons for noncompliance should be specified. Besides, in many cases the Competent Courts have also passed orders for demolition and relocation. The data should be similarly compiled.</p> <p>These cases should be monitored with the state government. The Act only penalises ASI officials. Such provisions should be extended to other authorities who willfully disregard the law.</p>

1. ASI to compile and publicise a state wise list of encroachments.

Encroachments

2. At least 2-3 sites should be taken up on pilot basis and encroachments should be removed to serve as model cases for the rest.

3. The Act only penalises ASI officials. The same should be extended to other stakeholders and encroachers

3. Key Action Points

3.1 NMA to activate (100 + 200m) boundaries with MoHUA and town planners

NMA has been mandated to grant NOC for construction activities in the regulated area of ASI monuments. It is integrating an online application system (NOAPS) with various states and local bodies. So far, successfully 717 urban local bodies of 9 States are integrated while ULBs of 6 more states are in progress. This action needs to be expedited and links with all ULBs should be established for ease of business in approval of works around ASI sites and monuments.

MoHUA to issue and advisory to all States and UTs for CTPs and Rural Town Planning officials to provide site plans for ASI sites in their area and review framing of bye laws in collaboration with NMA and ASI. Chief Town and Country Planners should be involved in framing bye-laws that are to be prepared by NMA for all Heritage sites.

ASI to prepare an action plan for making all site plans for 3691 monuments and sites within 6 months.

ASI to immediately send a letter of request for support in preparing site plans and framing of byelaws to the City Town and Country Planning Offices through MoHUA.

3.2 Heritage Impact Assessment needs to be conducted for infrastructure projects in all cities where such projects are undertaken in the vicinity of Central/State protected/ locally protected monuments, sites or historic city cores.

3.3 Smart cities heritage projects to follow HRIDAY toolkit model

HRIDAY Scheme by MOHUA for 12 Heritage cities had incorporated a Heritage Toolkit for landscaping, street furniture, lighting, signage and other such elements in the city to blend with the historic character of the city. These toolkits should be adopted or customized as per heritage of each city under the Smart cities' heritage works.

3.4 ASI to compile and publicise a state wise list of encroachments.

At least 2-3 sites across India should be taken up on pilot basis and encroachments should be removed to serve as model cases for the rest. Currently, the Act only penalises ASI officials. The same should be extended to other stakeholders and encroachers.

10. World Heritage (UNESCO)



**1. Strategize
World Heritage
nominations
(ASI and MoC)
for India**

**Action
Points**

**2. Strengthen
conservation
and management
of 38 World
Heritage Sites**

**3. Target
transnational
nominations on
Hindu/Buddhist
circuits with
Asian countries**



1. Existing Status of World Heritage in India

India has 38 Cultural, Natural and Mixed sites on the World Heritage List with the last site inscribed in July 2019. As per current rules of UNESCO, it can nominate 1 site for inscription every year. Out of 38 existing World Heritage Sites, 30 are Cultural sites 7 Natural and 1 Mixed site.

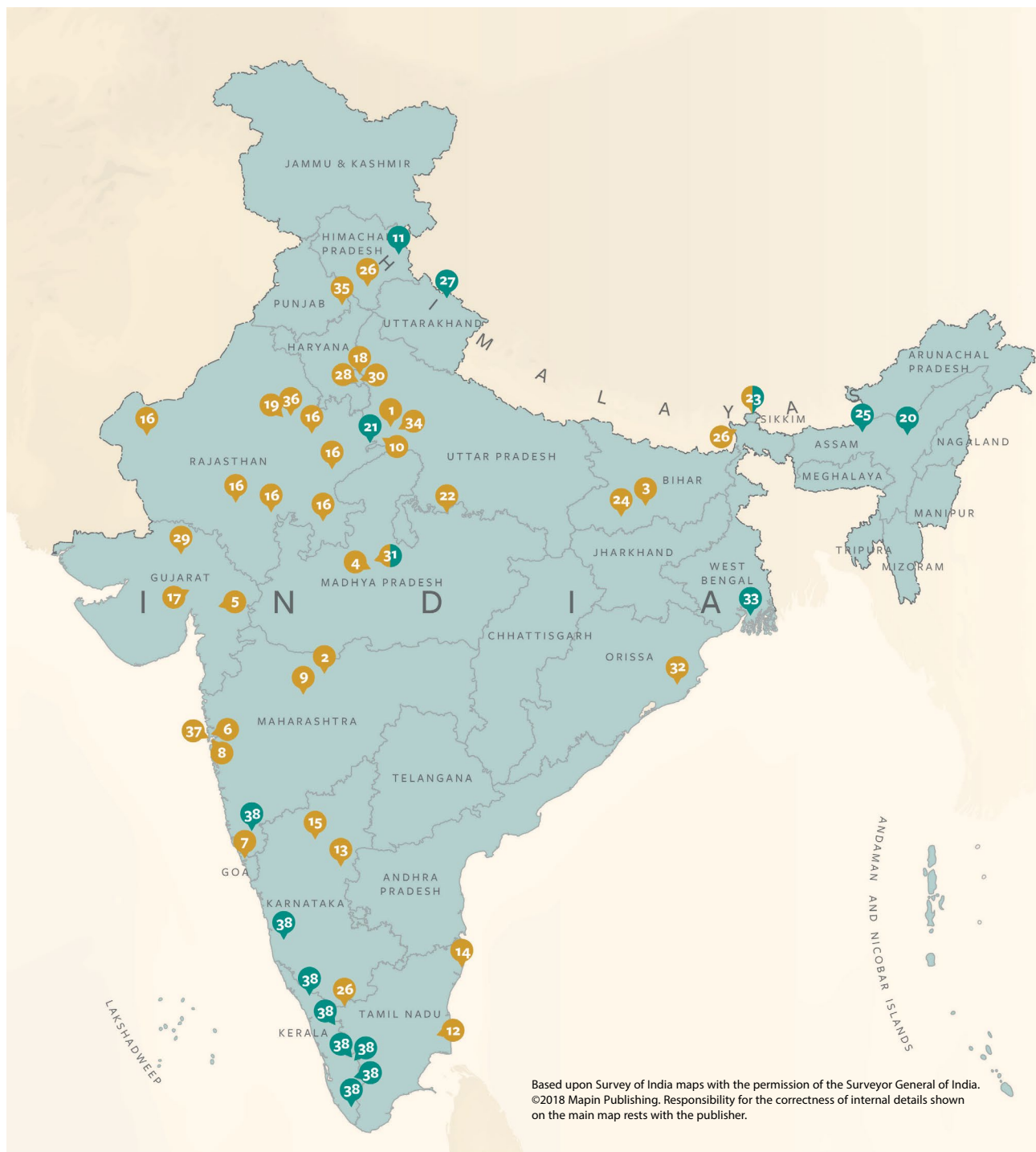
Archaeological Survey of India (ASI) is the nodal agency on behalf of the Ministry of Culture, Government of India for World Heritage matters, and is also the custodian of 22 out of the 30 Cultural world heritage sites. India currently, also has 42 Cultural and Natural Sites on the Tentative List to be further nominated for inscription on World Heritage. As the nodal agency on World Heritage matters, ASI coordinates on a regular basis with various ministries (Ministry of Environment and Forest, Ministry of Railways, etc.), state governments and agencies, for necessary coordination and, to provide technical support whenever necessary. ASI also coordinates with Permanent Representative of India to UNESCO, World Heritage Centre, UNESCO, and advisory bodies (ICOMOS, ICCROM, IUCN, etc.) for matters pertaining to world heritage, including nomination dossiers, tentative list proposals, periodic reporting, training and other related matters.

Besides nominating and managing its World Heritage Sites, ASI and India has played a larger role in UNESCO World Heritage Committee. It has been a member of the 21 countries' elected World Heritage Committee thrice since signing the convention in 1977: From 1985 – 91, 2001 – 07 and 2011-15 playing a significant role in influencing UNESCO decisions and documents. In its last tenure, it launched Project MAUSAM (an Indo pacific transnational collaboration program) in 2014 with prime responsibility of ASI to take it forward in terms of transnational nominations.

India also houses the UNESCO Category II Centre (C2C) for Natural Heritage at the Wildlife Institute of India, Dehradun which is the only Natural Heritage C2C recognized by UNESCO to serve the entire Asia Pacific Region.

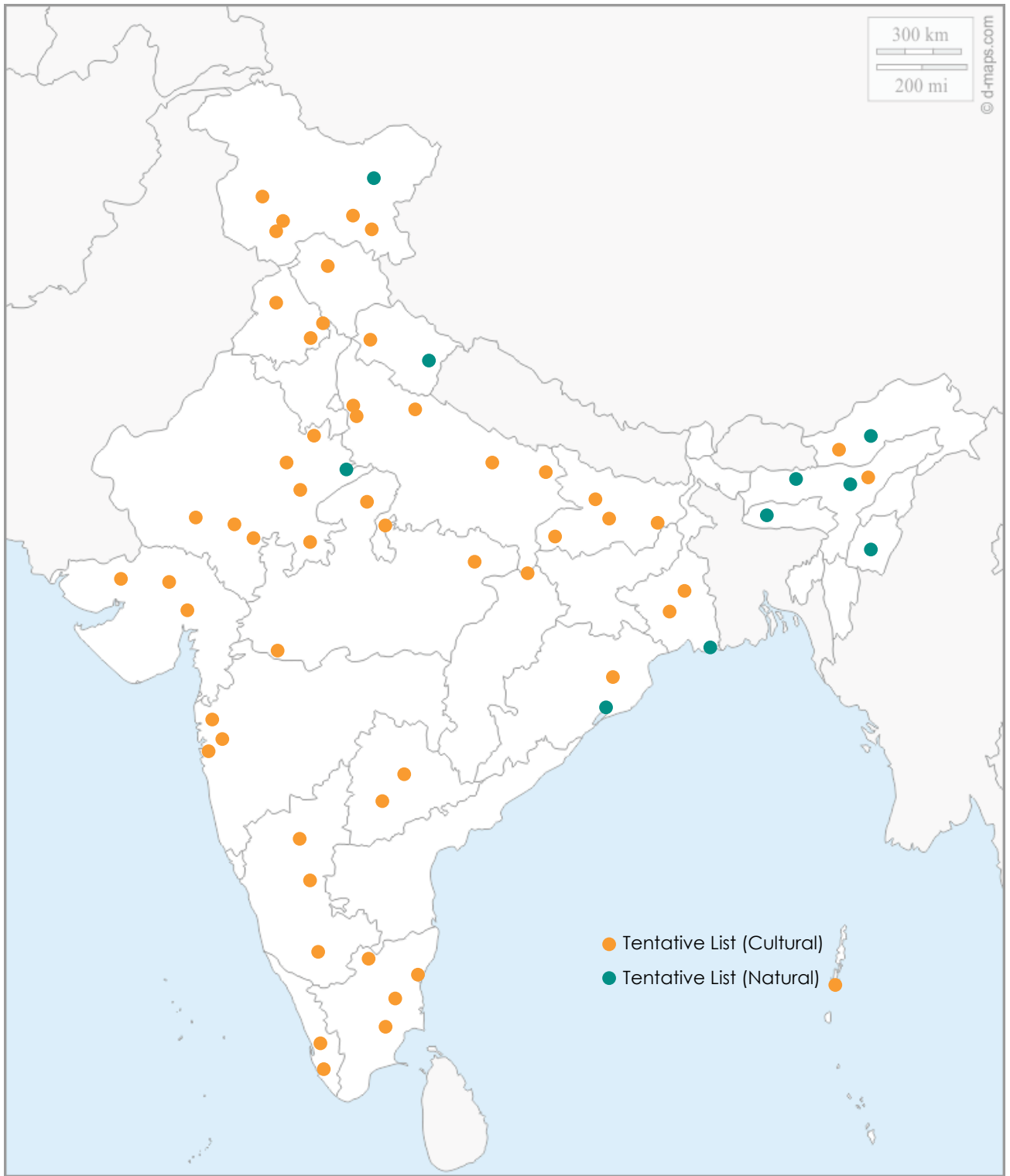
2. Gaps and Recommendations

“ India has 38 Cultural, Natural and Mixed sites on the World Heritage List. Out of 38, 30 are Cultural sites 7 Natural and 1 Mixed site. ”



