

PASARGADAE
MANAGEMENT PLAN

National Iranian Cultural Heritage Organization

Parse-Pasargadae Research Foundation

2002, version 1.1

Mausoleum of Cyrus the Great, building scaffoldings



Introduction

The present management plan has been compiled on the basis of analyzing the current situation in order to prepare a better programming pattern and future for Pasargadae. The plan discusses the methods of raising the authorities' and local settlers' insight and knowledge with respect to the area's invaluable significance. It also provides a background for a long-term improvement pattern on the basis of the present monuments of the Morghab plain (Pasargadae area) from the cultural heritage view point.

Owing to the nature of the issue, the plan no doubt will need continuous revisions and interpretations in appropriate times and conditions. The present paper shows the situation as it stands now. It was compiled with the energetic aid of young interested researchers, and from this point of view, it has revealed itself as a valuable experience.

Undoubtedly the future revisions will complete the present report and help to prepare a brilliant future for Pasargadae.

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Pasargadae Management Team

Main corp.:

- M-H. Talebian: Head of Parse-Pasargadae Research Foundation and Pasargadae Team.
- M. Bazljoo: Historical monument conservation expert.
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Members:

- B. Bahrami: Expert on Architecture.
- Dr. A. Shapur-Shahbazi: Consultant.
- M. Kazemi: Head of Historical Site
- Kh. Bahari: historian (Achaemenid period)
- M. Rezai-Monfared: Head of the Marvdasht Site.
- A. Mahmoud-Zadeh: Head of Parse-Pasargadae Research Department
- A. Ahmadi: Head of Pasargadae Site's Technical Office.
- B. Kial: Restoration expert.
- M. Rekhshani: Restoration expert.
- G. Zaei: Secretary
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Collaborators:

- O. Ud-Bashi: photographer, A. Emadi: computer, R. Ataii: periodical reports, M. Rahimi, M. Homayun and A. Molla-Hosseini: technicians of the Pasargadae technical office, A. Khosravani: former mayor of Pasargadae, E. Bujalo, Dr. A. Hatami and Gh. Rajabi: members of the Islamic Council of Madar-e Soleyman village, D. Siavoshi: supplier and A. Soltani: service.

CHAPTER 1

1.1 Main goals of the management plan

1.1.1 Some generalities

UNESCO's description of outstanding architectural monuments and historical sites as human beings treasuries creates a deep insight in one's mind thereby forcing him / her to be sensitive to the issue of invaluable cultural monuments protection as a necessity. On the other hand, since a firm grasp of a monument and awareness of its moral value, becomes possible only after perceiving the connection with its creating culture and historical as well as natural milieu, thus the issue of conservation should guaranty the physical duration of the archaeological site and the monuments therein, strengthen the visual features of the available landscape, extend and improve the biological conditions, and finally raise the local population's insight and knowledge about the cultural value of the site through introducing it as a cultural landscape.

Our management plan is in concordance with the above viewpoint and is compiled with the aim of introducing Pasargadae to be registered in the UNESCO's WH list.

1.1.2 The main aims of the management plan

- To clarify the appropriate strategy so as to improve the current management of the site, its monuments and landscape in order to preserve and strengthen their unique outstanding universal value.
- To Clarify the priorities of the program in order to provide the cornerstones of the comprehensive plan to be compiled in the near future; to provide facilities in order to increase the number of site's visitors, and finally, to actualise the area's agricultural potentialities by means of improving its current management.
- To increase the awareness of the existing divers institutions on the economical and cultural benefits of the presence of a WHS in the area for the region and the country, and to increase such benefits without disturbing the area's old structures through close collaboration with local organizations.
- To raise peoples' interest and insight of the site by presenting them its cultural, educational and economical values on archaeological, historical, landscaping and natural levels.
- To facilitate and promote continuous scientific researches in such areas as the history and archaeology of the site, the way in which its present landscape has been formed, the methods of conservation of its monuments and, finally, to study the applicability of our existing or in preparation management plans with other regional and national development existing plans or in preparation by other organizations.

1.2. Status

1.2.1. The legal description of Pasargadae

Pasargadae was inscribed in the National Heritage List of Iran on September the 15th, 1931.

By the Law of Conservation of National Monuments, approved in November the 3rd 1930, all the monuments registered in the National Heritage List are under the State's protection and supervision.

In addition, a number of other protection laws, such as the Law of Foundation of National Council of City constructing and Architecture, Law of City constructing and Architecture, Law of City Properties approved in September the 12th, 1982, Law of Purchase of properties, buildings and archaeological monuments as well as some chapters of the Law of City Halls force the State or private administrations to respect registered monuments in the National Heritage List. Part of these laws also applies in addition to general or local plans for the extension and management of village areas. These sections of laws apply to Pasargadae as there are villages within its Landscape buffer Zone (see map 2 in the main report and the paragraph 1. 2. 2). These laws also imply collaborations between diverse Stat or private administrations with the ICHO.