- | | | |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| 1. Agra Fort, Uttar Pradesh | 16. Hill Forts of Rajasthan | 31. Rock Shelters of Bhimbetka, Madhya Pradesh |
| 2. Ajanta Caves, Maharashtra | 17. Historic City of Ahmadabad, Gujarat | 32. Sun Temple, Konarak, Orissa |
| 3. Archaeological Site of Nalanda Mahavihara at Nalanda, Bihar | 18. Humayun's Tomb, Delhi | 33. Sundarbans National Park, West Bengal |
| 4. Buddhist Monuments at Sanchi, Madhya Pradesh | 19. Jaipur City, Rajasthan | 34. Taj Mahal, Uttar Pradesh |
| 5. Champaner-Pavagadh Archaeological Park, Gujarat | 20. Kaziranga National Park, Assam | 35. The Architectural Work of Le Corbusier, an Outstanding Contribution to the Modern Movement, in Chandigarh |
| 6. Chhatrapati Shivaji Terminus (formerly Victoria Terminus), Maharashtra | 21. Keoladeo National Park, Rajasthan | 36. The Jantar Mantar, Jaipur |
| 7. Churches and Convents of Goa | 22. Khajuraho Group of Monuments, Madhya Pradesh | 37. Victorian Gothic and Art Deco Ensembles of Mumbai |
| 8. Elephanta Caves, Maharashtra | 23. Khangchendzonga National Park, Sikkim | 38. Western Ghats in Kerala, Tamil Nadu, Karnataka, Goa and Maharashtra |
| 9. Ellora Caves, Maharashtra | 24. Mahabodhi Temple Complex at Bodh Gaya, Bihar | |
| 10. Fatehpur Sikri, Uttar Pradesh | 25. Manas Wildlife Sanctuary, Assam | |
| 11. Great Himalayan National Park Conservation Area, Himachal Pradesh | 26. Mountain Railways of Himachal Pradesh, Tamil Nadu and West Bengal | |
| 12. Great Living Chola Temples, Tamil Nadu | 27. Nanda Devi and Valley of Flowers National Parks, Uttarakhand | |
| 13. Group of Monuments at Hampi, Karnataka | 28. Qutb Minar and its Monuments, Delhi | |
| 14. Group of Monuments at Mahabalipuram, Tamil Nadu | 29. Rani-ki-Vav (the Queen's Stepwell) at Patan, Gujarat | |
| 15. Group of Monuments at Pattadakal, Karnataka | 30. Red Fort Complex, Delhi | |

Map of India showing the listed UNESCO World Heritage Sites; Source - UNESCO WHS Manual



- | | |
|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| 1. Temples at Bishnupur, West Bengal (1998) | 16. Monuments and Forts of the Deccan Sultanate (2014) |
| 2. Mattanchery Palace, Ernakulam, Kerala (1998) | 17. Cellular Jail, Andaman Islands (2014) |
| 3. Group of Monuments at Mandu, Madhya Pradesh (1998) | 18. The Glorious Kakatiya Temples and Gateways (2014) |
| 4. Ancient Buddhist Site, Sarnath, Varanasi, Uttar Pradesh (1998) | 19. Iconic Saree Weaving Clusters of India (2014) |
| 5. Sri Harimandir Sahib, Amritsar, Punjab (2004) | 20. Dholavira: A Harappan City (2014) |
| 6. River Island of Majuli in midstream of Brahmaputra River in Assam (2004) | 21. Apatani Cultural Landscape (2014) |
| 7. Namdapha National Park (2006) | 22. Sri Ranganathaswamy Temple, Srirangam (2014) |
| 8. Wild Ass Sanctuary, Little Rann of Kutch (2006) | 23. Monuments of Srirangapatna Island Town (2014) |
| 9. Neora Valley National Park (2009) | 24. Chilika Lake (2014) |
| 10. Desert National Park (2009) | 25. Padmanabhapuram Palace (2014) |
| 11. Silk Road Sites in India (2010) | 26. Sacred Ensembles of the Hoysala (2014) |
| 12. Santiniketan (2010) | 27. Sites of Saytagrah, India's non-violent freedom movement (2014) |
| 13. The Qutb Shahi Monuments of Hyderabad Golconda Fort, Qutb Shahi Tombs, Charminar (2010) | 28. Thembang Fortified Village (2014) |
| 14. Mughal Gardens in Kashmir (2010) | 29. Narcondam Island (2014) |
| 15. Delhi - A Heritage City (2012) | 30. Moidams – the Mound-Burial system of the Ahom Dynasty (2014) |
| | 31. Ekamra Kshetra – The Temple City, Bhubaneswar (2014) |

Map of India showing the sites on the Tentative List

(Next page) Map showing the spread of Chola Dynasty; Source - desanacademy.com/history/chola-dynasty/

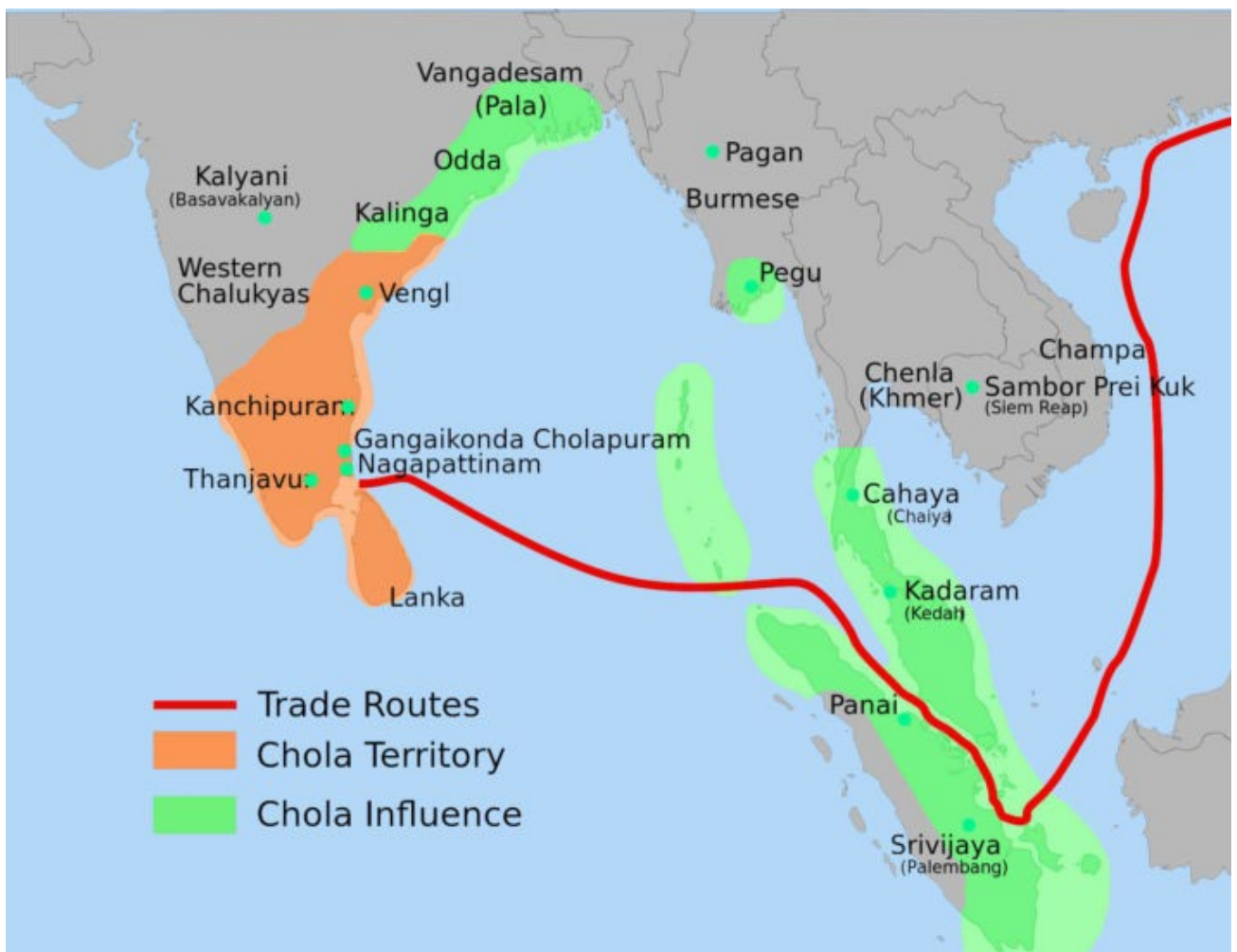
Page 180 Monuments at Hampi World Heritage Site; Source - thegrandindianroute.com

Gaps	Recommendations
1. State of Conservation of existing World Heritage Sites	
<p>The State of Conservation of most World Heritage Sites are not good and Management Plans are pending since years. Not much action is taken on some sites as per the recommendations of the World Heritage Committee post inscription. The 2019 session at the World Heritage Committee at Baku had embarrassing state of conservation reports for 3 World Heritage Sites of India – Darjeeling Heritage Railways, Hampi and Manas Wildlife Sanctuary showing no serious actions by stakeholders as per given time.</p>	<p>ASI and other stakeholders need to focus on the conservation, management, up-keep, visitor facilitation and other amenities for the existing World Heritage Sites. While India is known for getting its sites inscribed, the management of these sites post inscription is always a challenge. Among the existing 38 World Heritage Sites, most of them have issues of conservation, encroachments and visitor facilitation and management. The tourism potential is also untapped for a number of these sites. All these aspects need to be addressed through a rigorous Project Management Unit to enforce preparation and implementation of their site management plans.</p>
2. Nomination Strategy for India	
<p>India has not progressed much on the transnational nominations where it can tap parallel inscriptions by tying up with other countries as in the case of Chandigarh as 'The Architectural Works of Le Corbusier' inscribed in 2016 through France.</p>	<p>Nominations of World Heritage Sites every year needs' to be strategic. A strategy for nominations including national and transnational properties should be proposed for next 5-10 years. Serial and Transnational nominations need to be explored more actively given that now only 1 inscription is possible per year per country and transnational nominations are exempt from this ceiling. So, India can join another country and propose the transnational through them for example inscription of Chandigarh Capitol Complex as part of transnational inscription with France in 2016 was achieved in this manner. More excavated sites of prehistoric, Neolithic and Harappa period need to be undertaken for world heritage nomination. Dholavira and Sarnath nomination dossiers being prepared by ASI in 2019 are encouraging in this direction. But serial nominations for Harappan and Buddhist sites should be considered to target a larger number with a single inscription.</p>
3. Capacity Building for Nomination and Site Management	
<p>India has 42 sites on the Tentative List with a large number of them belonging to different states who seek guidance from ASI on the process of nomination dossiers and management plans for inscribing these sites on the World Heritage List. There is not much knowledge of World Heritage within State</p>	<p>ASI needs to provide regular training programs for nomination processes and management plans for this purpose. The programmes can be organised in collaboration with the UNESCO C2C Centre at WII, Dehradun. A first step for World Heritage within State Departments has been taken</p>

Gaps	Recommendations
<p>Departments and they seek guidance from ASI on this matter since a number of their sites are now on the Tentative List of UNESCO.</p>	<p>with Directors of the State Departments often appointed as the Competent Officers of the NMA and State departments playing an important role in preparation of World Heritage nomination dossiers.</p>

4. UNESCO Category 2 Centres

<p>India's proposal for establishing the UNESCO Cultural Category 2 Centre is pending since several years with ASI.</p>	<p>India's proposal for establishing the UNESCO Cultural Category 2 Centre is pending since several years. With the formation of Indian Institute of Culture as a mother body for all other institutes under the Ministry of Culture and ASI, it is feasible to place a proposal for UNESCO Cultural C2C. The proposed C2C may have a focused theme on Cultural Exchanges that will also provide an impetus to the proposed transnational nomination and Project MAUSAM. The UNESCO World Heritage Centre at Paris has already indicated this theme proposed by India as a very positive step.</p>
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Gaps

Recommendations

5. Project Mausam

India is a civilizational country with close historical links with East Asia, the Indian Ocean Rim and West Asia. The spice trade and spread of Buddhism and Hinduism were at the center of these interrelations. While China has highlighted the "Silk Route", there is a need to focus on researching and propagating these relations through an overarching project like Mausam as intended by India. The status of Project Mausam started in 2014 has not progressed even though UNESCO and other countries are looking at India for some actions on this count.

India needs to move forward with thematic paper for Project MAUSAM to be shared with other countries for defining a clear roadmap for the Project MAUSAM. This should be in tandem with feasible transnational nominations to be taken up with other countries.



3. Key Action Points

Setting up of an independent World Heritage PMU with Ministry of Culture:

A World Heritage Project Management Unit (PMU) involving World Heritage Experts, ASI and other stakeholders needs to be set up to ensure following specific actions for World Heritage in India.

3.1 Strengthen conservation and management of 38 World Heritage Sites

State of Conservation and Site Management status should be reviewed for all 38 World Heritage Sites and action taken on World Heritage Committee decision for each property. PMU with ASI should ensure that other organisations such as the State Governments, Railways and MoEFCC are taking action on recommendations for their World Heritage Sites.

3.2 Strategize World Heritage nominations (National and Transnational) for India

National and Transnational Nominations should be prioritised each year with a 5 year plan. Transnational nominations on Hindu/Buddhist circuits with Asian countries may be targeted as a priority.