Some preventive laws have also been approved to guaranty the physical maintenance of National Monuments of Iran and preserve their cultural-historical values. Among these laws one may mention a parliamentary bill prohibiting illegal excavations, paragraphs of the Law of Islamic Punishments or the chapter 127 of the Annex to the General Punishment Law in Iran.

One of our present priorities is to inform all concerned organizations on local, provincial and national levels about the implications of the Management Plan of Pasargadae whether they concern its short, middle or long-term future. We insist when informing them on the advantages of the plan particularly for the cultural and economical prosperity of the region.

1.2.2. The Madar-e Soleyman and other villages

The main inhabited area in Pasargadae region is the village of Madar-e Soleyman (village of Solomon's Mother), but in the neighbourhood of the Pasargadae site and Madar-e Soleyman there are four other villages situated within the landscape buffer zone: Mobarakabad, Abolvardi Deh-e Now and Kordshul (see map, fig 2 in the main plan). They lack a comprehensive development plans. Though this has slowed down the implementation of development projects in general, in our case it has produced an opportunity to work on a suitable management plan for Pasargadae within its landscape buffer zone and in connection with this villages. The whole area in general (even behind the buffer zone) is considered and common cultural, social and economical goals are discussed in local, regional and provincial councils. Discussions go as far as considering the necessity, or the lack of necessity, of revising the present administrative limits of the area and the region within the Fars Province in which Pasargadae is situated.

1.3. Necessity of the management plan's compilation

1.3.1. The monuments of Pasargadae have suffered in the past and have been more or less damaged. The damages were mostly caused by natural factors, but human interventions and destructions have been important too. Direct human destructions take place no more, but an end must be put to indirect causes (such as pollution if any), natural causes or improper controlled expansion of the inhabited areas (villages for instance, see above, 1.2.2).

1.3.2. Three of outstanding monuments of Iran were registered in the WHL long ago: Persepolis, Chogha-Zanbil and Naqsh-e Jahān Square together with its architectural complexes in Isfahan, but their number being too small relative to the great number of highly important sites in Iran, ICHO felt that the List needed to be completed. In that respect, a fourth site – Takht-e Soleyman – was submitted last year and the present dossier on Pasargadae is a new step in that direction.

1.3.3. As the WH Committee very rightly insists on the necessity of having a management plan for each site, the present report was prepared as supplement to the main dossier submitted separately in 4 copies. This presentation is based on a selection of documents on ongoing works and studies carried out at Pasargadae.

1.4. Structure of the management plan

Given that a management plan can only be successful if its different parts and executive phases are well considered and properly interconnected, the following points were constantly kept in mind to reach that harmony:

- The determination of the boundaries of the site's core and buffer zones. Much attention has been paid to the site's natural landscape and its buffer zones as well as its monuments. Archaeological and historical specifications, current situation of the site were considered too.
- Apprehension of the basic administrative problems of Pasargadae; clarification and detection of the weakness and strengths of points related to the site; finding, précising and classifying the goals to reach; investigating the feasibility of the projects; explaining and enumerating the management plan's priorities; determining the strategies and defining the mechanisms for the plan's enforcement according to its priorities; clarifying the role of the governmental and private organisations; finding financial sources; studying the manner in which the new administrative structure should be implemented and maintained; finding out preclusive factors, and ultimately, produces necessary mechanisms for the plan's implementation, supervision whenever necessary, its control and producing periodical reports.

1.5. Preparation of the management plan

1.5.1 Pasargadae Team

Pasargadae team for preparing and implementing the management plan in accordance with international conventions and WH's concerns and priorities was formed in April 2002 by Parsa – Pasargadae Research Foundation.

Since that time the team has worked continuously in Pasargadae. Several consultative sessions have taken place with the members of the councils which represent the population of the villages situated within the landscape buffer zone of Pasargadae (especially the members of the Islamic Councils of Pasargadae and Marvdasht). The team also participated in the WH educational workshop which took place in Iran. A complete list of the members and other colleagues who collaborated for the preparation of this dossier is presented at the beginning of these pages. The publications and printed material used in this dossier are mentioned in the next paragraph.

1.5.2. Publications and sources used for the preparation of Pasargadae management plan

A great deal of publication including books, papers, maps and plates published in Iran or the other countries were and are used in the studies carried out in Pasargadae. Here are some examples taken in consideration in the preparation of the present dossier.