Immediate proposals could be – Serial nomination of Ashokan edict sites with South Asian countries, Nepal, Bangladesh, Pakistan and Afghanistan; 'Spread of Buddhism in Southeast Asia through India', 'Chola and Srivijaya Empire's 10th-15th CE with sites linking countries from India to Indonesia along the Indian Ocean. Uttarapath (serial National Nomination) should be taken on priority for nomination after Dholavira is submitted in 2020. Sites of Satyagraha movement is another important pan India nomination on tentative list to be taken up for inscription. Since India has only 1 slot for nomination per year, so focusing specifically serial nomination will allow adding more sites with a single inscription.

3.3 Annual calendar for capacity building workshops and activities with State Government should be developed.

3.4 Project 'Mausam' to be capitalized for transnational nominations.

Cultural exchange on sea voyage proposed between India and China at Mahabalipuram to be initiated under Project Mausam.

3.5 Establish UNESCO Category II Centre for Cultural Exchange in Asia-Pacific.

Once the Indian Institute of Culture is fully functional as an umbrella institution for Archaeology, Museum Studies and others at the Noida Campus of ASI, it can be proposed to be recognized as a UNESCO Category 2 Centre for Cultural Exchange for the entire Asia Pacific region.

This PMU will also strengthen India's candidature to be re-elected in the next elections of the World Heritage Committee due in October- November 2021.

“Project Mausam aims to explore the multi-faceted Indian Ocean ‘world’ – collating archaeological and historical research in order to document the diversity of cultural, commercial and religious interactions in the Indian Ocean.”

11. International Collaborations for India's Heritage



1. Conservation projects in other countries

Action Points

2. Cultural exchange on sea voyage proposed between India and China at Mahabalipuram to be initiated under Project Mausam.

3. Collaboration for Marketing of India's World Heritage Sites



1. Existing Bilateral Cooperation – MoUs with ASI for Conservation works Overseas

As part of MoUs through MEA with various countries, ASI has also excavated sites and restored monuments in many foreign countries and in the process has brought back to life the historical and civilizational links that India cherished and nourished with its neighbours and others beyond the neighbourhood. Some of the outstanding conservation efforts of ASI beyond India's borders are listed below:



Ta Prohm Temple, Cambodia;
Source - Wikipedia

Cambodia

The conservation of the 12th Century Angkor Wat temples between 1986 and 1992 is perhaps the most outstanding project that the ASI has undertaken outside India. More recently, it restored the Ta Prohm temple which is considered the most significant of the temples of the Angkor region.

Lao PDR

ASI has conserved and restored the fifth century Vat or Wat Phou Hindu temple complex in southern Laos. Under Phase I from 2008 to 2017, ASI did commendable restoration work. Phase II of the restoration work from 2018 to 2018 (10 years) has now been approved by the Government of India. ASI team has already started working in Wat Phou.

Myanmar

The ASI has undertaken conservation and restoration of the Ananda temple in Bagan. It has prepared a list of 2,230 monuments and 892 unexcavated ancient mounds in the area. A further MoU for conservation of Bagan Monuments is signed recently.

Inner view of Ta Prohm Temple,
Cambodia



Vat Phou Hindu Temple Complex, Lao PDR; Source - tourasia.pl



Ananda Temple, Bagan, Myanmar; Source - renowntravel.com



Burial Mounds in Hammad, Bahrain; Source - thenational.ae



Sao Miguel Fortress, Angola;
Source - wikipedia



Lumbini Buddhist Site, Nepal;
Source - pri.org

Bahrain

A team of ASI archaeologists excavated burial mounds in Hamad town in Bahrain in 1983. It excavated 70 graves, six Indus seals and a circular steatite seal with Indus script.

Angola

An ASI team restored and reorganised the Museum of the Armed Forces located inside the 17th century fortress of Sao Miguel (picture) in Luanda in 1988-89. The team rearranged exhibits in Pre-history, Portuguese, Comrade Agostinho Neto and Struggle for Independence Galleries.

Nepal

In the early 1960s, ASI teams excavated Buddhist archaeological sites in Sidharthanagar, Kapilvastu, Tilaurakot and Lumbini (in the picture). In 1965, another team carried out an iconographical survey to discover rare images like Shiva as Ekpada-Trimurti, Chandra riding on a chariot of geese, Mahesha-samhara, etc.

Afghanistan

The ASI conserved and restored the sixth century Buddhas of Bamiyan and the 15th century mosque at Balkh of Sufi leader Khwaja Abu Nasr Parsa in the 1960s. The Bamiyan Buddhas





Mosque at Balkh, Afghanistan;
Source - beautifulmosques.com

Buddhist settlement ruins found
on a Maldives island; Source -
wikipedia



Thiruketheeswaram temple in
Mannar, Sri Lanka; Source -
all-ceylon.lk

Maldives

ASI teams have excavated sites in Kuramathi, Todd and Nilandhe atolls which revealed Buddhist traits. Here you see the ruins of a Buddhist settlement found on a Maldivian island.

Sri Lanka

The ASI has recently undertaken restoration of the Thiruketheeswaram temple in Mannar. The ancient temple was demolished by foreign colonisers in the 16th century. It was rebuilt in 1903 but suffered damages during the civil war.

Bhutan

The ASI teams carried out preservation of murals of Do de Drak, Nekhang- Lhakhange and Mithragpe- Lhakhang of Tongsa Dzong in the late 1980s.

Egypt

In the early 1960s, an ASI team visited Nubia to explore, excavate and salvage any ancient artefacts around Afyeh and Tumas. The two sites were falling in the submergence zone of the Sadd-el-Aali (Aswan) dam on the river Nile. The team discovered middle and late stone age tools.



Tongsa Dzong, Bhutan; Source - britannica.com



Ruins at Nubia; Source - britannica.com



My Son group of temples, Vietnam; Source - thetempletrail.com

Vietnam and Indonesia

An ASI team has inspected the My Son group of temples in Vietnam and submitted a project report for conservation measures. A Survey team also visited the famous ancient Hindu temple at Borobudur to document it extensively.

In 2018, MOU between Archaeological Survey of India and PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko concerning World Cultural Heritage of Prambanan Temple and Taj Mahal was signed with intention of Joint promotion and organizing events, exchange of experts, implementation of technical guidance.

2. Gaps and Recommendations

Gaps	Recommendations
<p>ASI's Project Model for overseas restoration works is recognised as a very successful model which needs to be replicated more for greater visibility.</p> <p>It should also be realised that other countries where ASI is working are capitalising their world heritage sites as educational laboratories. Angkor Wat through UNESCO has served as a role model for an educational resource and showcase for conservation techniques from various countries where different temples have been conserved / restored by different countries using their expertise. Similarly, Bagan in Myanmar is now being conserved by various organisations from across the world such as Getty Conservation Institute and ASI while Korean Organisations are involved in LiDAR survey and interpretation of Bagan for Tourism promotion. ASI needs to capitalise its World Heritage Sites in a similar manner</p>	<p>Overseas Project Model for Conservation works needs to be expanded to more countries for greater visibility.</p> <p>ASI needs to involve other foreign organisation on its own World Heritage Sites as part of technical exchange and know-how in the spirit of the World Heritage Convention to which it is a signatory. Such exchanges will not only enhance ASI's capacity but will also ensure greater realisation of the significance of India's cultural heritage to the world.</p>

“ASI has excavated sites and restored monuments in many foreign countries and in the process has brought back to life the historical and civilizational links that India cherished and nourished with its neighbours and others beyond the neighbourhood.”



3. Key Action Points

3.1 Implement more Conservation projects in other countries

MEA has recently taken a significant action on International Conservation Projects by floating an EoI for empanelment of conservation consultants (structural/civil engineers) with minimum age limit of 35 years till post retirement stage. These empanelled consultants will be engaged in overseas conservation projects with MEA in association with ASI teams and deputed for short term, mid-term and long-term conservation works on overseas sites of partner countries.

3.2 Cultural exchange on sea voyage proposed between India and China at Mahabalipuram to be initiated under Project Mausam.


A cultural exchange on sea voyage between India and China has been proposed in the Nov 2019 meeting between PM, India and President, China at Mahabalipuram. MEA and ASI should initiate this activity under Project Mausam.

3.3 Collaboration for Marketing of India's Heritage Sites

International Heritage Circuits should be developed jointly with other countries specially where shared heritage is evident such as the Buddhist circuit and Hinduism circuit with South Asian and South East Asian countries.

12. Skill Development, Community Employment and Institutional Collaborations





1. Skill Development under Hunar se Rozgaar program under MoT and under Skill Development Ministry.

2. Engaging local persons and craftspeople in their home states.

3. Including local community in review of designs and maintenance of monuments.

4. E.g., volunteers for heritage walks, maintenance of historical spaces, creating opportunities for local economy (crafts and other production), etc.



1. Existing Schemes for Skill Development and Community Employment

1.1 MGNREGA

MGNREGA was launched by the Ministry of Rural Development. Conservation, if carried out in keeping with the guidelines of the National Conservation policy, results in over 70% of project costs being utilized for craftspeople wages. In projects such as archaeological excavations and desilting historic step-wells/ tanks/ wells almost 100% of the costs are for unskilled craftspeople. The ASI needs to identify projects that could be carried out in rural areas with MNERGA funds.

ASI initiative in this regard will also encourage State Departments of Archaeology to seek MGNREGA funds across India. In some cases, such works can lead to other significant government objectives such as reviving historic water bodies and collecting rainwater.

1.2 Hunar se Rozgar Tak

The Government of India, Ministry of Tourism (the MoT in short) launched a special training initiative, christened Hunar Se Rozgar Tak (HSRT) in the year 2009-10, for creation of employable skills amongst youth belonging to economically weaker strata of the society. The basic objective was to reduce, through this initiative, the skill gap that affected the hospitality and tourism sector. Another objective was to put in place a dispensation to ensure that the economic benefit of a growing tourism reached the poor. Initially, the initiative covered only two trades, namely Food Production and Food and Beverage services. Trades namely House-keeping and Bakery were added later. In view of its growing acceptability, the HSRT has been extended to cover non hospitality trades too. Presently it covers 6 more trades/training areas namely Housekeeping Utility, Bakery & Patisserie, Driving, Stone Masonry, Golf Caddies and Tourist Facilitation. There is a possibility of involving more trades related to tourism and culture to be added in this scheme.

The State Tourism Development Corporation (STDC) will make conscious effort to facilitate employment of the passouts from this Programme.

1.3 Schemes under the Ministry of Skill Development and Entrepreneurship

The Ministry is responsible for co-ordination of all skill development efforts across the country, removal of disconnect between demand and supply of skilled manpower, building the vocational and technical training framework, skill up-gradation, building of new skills, and innovative thinking not only for existing jobs but also jobs that are to be created.

The several schemes under the National Skill Development Scheme launched on 15.07.2015 on the occasion of World Youth Skills Day are Pradhan Mantri Kaushal Vikas Yojana (PMKVY), SANKALP (Skills Acquisition and Knowledge Awareness for Livelihood Promotion), UDAAN along with Polytechnic Schemes and vocationalization of education at school and higher education level.

2. Institutional Collaborations

The Ministry of HRD is involved with Heritage Conservation and Management works in 2 ways. Firstly, it recognises some of the campuses and buildings of old universities and institutions (more than 100 years old) in the category of Heritage Institutions and provides substantial funding for their conservation. Secondly, a number of institutions under the HRD Ministry provide degrees, diplomas and training programmes in heritage conservation and management at various levels. These two initiatives of the Ministry are briefly described below:

2.1 UGC Heritage Status to Colleges

The University Grants Commission (UGC) has launched a scheme during the XII plan to provide Heritage Grants to universities and colleges which are more than 100 years old and accorded the Special Heritage Status by the UGC.

The guidelines of the scheme of "Granting Special Heritage Status to Universities and Colleges" are detailed on their website. The UGC granted Special Heritage Status to 19 colleges in the country in 2015. A total of Rs.2505.58 lakhs was allocated to these colleges for taking up conservation works of old buildings in their campus. Some of the colleges which have been granted the status include St. Xavier's College, Mumbai; CMS College Kottayam; St Joseph College, Trichy; Khalsa College, Amritsar; St Bede's College, Shimla, Christ Church College in Kanpur, Old Agra College, Agra; Meerut College, Meerut and Langat Singh College in Bihar's Muzaffarpur. Cotton College Guwahati received maximum grants of Rs 4.35 crore for conservation of its heritage building.