- Blandford, Chris, *Stonehenge World heritage Site Management plan*, English heritage, 2000.
- Ishizawa, Yoshiaki, Endo, Nobuo, *Study on the conservation of monuments and sites and socio-cultural development: a new methodology of historical engineering*, Tokyo, Sophie University.
- *James Island and its related sites, The Gambia management plan*, 2001-2005.
- Jokilehto, Jukka, *Practical approaches of monument registering in the world heritage list, 1st educational workshop WH convention in Iran, 2001* (In Persian).
- *Kasubi Management plan*, Uganda, Africa 2009, 2001.

Maps include:

- 1/ 25000 maps of the Iran. Ed. NCC., 1999.
- 1/ 50000 maps of Iran, ed. Geographical Organization of the [Iranian] Army, 1969.
- Aerial 1 / 3000 colour and 1 / 8000 black and white aerial pictures of Pasargadae ordered by the ICHO and taken by NCC., 2001.
- 1/ 100000 geological maps of the Iran, ed. Geological Organization of Iran.
- Regional ecological maps, pub. Sahhab Cartographical Institute.
- Iran's National Atlas, Volume on Geology, pub. The State Management and Planning Organization.

CHAPTER 2

2.1. Current Management

2.1.1. Ownership:

Land possessions are divided in two categories: private and state possessions:

Private possessions consist of about 85 % of the whole lands in Pasargadae. All of the farming lands whose original possessor was the 'Khan' (Landlord) of Pasargadae now belong to the area's farmers. All of the habitable houses of the Pasargadae, Kordshul, Mobarakabad, Abolvardi and Deh-e Now villages also belongs to the villagers themselves.

State possessions cover all (15%) of the remaining lands in Pasargadae. 14% out of these 15% belong to the State of Iran (meaning that a particular State agency does not own them), the rest (1%) belong to particular organizations such as the Old Pasargadae Regional Management Office, schools, health centres, gendarmerie posts, banks and naturally the core zone of Pasargadae itself (see detached map, fig 2 in the main dossier) and the area round the Pasargadae's museum (in construction).

For the limits and boundaries of the lands see detached map, fig2 in the main dossier.

For the surfaces of the ICHO's proprieties see the tables at the beginning of the main dossier.

2.4.1. Land users

As stated in the preceding paragraph, 85 % of lands in the area belong to the farmers. Farms occupy 95% and gardens 5% of these 85%. The plain of Morghab has a gentle slope, fertile soil and enjoys sufficient precipitation in appropriate seasons.

The residential areas are in five villages: Pasargadae (Madaer-e Soleyman), Abolverdy, Kordshul, Mobarakabad and Deh-e Now. Some of these areas have been built after the revolution (1979), while others such as (Madaer-e Soleyman) itself, show a great growth in their inhabited areas after that date.

2.4.2. Authorities

The following organizations are directly responsible for the Pasargadae site:

- ICHO (Iranian Cultural Heritage Organization)
- PPRF (Parse-Pasargadae Research Foundation)
- Marvdasht Cultural Heritage Organization
- Madar-e Soleyman (Pasargadae) rural district
- Ministry of Islamic Orientation and Culture (former Ministry of Culture and Art)
- Iran Tourism Organization
- Fars Provincial Organization
- Natural Resources Organisation
- Governorship (Ministry of Interior)
- Safa-Shahr City-hall
- Prosperity Projects Organisation

Other concerned organizations:

- City construction Organization
- Natural resource Administration
- Natural Resource Administration
- University of Shiraz
- Open university of Saādat-Shahr
- Open University of Marvdasht
- Open University of Shiraz

2.4.3. Responsibilities of the ICHO

- Producing research programs
- Investigating on monuments
- Performing archaeological and scientific researches
- Following up of legal affairs
- Supplying necessary plans for protection, repair and conservation of monuments
- Studying the possibilities of revising the core and buffer zones in connection with new research carried out in the area.
- Constructing a documentary centre.
- Enforcement of educational programs for training specialists (upgrading human resources)
- Encouraging local people and visitors to collaborate in activities related to the site
- Organising local cultural heritage societies
- Maintaining scientific and cultural relationships with organizations on national and international levels.
- Collaboration with Iran Tourism Organisation

2.4.4. Parse-Pasargadae Research Foundation (PPRF)

The formation of PPRF in 1999 was intended to produce conservation programs and improve the management of monuments and Achaemenian sites such as Persepolis, Pasargadae, Naqsh-e Rostam, Estakhr.