The institutions selected for grant under the scheme, would have some freedom / flexibility in the apportionment of grant under the following heads, depending upon the specific institutional nature and requirements; re-appropriation of grants within the overall grant limit could also be made, subject to the concurrence of and accountability to the UGC: -

- Conservation / maintenance of repositories of intellectual heritage resources including library, museum, herbarium, scientific instruments of yester years, gallery / live show of institutional history and heritage, among others.

- Equipment, adoption of newer technology for conservation of rare collections and specimens.
- Building expansion and furnishing for housing the heritage resources.
- Conservation and maintenance, including renovation work (subject to the legal clearance from the statutory bodies), improving scope and avenues of proper utilization of the heritage building without affecting the heritage character and status.
- Offer short-term certificate or diploma program in any of the branches of heritage studies; engaging visiting / part-time faculty, purchase of equipment for teaching -learning specifically required for the above programs could be approved items of expenditure
- Extension work related to sensitization of the community in general and students in particular / of schools and colleges in the region) of the significance and historic / cultural implication of heritage structures in the region; survey of the unidentified heritage sites / structures in the region; survey of the unidentified heritage sites / structures in the interior regions, bring out / document / disseminate the cultural heritage of the different social groups of the region

In Nov 2019, the HRD Ministry has given approval of budget of Rs. 66 plus crores for conservation works at the IAS, Shimla which is the Viceregal Lodge building protected by ASI and managed by CPWD. The works will be carried out by CPWD in close coordination with ASI.

2.2 Heritage Conservation and Heritage Management Education Programmes under UGC

Several institutions across India grant heritage education at various levels. Several technical institutions have also created special centres and laboratories for scientific research related to heritage conservation. The leading institutions in Archaeology and Built Heritage Conservation include:

1. Deccan College, Pune - Archaeology
2. MSU, Baroda – Archaeology and Museum Studies
3. School of Planning and Architecture, New Delhi – Architectural Conservation
4. School of Planning and Architecture, Bhopal – Architectural Conservation
5. CEPT, Ahmedabad - Architectural Conservation
6. Centre for Heritage Management, Ahmedabad University – Heritage Management
7. IIT Madras – National Centre for Safety of Heritage Structures.

Conservation of heritage structures is a multi-disciplinary effort, wherein traditional knowledge on building materials, techniques

and specifications are brought to the realm of current practitioners of conservation engineering, with intent of merging them with modern tools and practices. Internationally, it is established practice that structural safety cannot be compromised in any conservation effort. Formal systems that recognise conservation of heritage structures as a multidisciplinary engineering effort, with structural safety as a critical determinant, do not exist in India. With one of the largest stocks of heritage structures in the world, lack of adequate quality and quantity of manpower is a serious bottleneck in India in addressing the task of understanding and protecting heritage structures from natural hazards, ageing and weathering effects. Hence, capacity building in structural safety-centric conservation engineering is a major challenge for India, with an urgent need to identify the existing diffused expertise in relevant sub-areas within conservation and forming a consortium for a holistic approach to the national grand challenge of protecting heritage structures. This centre is the first of its kind initiative of HRD Ministry

8. Birbal Sahni Institute of Palaeobotany
9. AnSI, D/o Biotech and Domain experts for DNA Analysis
10. Banaras Hindu University
11. Srishti Institute – UNESCO Chair, Bangalore
12. IIT Gandhinagar – GIS and Digital

Besides the above institutions, specialised ones such as Institute of Archaeology, ASI, NMI and CCRT under MoC , UNESCO C2C at WII, Dehradun, INTACH Heritage Academy and Conservation Lab, NRLC, Lucknow; AIIS, Gurugram and French Institute of Pondicherry are important resource institutions for heritage training of various kinds. On an international front, there are wider opportunities for collaborating with institutes on research and testing requirements as per conservation and excavation practices. UGC has been very liberal in recognising archaeology related courses. They should do an audit on the quality of infrastructure and courses run.

UGC should standardise the syllabus for both Bachelor and Master's degrees in Archaeology. It is estimated that over 40 Universities are giving a Master's degree which should be audited for quality.

3. Gaps and Recommendations

Gaps	Recommendations
Multidisciplinary Approach	
<p>Despite the presence of some of the best conservation and heritage management institutions in India; a multidisciplinary approach to practicing heritage conservation is lacking due to lack in coordination between practitioners and academics. Often the various kinds of laboratories available in institutions are not utilised for the required testing in heritage conservation due to lack of vision or lack of time. A concerted approach to research and scientific analysis is essential to be incorporated in any future conservation works by organisations practicing conservation.</p>	<p>MoUs between Central and State level heritage organisations with various institutes specialising in different disciplines associated with heritage conservation and management need to be developed, Specialised training programs at various levels for entry level, mid level and senior level practitioners need to be organised. Draft MoUs to be prepared. MoUs with IITs to be revived with some budgetary provision.</p>
Capacity Building	
<p>Institute of Archaeology does not have the mandate and the manpower for an enhanced institutional status. It is short of staff and needs to incorporate more training programs. ASI needs to expand its system of flexible MoUs with state governments for enhancing visitor amenities to promote tourism. Moreover, the lack of capacities is something that plagues not only ASI but the entire heritage management sector.</p>	<p>ASI should consider introducing a central sector scheme for capacity-building in the states which would include personnel from state archaeology departments and museums as well as from NGOs, etc. Such personnel can be trained through designated institutions like School of Architecture, IITs, etc. On an average cost per training program of 3-4 days for 25-30 participants will cost around 10 Lakhs including expert resources, venue, food, travel and accommodation. So, considering an average of 2 training programs per month, an approximate budget of Rs. 2.5 Crores may be allocated annually to ASI for its training programs through the Institute of Archaeology.</p> <p>It is essential for every technical officer in the ASI rank and file to undertake at least a week-long training programme once every two years. With the Institute of archaeology now established as an independent building, this would indeed be eventually possible. Training tie-ups can also be established with academic institutes such as the IIT's, National Museum and at the Schools of Architecture providing conservation courses. Mid-career training is made mandatory and required funds for the same made available for these trainings, it can be expected for renowned international institutes such as Getty, ICCROM, etc., to establish tailor-made courses for the ASI in diverse fields.</p>

Gaps	Recommendations
	<p>Training component should be available at various levels; at the induction stage, mid-level career training programs made available to all cadre and all staff levels including multitasking staff.</p> <p>Nearly half the Conservation Assistants are estimated to be from a non-engineering background. Similarly, those from archaeology are mostly from non-archaeology backgrounds. ASI needs to immediately give them a six-month training as well as take a relook at the qualifications in the longer term. Degrees like the Masters Course in Heritage Conservation and Management of the UNESCO C2C at Wildlife Institute of India, Dehradun need to be acknowledged.</p> <p>The current intake of students in the Archaeology Institute is 15. This number needs to be expanded in a phased manner.</p> <p>An annual calendar for heritage conservation training programs be planned by INTACH, UNESCO C2C and ASI for PWD Officials/ Local rural and urban bodies.</p>

(Next Page) A view of High Court from the Oval Maidan, Victorian Gothic and Art Deco Ensembles of Mumbai; Source - UNESCO

4. Key Action Points

4.1 Creation of an Indian Institute of Culture (IIC)

As suggested by MoC to be the premier National Institution for education, training and skilling manpower in Archaeology, Conservation, Museology, Archives and related fields. A detailed Concept Note is drafted by the Ministry of Culture to define the range of disciplines and courses to be covered through this institute (Refer MoC Concept Note for IIC in Annexure). An institute of excellence at the national level that is multi-disciplinary, research-based and practice-led will serve the most essential needs in the culture sector by promoting education, facilitating research, creating leadership, developing technical guidance and supporting skill development in the country.

It is proposed that while this Institute will be centred at the Pandit Deendayal Upadhyaya Institute of Archeology, Greater Noida, other mini centres across the country can also be envisaged in this model. The proposed Indian Institute of Culture should be a deemed university, wherein there should be a flexibility to hire experts from other countries

4.2 Institutional Collaborations

As per gaps recognised in Documentation, Archaeology, Conservation, Management etc for ASI in the first section of this report; following collaborations are proposed with specialised institutions for strengthening the technical knowledge of ASI as an organisation:

S.No.	Institute for Collaboration	Area of Collaboration
1.	IIT Madras, NCHS	Training for conservation cadre and MTS on structural safety, mid-level staff for specialised training programs, engagement of NCHS for structural analysis of ASI monuments. Collaborative research programs to be established
2.	National Institute of Oceanography, Goa	Underwater Archaeology Training Programs and Project Mausam
3.	Deccan College, Pune	Excavations
4.	MSU, Baroda and CSMVS Mumbai	Conservation Training Programs, Museum workshops and best practice, Material conservation lab
5.	AIS, Gurugram	Documentation Training programs for ASI/Support in documentation and listing
6.	WII, UNESCO C2C	Specialised Training Programs for Cultural Landscape, World Heritage nominations and Site Management Plans, Periodic Reporting workshops for WHS. Project Mausam-natural components and climate change issues
7.	Birbal Sahni Institute of Palaeobotany and AnSI	Scientific research and testing for excavations with reference to palaeobotany, Biotech and Domain experts for DNA Analysis



S.No.	Institute for Collaboration	Area of Collaboration
8.	Department of Conservation, SPA New Delhi/Bhopal/ CEPT ICOMOS India	Heritage Impact Assessment Reports, Conservation Management Plans
9.	Department of Landscape Architecture, SPA and others	Landscaping and Horticulture
10.	Hydrology Department in Institutions	Water
11.	IIT Gandhinagar	GIS Mapping and other techniques of digital documentation

International Collaborations may also be explored with various institutes for specialised studies. Some of these already identified ones are:

1.	The Cultural Heritage Agency of the Netherlands (RCE)	Underwater Archaeology Training programs for ASI through NIO, Goa. The agency has expressed a keen interest including funding the program through their ongoing shared heritage program in India
2.	Getty Conservation Institute, LA, USA	Museum Training Programs/ Specialised Material Conservation Training Programs for Adobe
3.	ICCROM, Rome	Specialised Material Conservation training programs for Stone, Lime, other materials Specialised Risk Management Training Programs
4.	ICOMOS with IGNCA	Thematic Studies of various categories – Rock Art, Historic Cities, Cultural Landscapes, Stepwells and Waterbodies etc.

3. Propose the Institute of Archaeology with its enhanced framework and deemed to be a University to function as UNESCO Category II Centre on “Shared Heritage for Asia-Pacific region” (e.g., UNESCO C2C, WII Model at Dehradun) with the Institute of Archaeology. Enhancement of the status of the existing Institute of Archaeology with establishment of more technical courses catering to the South Asian and SE Asian professionals. Development of state-of-the-art scientific laboratories applicable to archaeology and conservation with Research and Development facilities.

4. Skill Development under Hunar se Rozgaar program under MoT and under Skill Development Ministry.

As also mentioned in the Concept Note, the Institute of Culture will serve as an important resource for Skill Development programs and will help in generating more employment for archaeologists, conservators and museum experts in the Public Sector. It may also be converged with similar programs such as the cultural mapping of artists by the Ministry of Culture, Hunar se Rozgar program under the Ministry of Tourism and other specialized ones under Skills Development Ministry. Attempts should be made to engage local persons and craftspeople in their home states and, also to support MNREGA Schemes for such employment.

13. Vision, Branding and Marketing Model

NOMENCLATURE FOR ASI

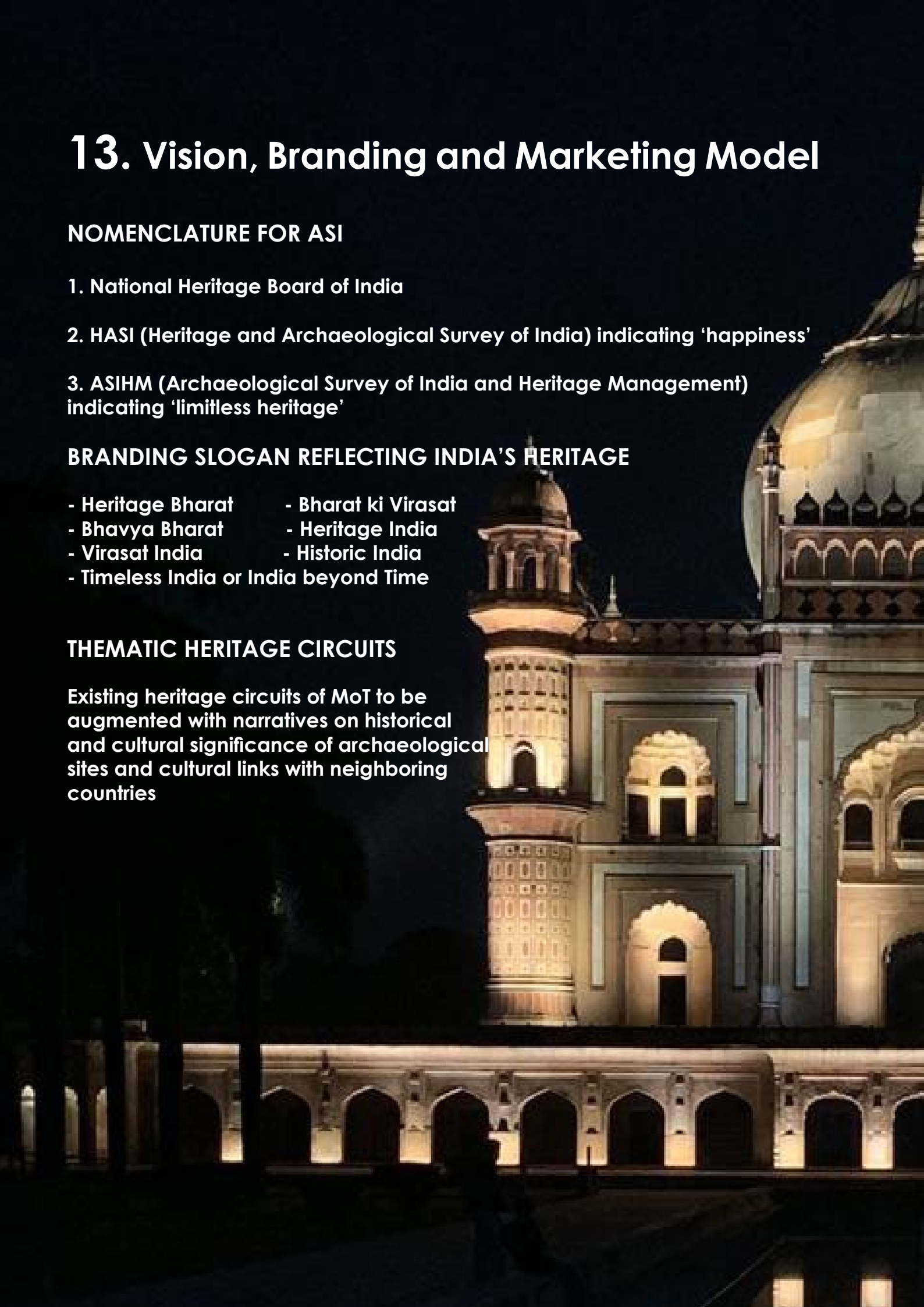
1. National Heritage Board of India
2. HASI (Heritage and Archaeological Survey of India) indicating 'happiness'
3. ASIHM (Archaeological Survey of India and Heritage Management) indicating 'limitless heritage'

BRANDING SLOGAN REFLECTING INDIA'S HERITAGE

- Heritage Bharat
- Bhavya Bharat
- Virasat India
- Timeless India or India beyond Time
- Bharat ki Virasat
- Heritage India
- Historic India

THEMATIC HERITAGE CIRCUITS

Existing heritage circuits of MoT to be augmented with narratives on historical and cultural significance of archaeological sites and cultural links with neighboring countries







1. Framing a Vision for India's Heritage

India's cultural heritage and, in particular, its archaeological and built heritage is unparalleled in the world.

India has one of the largest geo-political expanses and one of the greatest volume and diversity in heritage. This vast and diverse built heritage of India and its archaeological remains are recognised globally as a significant part of its unique cultural identity. Even beyond India, a number of countries across the world, house some of the best specimens of our country's heritage in their museums often narrating the glory of Indian culture along with the tales of colonial legacy; while others in south east have extraordinary monuments standing as testimony of the spread of Indian culture.

Historically, India was a melting pot of several civilisations and cultural exchanges which has resulted in its vast repository of heritage of settlements, sites and monuments with a wide range of art and architecture dating from various stages in its history. This "Heritage of Fusion and Assimilation" of ideas and beliefs (Samavesh) allows India to remain secular and be the bedrock of cultural diversity while sharing connections with different regions such as Africa, Arab, Asia and other regions across the world.

India has an unsurmountable heritage whose potential remains untapped until now – simply because it exists in myriad forms, shapes and experiences across various states and, no **Single Overarching Vision for Heritage of India** has guided its protection/preservation/promotion till date. Unlike other western nations, India's Cultural Heritage shows Continuity since centuries where age old traditions continue to be practiced. 'Living Heritage' and this dynamism needs to be recognized and addressed appropriately while providing a management framework for India's Heritage.

This heritage does not just constitute the important markers of India's past but also presents a unique opportunity for generating employment and incomes through heritage tourism and local development.

The impact of protecting, conserving, interpreting and showcasing this rich repository of India's built heritage needs to be recognised at multiple levels:

- a. To guide sustainable development of its historic cities and sites at local level linking directly with reuse and socio-economic benefits to the community while addressing the UN Sustainable Development Goals at the same time
- b. As a tool to Nation Building, and branding of its unique cultural identity with iconic sites and magnificent monuments in each

region of India including its 38 World Heritage Sites that narrate its rich, complex and layered history.

c. As part of a Universal Shared Heritage to build global relations in future by connecting with stories and routes of cultural exchange through history and, learning from international practices.

Hence, the Vision for India's immovable Heritage can be stated as

“Value, protect, conserve, interpret and foster India’s unique and diverse Archaeological and Built Heritage as;

- a channel for continuing cross cultural linkages at the international level

- a means for nation building and testimony to India’s cultural identity at the national level and,

- a development tool for socio-economic upliftment at the local level and sustainability for future generations,

with an all-encompassing, inclusive, multisectoral and multidisciplinary approach involving the entire gamut of heritage stakeholders from the myriad custodians and range of heritage experts to the visitors as well as citizens of India.”

2. Strategy

The strategy to implement this Vision brings together a tapestry of other relevant heritage initiatives, provide an overarching space for engagement and action for all stakeholders. It aims to integrate essential national heritage policy principles into the future strategy of the various heritage custodians in public and private sector. It also outlines a platform for funding and priorities to be identified and resourced through a set of recommendations and phased action plan.

The implementation of the Vision and its objectives needs to be multisectoral in nature to be implemented via various ministries', State Department and Private Trusts in conjunction with the nodal body i.e. the 'Archaeological Survey of India'.

The implementation strategy broadly covers following key points:

1. Restructuring of ASI
2. Creating a National Database
3. Connecting with People
4. Defining Byelaws for Prohibited and Regulated Areas around Monuments
5. Support to State Government and other organisations such as Temple Trust, Waqf Boards and others
- 6 Heritage as a tool for development and employment generation and,
7. Capacity Building for Heritage Management at all levels in partnership with national and international institutions

A complete overview of the India's heritage as summarised in this report provides a fair idea of the existing gaps at various levels. These gaps and subsequent recommendations with an action plan are presented under the following sections:

A. VISION AND BRANDING

(including change in administrative structure and role of ASI)

B. ARCHAEOLOGY AND CONSERVATION

(including documentation)

C. TOURISM, CSR AND OUTREACH

(including community involvement, adaptive reuse, visitor facilities and amenities)

D. HERITAGE AND DEVELOPMENT

(including prohibited/protected areas and NMA Byelaws)

E. INTERNATIONAL VISIBILITY (UNESCO/BILATERAL)

(creating international benchmarks)

F. INSTITUTIONAL (CAPACITY BUILDING)

(technical support for state archaeology)

Our heritage is central to our national identity and underpins our culture, economy and society. At the national level, we must have an effective policy and regulatory framework for heri

tage. Our management and protection of heritage sits within a broad framework outlined by national organisations like the ASI. Since the Archaeological Survey of India was established, the aims, purposes have changed significantly but the administrative structure has remained unchanged. Today, the focus is not on archaeological excavations as it was a century ago but instead on protecting sites from encroachments, effective visitor management, conservation of grand monuments, making a case for World Heritage sites, coordination with other arms of government such as municipalities, tourism authorities, state governments, utility companies, pursuing thousands of cases of litigation, amongst others. Hence, sections A, B, and C primarily focus on the implementation of a singular heritage vision by branding of India's heritage, restructuring of ASI, targeting a national database and monitoring heritage management at various levels in coordination with different ministries and departments.

Our heritage belongs to every person who lives within and around it every day. At a national and local level we must work better together to protect, manage and promote it. This cannot be done without the help and support of city level and rural organisations such as the ULBs, the local authority, NGOs, businesses and experts who inform and advise on their various areas of expertise. will help form stronger and better heritage partnerships at all levels to ensure our heritage is valued, protected and enjoyed. Sections C, D and F specifically focus on these local issues and partnerships at various levels for better heritage management.

It is also important to ensure a flexible, modern approach to caring for, managing and celebrating our heritage informed by best practice internationally. Sections E and F specifically cover this aspect of Heritage Management in India

3. Branding

3.1. Nomenclature

Considering the extended framework and mandate of ASI, it is feasible that the nomenclature should reflect more than 'Archaeological Survey of India' in its name. While several possibilities such as 'National Heritage Board' and other similar ones may be considered, we need to understand that ASI (Archaeological Survey of India) does have a very strong presence and recognition in the Indian subcontinent and among other countries in the world as well as UNESCO being the premier heritage organisation of India since more than 150 years now. Hence, while a new name may be feasible, it is also prudent to retain its original identity as ASI to some extent.

A number of new names have been presented in the Action Plan in the next section but the most preferred one may be considered as ASIHM (Archaeological Survey of India and Heritage

Management) with the acronym 'ASIHM' or 'Aseem' in Hindi indicating 'limitless' or 'boundless', an adjective suitably applicable for India's insurmountable heritage.

3.2. Tagline for Branding

The branding tagline for India's heritage needs to sync with the Tourism tagline of 'Incredible India' which has already made a strong presence. So it should be a tagline that may be used independently or in conjunction with the Tourism Tagline too. Few of the suggested ones are:

- Heritage Bharat
- Heritage Hind
- Hindustani Heritage
- Atulya Bharat
- Bhavya Bharat
- Heritage India
- Inheritance India
- Virasat India
- Historic India
- Timeless India or India beyond Time
- Vatan-e-Virasat
- Bharat ki Virasat
- Living Legacy of Incredible India

These may also be checked in conjunction with 'Incredible India' to finalise on the most relevant one.

3.3. Thematic Heritage Circuits

Since India has such an insurmountable heritage, it is sometimes difficult for the visitor to discern among the options available. Good Marketing and branding of specialised circuits under interesting themes and historic storylines provide better opportunities for the visibility and visitation of heritage sites. Ministry of Tourism at the central level and State Tourism Departments have taken initiative in terms of branding of circuits and destinations at pan India level and state level.

15 thematic circuits and 13 pilgrimage sites/destinations each have been identified by Ministry of Tourism (MOT) under the new Plan Scheme Swadesh Darshan and National Mission on Pilgrim-

Scheme	Circuits
Swadesh Darshan	North-East India Circuit, Buddhist Circuit, Himalayan Circuit, Coastal Circuit, Krishna Circuit, Desert Circuit, Tribal Circuit, Eco Circuit, Wildlife Circuit, Rural Circuit, Spiritual Circuit, Ramayana Circuit, Tirthankar Circuit, Sufi Circuit and Heritage Circuit
PRASHAD	Ajmer, Amritsar, Amaravati, Dwarka, Gaya, Kamakhya, Kanchipuram, Kedarnath, Mathura, Patna, Puri, Varanasi and Velankanni.

age Rejuvenation and Spiritual Augmentation Drive (PRASHAD) respectively.

The circuits are being developed under these schemes for tourism infrastructure development but majority of these sites also have archaeologically and historically significant elements which the ASI can take up for research and conservation.

However, this initiative is targeted largely for the general tourists and visitors and does not cover the expanse of heritage variations that exist in India. So, organisations like ASI need to consider packaging the iconic centrally protected sites in specialised circuits that link thematically in specific historic-cultural groups attracting not only the general tourist but also specialised academic tours, international visitors who selectively visit connected world heritage sites, historic architectural tours. While at one level, these heritage circuits would increase visitation but their target should be at a more content-based and deeper level to connect and narrate the stories of India's heritage and also serve as a connector to research and conserve these sites through international collaboration.

Some of these examples at international can be seen such as the Silk Route, Spice Route which not only serve well for tourism promotion but are subjects of intense research and continued nominations with UNESCO, ICOMOS and other research universities across the world. Project Mausam in India hinted at such an initiative but needs to be further defined by India for countries to collaborate. Some of the proposed heritage circuits for India may be considered as below:

1. 38 World Heritage Sites of India – how they narrate the story of India through various historical periods and a range of heritage typologies (from caves, temples, forts, stepwells to urban ensembles, cities, railways and modern heritage)
2. Coastal Routes to be defined under Project Mausam linking with neighbouring countries. (See the recent case of Angkor Vat, Cambodia connecting with Bagan, Myanmar increasing tourism/ research/cultural exchange potential for both sites or the Silk Route, Spice Route etc)
3. Ancient Roads/ Routes of India - Uttarapath and Dakshinpath/ On the footsteps of Ashoka
4. Sindhu Saraswati / Harrapan sites of India
5. Iconic living temples of India – linking stories of the Agamashastras and Stapathis in the south to the Sompuras in the north.
6. Fortifications of India especially since India has more than 1000 forts of different kinds showcasing its Military Landscape from the mountains to the desert, forest and coastal regions. (an excellent

international example for such a circuit is the European Network of Forts – Forte Cultura (<http://www.forte-cultura-project.eu/>)

7. Satyagraha Sites of India (already on tentative list). This can be steered by the Ministry of Culture under the Gandhi Sites Mission in association with ASI. Some of the sites such as Ag Khan Palace, Pune has already been undertaken as a model site for conservation by ASI.

Each thematic circuit could be researched further and developed specifically by ASI in a manner that it also links with research activities, conservation works and knowledge exchange activities besides adding to the visitor footfall and tourism. Heritage sites should be linked with tangible and intangible benefits.

3.4. Promotion and Marketing

The heritage of India needs to be propagated and disseminated, for which social media is the most suitable medium. The Ministry of Culture/ ASI need to launch a 'Heritage India' brand and engage an agency for Digital Medium Planning and Buying which would drive organic and inorganic traffic with Search Engine Optimisations and App Store Optimisations. The role of the Agency would include strategic planning for brand promotion and co-branding with other brands like 'Incredible India, specific channel plans, production and creative services restricted to Hindi and English initially, media planning and buying and post buy reporting and media optimisation and collaborating with 'influencers' and noted bloggers.. The objectives are to increase awareness and engagement on digital channels including You Tube and FM radio channels, increase Facebook, Twitter, Instagram followers, enhance website visitors and ensure that app (iOS and android) installs increase. Such targets should be quantified and service level agreements framed in the contract. Simultaneously agencies can be hired for merchandise branding.



14. Action Plan for Heritage Management in India





A complete overview of the India's heritage as summarised in this report provides a fair idea of the existing gaps at various levels. Based on the gap analysis and subsequent recommendations as per this report, the Key Action Points for each section are summarised as below:

1. National Database and Documentation

1.1 National Archaeological Database to be made. National GIS Database for monuments and sites to be authenticated and validated with ISRO.

National GIS Database for monuments and sites to be initiated with ISRO which may support a GIS team wing to be established in ASI. By utilising the collaborative effort initiated by ISRO and the Ministry of Culture, it is possible to collate all GIS and Non-GIS archaeological database into a Single National Archaeological Database. This can be a significant achievement as part of the Digital India programme, at par with other geospatial databases used by Central and State governmental agencies. It is important that this database should be consulted before authorizing any construction near archaeological sites, ensuring that past errors resulting in irreparable loss to heritage and escalating costs can be mitigated. This national archive should be made publicly accessible under the Digital India programme, where it can assist decision makers (development authorities, state departments, etc.) and help citizens plan for future economic growth while preserving the fragile remnants of our past.

1.2 NMMA to be reactivated with budget and staffing to complete its previous listing of built heritage and antiquities.

Policy for notification/denotification to be finalised immediately to arrive as a final list of centrally protected monuments by ASI

Workshops need to be organised with national institutes and organisations such as the American Institute in Gurgaon, the French Institute in Pondicherry and INTACH to synergize with other protected and unprotected heritage repositories. Further listing of monuments needs to be undertaken at National level to complete the Mission work.

For antiquities database, 3D photography of objects in all collections and of murals and images is also necessary, which would facilitate the expansion of virtual museums. The JATAN software should be utilized for documenting all the objects in the possession of ASI and other museum.

1.3 Extend ongoing initiative for Archives Data to be accessible digitally and Archives to be stored as per conservation norms

ASI needs to focus on digitisation of its photographic collection, its estampage collection in Mysore, and on the records in the old Circles which have yet to be transferred to the new Circles, and of its property registers. ASI should take up the collective Photo

(Back Page) View of Taj Mahal, Agra; Source - Wikimedia Commons

Akbar's Throne and central pillar, Fatehpur Sikri; Source - Wikimedia Commons

Documentation project proposed by CSMVS, Mumbai and British Museum, UK as a pilot project to achieve an international role model for photo documentation.

2. Use of Technologies for National Heritage

2.1 New technology like Photogrammetry & 3D Laser scanning should be used for documentation, surveys, excavation and conservation works.

LIDAR (Light Detection and Ranging) and Drone Surveys to be used to document monuments and sites. Each national monument should be 3D Laser scanned within the next 3 years and some of this documentation should be available in the public domain.

2.2 ASI and State Archaeology Departments across India should consider an inhouse setup or a tie up with an associate department, IT Companies for complete digitisation and documentation of their monuments and sites on a similar model as Rajdharaa in Rajasthan.

2.3 Collaboration with Foreign Universities for introduction of latest techniques in exploration and excavations should be undertaken. ASI should collaborate with National and International organisations for training of staff in use of advanced documentation, survey and monitoring techniques to be used for monuments and archaeological sites. **(Refer section 12 for specific institutional collaborations for ASI).**

2.4 Technology is needed for e-governance and one-window for permissions and clearances as well.

2.5 Advanced Technology for Promotion and Marketing of sites needs to be actively used to cater to all visitor kinds – school children, families, researchers and other segments of society.

3. Conservation of National Heritage

3.1 National Policy on Conservation needs to be implemented vigorously

ASI should practice its conservation policy clause wise before approval of any conservation project to be carried out on site by any Circle SA. The format for approval of conservation works within ASI needs to be revised including a checklist box for clause wise adherence to National Policy at the time of approval of estimates. It needs to be ensured that there is a conservation plan prepared for the site which adhered to all sections of the Policy – including a value based, scientific and holistic approach

to conservation as outlined in section 4,5 and 6 of the policy. Articles on documentation 4.01, 4.04, 4.07, 4.21, 5.07 and 7.05 of National Policy on Conservation to be put into practice by ASI and all State Archaeology departments.

ASI also needs to compile and make a Manual of Orders, Policies and SoPs for annual verification of properties, objects and manuscripts on encroachments on violation of provisions of the National Monuments Authority Act, the licensing provisions for excavation and report writing, on estate management as well as its other myriad activities like MoUs with State Governments and relating to "living" monuments.

3.2 Conservation Plan be prepared for the site before undertaking any conservation works

An overall conservation masterplan should be made for the whole project and should be approved by a committee of leading professionals before execution. Some sites should be identified where architectural members/ remains can be assembled (e.g. Sannati, Tadapatri) and restored on the pattern of Angkor Vat restorations done by ASI.

A manual for conservation based on the integration of National Policy and John Marshall's Manual needs to be urgently prepared for use of all Circles. Similarly, ASI needs to create its own schedule of rates and also revise the Works Code. A system of separation of technical and financial powers as per CPWD norms was introduced in 2016. ASI should have a system of periodically reassessing the delegation of financial powers. It should be mandatory for a Note to be generated following each site inspection by an officer at any monument. To simplify matters and ensure a timely note is recorded, a 'Site Inspection register' available online could be maintained at all monuments to be filled in by visiting officers or independent experts.

3.3 Provision for Work Audit needs to be incorporated

The format for approval of conservation works should be framed including a checklist box for clause wise adherence to National Policy for all Annual Conservation Works submitted by all Circles of ASI. All completed works of circles should have provision of work audit based on this framework.

3.4 Region-wise empanelment of crafts persons

Engagement of Craftspeople as per Section 6 in National Policy needs to be implemented by empanelling craftspeople region wise by each ASI Circle.

3.5 National Level awards to be given to ASI Circles, State Governments and other heritage custodians

ASI Head Office should allocate National Level awards to be given to ASI Circles, State Governments and other heritage custodians to recognise good conservation works.

4. Excavation and Exploration of Archaeological Sites

4.1 Draft of Excavation and Exploration Policy to be finalized and adopted after public discussion within 6 months period. Implementation of the policy should be taken up as per clauses for excavation, prioritisation and publication.

4.2 ASI Vision Plan to be made for exploration and excavation.

The vision plan will help to prioritize sites to be taken up for excavation based on their zoning and categorization.

4.3 Development of laboratories for post-excavation analysis.

Use of scientific methodologies and development of laboratories for post-excavation analysis. Collaboration to be established with concerned laboratories within 6 months.

4.4 Archaeology as a separate Cadre

Adequate budget allocation and recognition of Archaeology as a Cadre and de-licensing of exploration works (Refer Chapter 8, Upgradation of ASI, Page no. 150)

4.5 Publication of Excavation Reports within 6 months period

Submission of all pending reports on excavation and exploration within 6 months. These should be published within the stipulated deadline mentioned in the draft Excavation and Exploration Policy of ASI.

4.6 Re-exposing and putting the excavated sites in public domain

Sites excavated by ASI and other associated institutions across India should be protected and conserved adequately with coverings to allow public access and visitors. The sites should be showcased with proper interpretation and visitor facilities.

5. Developing Site Museums

5.1 Budget 2020-21 proposed five archaeological sites to be developed as iconic sites with on-site Museums. These should be completed in next 3 years. The proposed museums are Rakhigarhi (HR), Hastinapur (UP) Shivsagar (Assam), Dholavira (GJ) and Adichanallur (TN). Clear Action Plan to be finalized for all.

5.2 ASI should finalize world class projects for 2 site museums Hampi and Sarnath within next 3 months. Some work on these museums has already been initiated. Residential quarters should be built for staff of site museums that are located in remote areas.

A model site museum should also be set up at Ahichchhatra archaeological site in UP

5.3 The guidelines for Museums adopted by ASI in 2013 (as part of MoU with the Getty Conservation Institute) should be practiced in all 6 identified spheres of Museum Development for any site museum of ASI:

1. Research and Dissemination
2. Preservation and Conservation
3. Interpretation and Presentation
4. Education and Outreach
5. Visitor Services and Amenities
6. Administration and Management

5.4 An inter-disciplinary team of specialists, archaeologists, curators, exhibition designers need to be engaged.

For each site museum a scientific and specialist assessment should be carried out. This should be aimed at listing immediate, short term (one year), medium term (2-5 years) and long term (5-10 years) actions to bring available knowledge, technology and equipment to each of the Site museums.

5.5 Financially sustainable and revenue generation models to be adopted for Museum Operations and Maintenance.

There should be focus on adaptive reuse and community use of museum structures with more involvement of community and sustainable components such as cafes, crafts souvenir shops and exhibition spaces for revenue generation.

6. Heritage Tourism, Revenue generation and Marketing

6.1 Adopt Revenue Generation Model through PPP Schemes

Push for revenue growth will require investments towards improving services, facilities and attractions that will generate visitor interest and eventually footfall. These investments can be funded through a public-private partnership that will allow the government to ensure that heritage conservation remains primary focal area and that commercial interest does not interfere with that objective. This is true for both currently ticketed as well as other sites. PPP Mode can be adopted to attract funding from various Public and Private Sector Enterprises. Collaboration with state governments for undertaking development works – to be undertaken jointly by ASI and State Governments while core conservation activities are to be undertaken by ASI only (e.g., Raigad Model). Ministry of Tourism to directly give funds to ASI for development of amenities around a monument rather than giving it to various state tourism departments

Economic sustainability is a key challenge in conservation and development of heritage sites for tourist/visitor interest, state funding can get it going, but it is critical that a self sustaining economic cycle kicks in, this is especially true for the major protected

monuments, and these have potential to generate revenue that can help conserve, protect and develop the others.

6.2 Professional and focused marketing effort with Information Technology

A professional and focused marketing effort (with a strong digital component) is required to generate visitor interest; this must factor in the sheer number of monuments, hence a need for a clear strategy that will promote the ASI assets effectively. This strategy must also be integrated with state level tourism plans for impact on the ground.

Even though ASI has adopted online ticketing, wifi facility on sites, online permissions and e-governance, but the website of the Archaeological Survey of India is not updated and needs a more rigorous check for weekly updates. Most of the circle websites are non-functional because the annual maintenance funds have not been disbursed to the IT professionals handling the website.

6.3 Each ASI site to be treated as separate profit centres

Efforts are made to generate revenue through the monument. In addition to entry fee revenue is also generated through granting permissions for film shooting, culture events, sale of publications, grass auction, fruit auction, sale of photographs, etc. There is a proposal to bring more centrally protected monuments under the category of ticketed monument. A decision has been taken to open souvenir shops at selected monuments. In this direction an MoU has been signed with Handicrafts and Exports Corporation (Ministry of Textiles). Initially shops will be opened at Qutub Minar and Sarnath.

Food and Beverage revenues are largely not leveraged to the extent possible, sites with already heavy footfall lose a massive opportunity here, These F&B services can be provided to cater to the wide range of socio-cultural;-economic diversity that we represent, this component has immense potential. Lease/Rental/ Revenue Sharing models are used globally in this respect that can be mirrored.

ASI should consider starting with a few sites to try different models to serve as profit centres, there is no one glove fit all option here, an open mind set is required. Key monument clusters should have revenue targets with appropriate accountability within ASI.

6.4 ASI revenues to be ploughed back to the site

Currently, ASI has no surplus revenue and depends on the annual budget allocation. Provision should be made for special authorities for the primary ticketed monuments so that fee from each monument can be directly utilized for the upkeep of the monument,

Mechanism for retaining money earned out of entrance tickets

and other sources for the purpose of conserving and maintaining monuments to be evolved in consultation with relevant ministries.

6.5 National Culture Fund – To be made autonomous

The cumbersome procedures and reporting chain in NCF need to be re-looked at in particular in order to amend the structure and make it more conducive and efficient. The CEO should be the Member Secretary of the Executive Committee with a board of luminaries of the business world should be appointed to the Board of the Fund.

6.6 Processing of the pending MoUs under Adopt a Heritage to be accelerated

The success of this initiative would be possible if ASI is more liberal and open to adopting tourist friendly practices, without impacting their core responsibility of preservation of the monuments. A positive relationship between ASI and Tourism needs to be put in place. Delays in required permissions and clearances is presently hampering the implementation of the project at several sites.

A high-level Committee with representatives from the Ministries of Tourism and Culture, ASI and concerned State Government / UT Administration may be set up for resolving issues and expediting approvals, for moving ahead with the Adopt a Heritage project.

6.7 Crowdfunding/ community funding/ CSR

From 'crowd funding' to 'community funding' new funding models are thriving, ASI can consider opening up to local communities to make them stakeholders, community participation can provide solutions both in terms of visitor interest as well as financial support, but this will need a huge shift in how ASI functions as on date. This can also assist in managing the encroachment issue more effectively.

It is also important to include local community in review of designs and maintenance of monuments. E.g., volunteers for heritage walks, maintenance of historical spaces, creating opportunities for local economy (crafts and other production), etc.

The ASI should prepare or commission project proposals that could be attractive for corporates to fund. Implementation for conservation works could be undertaken by the ASI or a third party. Restoration of the Humayun's Tomb Finial was possible with funding from Titan Company; conservation of Rahim Khan-i-Khanan's Tomb. with funding from Indigo and conservation of Sabz Burj with funding from Havells. These examples need to be replicated on a national scale

6.8 Tourism Experience to cater to all segments of Society:

All heritage sites should develop special programmes for engaging School students' visits with a round the year calendar for children's workshops, activities and events. Special Heritage walks

to enhance visitor experience with proper interpretation and storytelling on site or specialised interpretation centre needs to be implemented. Souvenir shops with innovative local crafts products need to be established.

The signages need to be pleasing and legible. All ASI Blue Boards should be redesigned them with details about the site. Orientation and sensitizing of guides, car drivers and Police officials around the sites/ monuments needs to be taken up. All Heritage Sites have to be made disaster resilient. App based guide details should be made available in public domain

A Domestic Tourists Marketing Strategy needs to be developed and implemented for capitalising each heritage site to its optimum interlinking both tangible and intangible benefits, events, programs, performances besides the built heritage experience of the site.

7. Upgradation of the Archaeological Survey of India

7.1 Horticulture and Landscape

ASI needs to draft an approach paper on landscaping and water hydrology and recreation of traditional water systems. This may be an extension to the National Conservation Policy that does mention some points related to landscape. Until this approach paper gets framed, clause 4.18 for new landscaping and 4.19 for retaining historic landscape may be followed in practice. Historic water systems in forts and settlements and, traditional stepwells are an important heritage typology that needs to be addressed separately by ASI through engagement of hydrology experts.

Conservation Plan needs to ensure that landscape, horticulture, water and hydrology features are incorporated before approval of estimates for any conservation works.

7.2 Revive Underwater Archaeology

Pilot Project to be undertaken with other countries along with specialised training with NIO and other international agencies like The Netherlands Ministry of Culture is supporting a number of South Asian and South East Asian countries in underwater archaeology training programs.

7.3 Induction of best of talents within the organisation with flexibility in engaging professionals, Pay-packet at par with the market (instead of government fixed rates) and flexi-pool system to attract talent for conservation, designing and creating site museums, world class facilities, nomination dossiers, etc.

ASI also has many consultants on its rolls. However, it can be rec-

ommended that in case posts are not being filled up through the UPSC route, then consultants can be hired for one to two years contracts at appropriate rates to bring in the requisite multi-disciplinary and professional expertise. Moreover, there should be more focus on collaboration with agencies from all over the world in different fields such as DNA laboratory, geology, IT related agencies, site development, etc. It means that there is need for development of multidisciplinary approach in ASI.

7.4 Creation of ICC Model (Cambodia Model)

ASI and MEA model which was operational for Cambodia and other overseas projects including the following may be made operational:

- Dedicated Cell for Special Projects – e.g., Ladakh, Fatehpur Sikri, Hampi, Champaner-Pavagadh, etc.
- Creation of Special Ad-Hoc group of experts for monitoring projects
- Hiring of multi-disciplinary experts for each project and provision for hiring experts
- Bi-annual field visits and Technical sessions for effective monitoring

7.5 Restructuring of ASI

The Action Plan for restructuring proposed by ASI includes:

The restructuring proposal submitted by ASI to MoC involves creation / abolition of posts so as to reorganise different cadres to the extent possible in a pyramidal manner, consistent with the requirements of posts on a functional basis, restricting lateral entry at group B non-gazetted level and the entry level of Group A. In between, the departmental officers would move upward on promotion basis only. Presently, due to direct recruitment at multiple levels, ASI is unable to fill up vacancies with persons having requisite qualifications and experience. This is the underlying principle of the proposal to be followed.

Division-wise additional posts to be included as approved by MoC: (Refer Annexure for detailed note on Restructuring of ASI)

Archaeology cadre

It is proposed to reduce the strength at Assistant Archaeologist level and to increase the number of posts at the Assistant Superintending Archaeologist level (Group B Gazetted). This is justified on the ground that at the field level, the archaeologists have to interact with higher officials of the State Government, manage Museums, World Heritage Sites and important ticketed monuments and needs to be conferred with powers to expend money. Therefore, more number of officers are required at the Gazetted level.

Conservation cadre:

The pay scale of engineers in CPWD starts with the entry level

of Level-6 (Junior Engineer) in CPWD. The minimum requirement for JE is Diploma in Civil Engineering. In ASI, the entry level starts at Level-2, followed by Level-4, then Level-6. From Level-6 onwards it is on the same pattern as in CPWD, because in ASI persons with ITI qualifications are also engaged for work in the monuments. In the restructuring proposal, it has been proposed to abolish the posts of Level-2 (Junior Conservation Assistant) and to make the entry level at Level-4 (Conservation Assistant). However, substantial increase at Level-6 (equivalent to JE of CPWD) has been proposed.

Further, the overall strength of conservation staff is proposed to be increased to the extent that a minimum of 4 staff (1 Sr.CA + 3 CA) are available per sub-circle (as against the existing ratio of 2.5 conservation staff per sub-circle) to cater to an average of 20 monuments with proportionate increase at the supervisory level.

Branches:

Strengthening Epigraphy Branch

Rationalisation of posts in this Branch has been recommended to facilitate smooth upward mobility of the personnel joining at the entry grade. More experts in Sanskrit/Dravidian, Persian/Arabic need to be sourced from universities and training programs for ASI epigraphy branch need to be organised with them.

The Horticulture Division

It is proposed to raise the number of Divisions to at least 06, corresponding to the proposed number of ASI Regional Offices. Accordingly, proportionate increase in the staff strength has also been proposed. To ensure effective supervision of the gardens at the field level with persons having requisite professional qualifications, it is also proposed to increase the strength of Horticulture Assistant Gr.II at Level 4 and to altogether abolish the present entry level posts of Foreman (Hort.). The educational qualification prescribed for the post of Foreman (Horticulture) in Level 2 is BSc. (Agri.) and as per the guidelines, the said qualification is sufficient for entry at the level of Horticulture Assistant Gr.II at Level 4.

Administration Division

Moderate increase in the number of staff strength has been proposed in Administration Division keeping in view the increase in the number of field offices. The posts of Store Keeper and Assistant Store Keeper are proposed to be abolished as these functions can be performed by UDC / LDC with adequate training.

There are a number of senior level posts in ASI without sanctioned posts of stenographers at the appropriate level to assist them. Hence, increase in the strength of stenographers at various levels has also been proposed.

Creation of new PAOs for ASI

ASI is presently handling a budget of Rs.1000 crores, whereas, there are just 02 PAOs, at Delhi and Hyderabad, to cater to scrutiny and passing of bills, maintenance of GPF accounts of around 5600 personnel and settlement of pension which is in the range of one case per working day. Therefore, it is proposed to open 04 more PAOs to correspond with the 06 Regional Directorates of ASI with a staff component of 01 PAO, 02 AAOs, 06 Accountants per PAO raising the staff strength from the existing 35 to 54. These posts will be got encadred with organized Accounting cadres to ensure availability of experienced officers to handle budget & accounts and to exercise effective financial control over expenditure.

Auxiliary support services (Survey, Drawing, Photography, Art, Modeling Divisions)

The PAC in its Report dated December, 2018 has recommended that 'more emphasis should be given to recruitment of technical experts rather than auxiliary manpower'. Most of the technical support services provided by the personnel in these Divisions are presently available on outsourcing basis and the Department may hire such services as and when needed. Therefore, it is proposed to abolish 73 out of 110 vacancies lying vacant in these 05 Divisions.

Miscellaneous & Driver cadres

There are a number of miscellaneous isolated posts in ASI for rendering various support services. As it is possible to outsource such services, it is proposed to abolish such posts which are lying vacant as well as those which would fall vacant in the coming few years. Similarly, the vacant posts of Drivers are also proposed to be abolished as the vehicles can be driven by MTS with valid driving license or can be outsourced. Accordingly, 10 posts of Drivers and 21 miscellaneous posts which are presently lying vacant are proposed for abolition. In future, as part of phased abolition, 121 of such posts will be abolished as and when they fall vacant.

7.6 UGC Scales

Archaeology:

The Archaeological Cadre is currently the backbone of ASI. Archaeologists conduct archaeological explorations, excavations, village surveys, as well as surveys of archaeological monuments and sites, temples and buildings. They study the materials recovered in situ, in their collections and also antiquities in the Museums under their control which include sculptures, coins, rare objects, textiles, skeletal materials etc. They write Reports on their work and publish research papers, besides giving lecturers, training researchers and PG students in exploration, excavation and archaeology. Many supervise doctoral theses, are expert examiners and even write dossiers for the World Heritage Committee for listing as World Heritage Sites. The conservation and preservation

of monuments is monitored and supervised by Superintending Archaeologists, who bring their knowledge of ancient architectural canons, geology and environment. The archaeologists of ASI have post-independence made the major discoveries relating to the Harappan civilisation in Gujarat, Rajasthan, Haryana and UP. Unfortunately, however, ASI's ability to attract good talent is hampered by the fact that UGC scales have not been extended to ASI. This has also led to attrition of talent from ASI to Universities. The work of archaeologists in ASI is by its very nature both research and applied research oriented, and includes teaching and training. Uniform pay scales would also facilitate easy interchange of academics by deputation between Universities and ASI.

Epigraphy:

The disciplines of archaeology and epigraphy are intertwined. Each reinforces the other in identifying ancient sites, analysing antiquities, and interpreting archaeological finds. The survey of monuments and inscriptions as well as the decipherment of inscriptions and scripts by the Epigraphy cadre requires a knowledge and the application of Indian history and philology, mythology and literature. This is a scholastic task, and the research done is published. This once vibrant cadre, now near defunct, needs to be resuscitated in the interests of retrieving India's past. The entry level in this branch is Assistant Epigraphist and the essential academic qualification is post-graduation. Director Epigraphy, level 12, is a promotion post for Supdt Epigraphist, failing which it is to be filled by deputation. However, there are no candidates for either promotion or deputation. Similarly, the posts of Jt DG in Epigraphy, which are to be filled by deputation (from Universities) are vacant. These unfilled posts need to be revived and the entry level post of Assistant Epigraphist be equated with UGC scales of Assistant Professor (Pay level 10) and so on and the two posts at the apex level of the cadre at Jt DG level can be equated with Professor (HAG) Pay level 15. Such enhancement of pay scales could draw the requisite talent which is now attracted to Universities and even deputationists from Universities. Provisions should be made in their service rules to give some weightage to teaching, training, research and extracurricular activities besides academic qualifications at the time of giving a higher grade pay. The UGC regulations should be studied and modified to ASI requirements. The expansion of the archaeological cadre need not be premised on the attrition of epigraphy. Under no circumstances should the posts be surrendered merely because they are not filled up.

The estampage collection of the Epigraphy branch of ASI should be totally digitised and categorised and uploaded onto museumsfindia.gov.in for the benefit of researchers and encouraging multivocality. There has to be a special focus on the decipherment of the Harappan script and a study of the links, if any, to the Brahmi script.

Pay scale:

The following pay structure is proposed for the existing designations in the Archaeological Survey of India, keeping in view of the role of functions performed at the various levels, responsibilities, etc., in consonance with the UGC pay structure:

S. No.	Designation	Pay Level	Equivalent or comparable in University	Pay Level	Proposed pay structure
1.	Director General*	15/16	Vice Chancellor	16	Rs. 2,10,000 + Rs. 11,500 p.m. special allowance
2.	Addl. Director General	14	Pro Vice Chancellor	14/15	Rs. 1,82,000 + Rs. 5,000 p.m. special allowance
3.	Joint Director General	13	Professor (HAG)	15	Rs. 1,82,200 - 2,24,000 + Rs. 5,000 p.m. special allowance
4.	Director	12	Professor	14	Rs. 1,44,000 - 2,24,100
5.	Superintending Archaeologist/ Epigraphist	11	Associate Professor	13A	Rs. 1,31,000 - 2,16,000
6.	Deputy Superintending Archaeologist/ Epigraphist	10	Assistant Professor	12	Rs. 79,800 - 2,09,200
7.	Assistant Superintending Archaeologist/ Epigraphist	7	Assistant Professor	11	Rs. 68,900 - 2,08,700
8.	Assistant Archaeologist/ Epigraphist	6	Assistant Professor	10	Rs. 57,700 - 1,77,500

* The Director General, ASI, thus can also function as Vice Chancellor of the Institute of Archaeology functioning under the Archaeological Survey of India.

The proposed pay structure in comparison / equivalent with the UGC pay structure will also enable the ASI officers to select teaching roles in the Institute of Archaeology (Refer Ch 12, Page no. 205-206 for information on establishment of Institute of Culture) functioning under the Archaeological Survey of India as well as attract better talent and rejuvenate the academic and research activities of the organisation. However, for it to be successful it would also require approval of the Restructuring of ASI so that the requisite number of posts are available. The present full cadre strength in both the divisions is 379 against which the proposed combined strength submitted to MoC is 457.

At present there is only a transfer policy for the archaeology cadre. There should be a transfer policy for all cadres under which all officers should serve a prescribed part of their career in the North East and Jammu, Kashmir and Ladakh.

Provisions should be made in the service rules to give some weightage to teaching, training, published research and extracurricular activities by suitably adapting a modified version of UGC regulations.

The current annual expenditure of ASI on salaries and emoluments is an estimated Rs. 360 crores. The additional expenditure for ASI's restructuring proposal which was submitted to Ministry of Finance is Rs 43 crores. In addition, the cost of giving UGC scales to both archaeology and epigraphy cadres is Rs. 21.22 crores, thus making it a total cost of Rs 64.22 crores per annum.

8. Urban Heritage – MoHUA and ASI

8.1 NMA to activate (100 + 200m) boundaries with MoHUA and town planners

NMA has been mandated to grant NOC for construction activities in the regulated area of ASI monuments. It is integrating an online application system (NOAPS) with various states and local bodies. So far, successfully 717 urban local bodies of 9 States are integrated while ULBs of 6 more states are in progress. This action needs to be expedited and links with all ULBs should be established for ease of business in approval of works around ASI sites and monuments.

MoHUA to issue and advisory to all States and UTs for CTPs and Rural Town Planning officials to provide site plans for ASI sites in their area and review framing of bye laws in collaboration with NMA and ASI. Chief Town and Country Planners should be involved in framing bye-laws that are to be prepared by NMA for all Heritage sites.

ASI to prepare an action plan for making all site plans for 3691 monuments and sites within 6 months.

ASI to immediately send a letter of request for support in preparing site plans and framing of byelaws to the City Town and Country Planning Offices through MoHUA.

8.2 Heritage Impact Assessment needs to be conducted for infrastructure projects in all cities where such projects are undertaken in the vicinity of Central/State protected/ locally protected monuments, sites or historic city cores.

8.3 Smart cities heritage projects to follow HRIDAY toolkit model
HRIDAY Scheme by MOHUA for 12 Heritage cities had incorporated a Heritage Toolkit for landscaping, street furniture, lighting, signage and other such elements in the city to blend with the historic character of the city. These toolkits should be adopted or customized as per heritage of each city under the Smart cities' heritage works.

8.4 ASI to compile and publicise a state wise list of encroachments.

At least 2-3 sites across India should be taken up on pilot basis and encroachments should be removed to serve as model cases for the rest. Currently, the Act only penalises ASI officials. The same should be extended to other stakeholders and encroachers.

9. World Heritage (UNESCO)

Setting up of an independent World Heritage PMU with Ministry of Culture: A World Heritage Project Management Unit (PMU) involving World Heritage Experts, ASI and other stakeholders needs to be set up to ensure following specific actions for World Heritage in India.

9.1 Strengthen conservation and management of 38 World Heritage Sites

State of Conservation and Site Management status should be reviewed for all 38 World Heritage Sites and action taken on World Heritage Committee decision for each property. PMU with ASI should ensure that other organisations such as the State Governments, Railways and MoEFCC are taking action on recommendations for their World Heritage Sites.

9.2 Strategize World Heritage nominations (National and Transnational) for India

National and Transnational Nominations should be prioritised each year with a 5 year plan. Transnational nominations on Hindu/Buddhist circuits with Asian countries may be targeted as a priority.

Immediate proposals could be – Serial nomination of Ashokan edict sites with South Asian countries, Nepal, Bangladesh, Pakistan and Afghanistan; 'Spread of Buddhism in Southeast Asia through India', 'Chola and Srivijaya Empire's 10th-15th CE with sites linking countries from India to Indonesia along the Indian Ocean. Uttarapath (serial National Nomination) should be taken on priority for nomination after Dholavira is submitted in 2020. Sites of Satyagraha movement is another important pan India nomination on tentative list to be taken up for inscription. Since India has only 1 slot for nomination per year, so focusing specifically serial nomination will allow adding more sites with a single inscription.

9.3 Annual calendar for capacity building workshops and activities with State Government should be developed.

9.4 Project 'Mausam' to be capitalized for transnational nominations.

Cultural exchange on sea voyage proposed between India and China at Mahabalipuram to be initiated under Project Mausam.

9.5 Establish UNESCO Category II Centre for Cultural Exchange in Asia-Pacific.

Once the Indian Institute of Culture is fully functional as an umbrella institution for Archaeology, Museum Studies and others at the Noida Campus of ASI, it can be proposed to be recognized as a UNESCO Category 2 Centre for Cultural Exchange for the entire Asia Pacific region.

This PMU will also strengthen India's candidature to be re-elected in the next elections of the World Heritage Committee due in October- November 2021.

10. International Collaborations for India's Heritage

10.1 Implement more Conservation projects in other countries

MEA has recently taken a significant action on International Conservation Projects by floating an EoI for empanelment of conservation consultants (structural/civil engineers) with minimum age limit of 35 years till post retirement stage. These empanelled consultants will be engaged in overseas conservation projects with MEA in association with ASI teams and deputed for short term, mid-term and long-term conservation works on overseas sites of partner countries.

10.2 Cultural exchange on sea voyage proposed between India and China at Mahabalipuram to be initiated under Project Mausam.

A cultural exchange on sea voyage between India and China has been proposed in the Nov 2019 meeting between PM, India and President, China at Mahabalipuram. MEA and ASI should initiate this activity under Project Mausam.

10.3 Collaboration for Marketing of India's Heritage Sites

International Heritage Circuits should be developed jointly with other countries specially where shared heritage is evident such as the Buddhist circuit and Hinduism circuit with South Asian and South East Asian countries.

11. Skill Development, Community Employment and Institutional Collaborations

11.1 Creation of an Indian Institute of Culture (IIC)

As suggested by MoC to be the premier National Institution for education, training and skilling manpower in Archaeology, Conservation, Museology, Archives and related fields. A detailed Concept Note is drafted by the Ministry of Culture to define the range of disciplines and courses to be covered through this institute (Refer MoC Concept Note for IIC in Annexure). An institute of excellence at the national level that is multi-disciplinary, research-based and practice-led will serve the most essential needs in the culture sector by promoting education, facilitating research, creating leadership, developing technical guidance

and supporting skill development in the country.

It is proposed that while this Institute will be centred at the Pandit Deendayal Upadhyaya Institute of Archeology, Greater Noida, other mini centres across the country can also be envisaged in this model. The proposed Indian Institute of Culture should be a deemed university, wherein there should be a flexibility to hire experts from other countries

11.2 Institutional Collaborations

As per gaps recognised in Documentation, Archaeology, Conservation, Management etc for ASI in the first section of this report; following collaborations are proposed with specialised institutions for strengthening the technical knowledge of ASI as an organisation:

S.No.	Institute for Collaboration	Area of Collaboration
1.	IIT Madras, NCHS	Training for conservation cadre and MTS on structural safety, mid-level staff for specialised training programs, engagement of NCHS for structural analysis of ASI monuments. Collaborative research programs to be established
2.	National Institute of Oceanography, Goa	Underwater Archaeology Training Programs and Project Mausam
3.	Deccan College, Pune	Excavations
4.	MSU, Baroda and CSMVS Mumbai	Conservation Training Programs, Museum workshops and best practice, Material conservation lab
5.	AIS, Gurugram	Documentation Training programs for ASI/Support in documentation and listing
6.	WII, UNESCO C2C	Specialised Training Programs for Cultural Landscape, World Heritage nominations and Site Management Plans, Periodic Reporting workshops for WHS. Project Mausam- natural components and climate change issues
7.	Birbal Sahni Institute of Palaeobotany and AnSI	Scientific research and testing for excavations with reference to palaeobotany, Biotech and Domain experts for DNA Analysis
8.	Department of Conservation, SPA New Delhi/Bhopal/ CEPT ICOMOS India	Heritage Impact Assessment Reports, Conservation Management Plans
9.	Department of Landscape Architecture, SPA and others	Landscaping and Horticulture
10.	Hydrology Department in Institutions	Water
11.	IIT Gandhinagar	GIS Mapping and other techniques of digital documentation

International Collaborations may also be explored with various institutes for specialised studies. Some of these already identified ones are:

1.	The Cultural Heritage Agency of the Netherlands (RCE)	Underwater Archaeology Training programs for ASI through NIO, Goa. The agency has expressed a keen interest including funding the program through their ongoing shared heritage program in India
2.	Getty Conservation Institute, LA, USA	Museum Training Programs/ Specialised Material Conservation Training Programs for Adobe
3.	ICCROM, Rome	Specialised Material Conservation training programs for Stone, Lime, other materials Specialised Risk Management Training Programs
4.	ICOMOS with IGNCA	Thematic Studies of various categories – Rock Art, Historic Cities, Cultural Landscapes, Stepwells and Waterbodies etc.

11.3 Propose the Institute of Archaeology with its enhanced framework and deemed to be a University to function as UNESCO Category II Centre on “Shared Heritage for Asia-Pacific region” (e.g., UNESCO C2C, WII Model at Dehradun) with the Institute of Archaeology. Enhancement of the status of the existing Institute of Archaeology with establishment of more technical courses catering to the South Asian and SE Asian professionals. Development of state-of-the-art scientific laboratories applicable to archaeology and conservation with Research and Development facilities.

11.4 Skill Development under Hunar se Rozgaar program under MoT and under Skill Development Ministry.

As also mentioned in the Concept Note, the Institute of Culture will serve as an important resource for Skill Development programs and will help in generating more employment for archaeologists, conservators and museum experts in the Public Sector. It may also be converged with similar programs such as the cultural mapping of artists by the Ministry of Culture, Hunar se Rozgar program under the Ministry of Tourism and other specialized ones under Skills Development Ministry. Attempts should be made to engage local persons and craftspeople in their home states and, also to support MNREGA Schemes for such employment.

12. Vision, Branding and Marketing Model - Refer Chapter 13



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List of Annexures

Volume 2 has the following annexures:

1. PMO Order
2. ASI National Policy for Conservation
3. ASI Draft Policy for Excavation
4. ASI Guidelines for Museum
5. Minutes of Working Group Meetings
6. Minutes of Workshop with ASI
7. Feedback from Working Group members
8. INTACH Document
9. Note from MoHUA
10. Note from MoC on Restructuring of ASI and Institute of Culture
11. Learning from International Best Practices
12. Adaptive Reuse and Historic Interiors