Other duties of the PPRF include:

- Research in conservation, preservation and in archaeology
- Organising management program groups
- Producing periodical reports for Persepolis and Pasargadae
- Introducing Achaemenian sites and monuments at large by publication
- Providing a suitable background for collaboration with other organizations

Some of the measures already taken by PPRF includes:

- Formation of Pasargadae Technical Department
- Improvement of the available tourism potentialities on Pasargadae site
- Resumption of retarded prosperity projects
- Local investigation in Pasargadae in order to produce diverse maps
- Identification of destructive factors and ways to contain or reduce them
- Taking of aerial photographs of the area, scale of 1:3000 and 1:8000 in 1999

Parse-Pasargadae Research Foundation (PPRF) working force amounts to:

Members	No.
Conservation of relics expert	7
Conservation of cultural relics expert	7
Archaeological expert	3
Historians (Achaemenian period)	1
Expert on Architecture	3
Expert on structure	1
Bookkeeper	1
Computer Expert	1
Secretary	1
Architecture technician	1
Structure technician	1
Archaeology technician	1

Student in Architecture	1
Driver	1

Members of Pasargadae technical department	No.
Conservation of historical relics expert	3
Architecture technician	1
Structure technician	1
Student in Architecture	1

2.4.5. The Fars Province Cultural Heritage Organization (Fars CHO)

After the formation of Parse-Pasargadae Research Foundation (PPRF), the Fars CHO left most of its duties in relation with the Achaemenian sites and monuments, management and conservation to PPRF. Of current activities of the Fars CHO, one can mention educational ones such as publishing posters, guidelines and printing tickets. Its workforce consists of:

Profession	No.
Conservator	9
Master / Workman	8
Assistant Master/workman	6
Serviceman	3
Driver	3

2.4.6. Mashhad-e Morqab Cultural Office

Some minor activities such as health service, cleaning service of Pasargadae site, guarding the monuments and ticketing are carried out by this local office.

2.4.7. Current users and beneficiary of Pasargadae site

People:

- Tourists from Iran and other countries:

Due to its important national, historical and artistic importance, the site of Pasargadae had some 100,000 visitors during the year 2001 (see below 4.3.1), so, being among one of the most visited cultural heritage sites of Iran. Thanks to Iran's position among the first ten countries of the world for the number and diversity of historical monuments, and considering the fact that travelling in Iran with long distances and the current economic situation is difficult for the majority of Iranians, the number of 100,000 visitors per year shows a fortunate signal for a possible increase of tourism if facilities become available.

The site of Pasargadae, as a symbol of one of the most glorious phases in the history of Iran mingled with the deeds and personality of Cyrus the Great, attracts with Persepolis more foreign visitors than any other cultural heritage site in Iran.

- Local settlers of the area and neighbouring villages who in addition to their religious interest in Cyrus' mausoleum as the Tomb of Solomon's mother, benefit from the visit of the tourists.
- Educational use, the site is often visited by local students or those coming from other Iranian provinces.

Organisations, institutions and agencies:

- Iranian Cultural Heritage Organization
- Madar-e Soleyman district Cultural Heritage Organization.
- Parse-Pasargadae Research Foundation
- Natural Resources Administration
- Iran Radio- TV Organization
- Iran tourism Organization
- Ministry of Science and Technology
- Shiraz University
- Open university of Sa'adat-Shahr
- Open university of Marvdasht
- Open university of Shiraz
- Foreign research institutes
- Iranian and foreign tourism agencies

CHAPTER 3

3.1. Clarifying the project's main purpose

3.1.1. The structure of the management plan

The main purpose of the Pasargadae's management plan is to preserve the value and significance of the archaeological and cultural landscape of the site.

In order to reach that purpose, the following points must be pursued:

- Furtherance of scientific investigations
Directing studies and researches in the fields related to the site in order to fully understand the characteristics of that site and its monuments, to judge and weight the importance of these characteristics and their values, and, determine the scientific and practical ways and procedures needed for carrying out the work undertaken in the site.
- Better conservation of the site
Giving more attention to the conservation of the landscape and the creation of better facilities to deal with the expansion of tourism. Management structure must be developed in that respect. Attention must be paid to human resources.
- Raising the level of public education and interest in the site
Extensive usage of scientific, historical and cultural findings resulting from researches in the site in order to advance scientific and educational purposes in the schools, universities and scientific circles.
- Developing cultural tourism
Elevating, inside and outside of the country, the level of tourists' awareness and insight on the values of the sites and the efforts undertaken for its preservation.
- Pushing for social developments
Better social conditions, especially when close to the site, often means awareness and leads to better conservation.
- Raising the public awareness on the economical, social and cultural benefits and merits of Pasargadae site
The public awareness, especially on potential economical fallouts, can greatly help to preserve the site

3.1.2. Determining the extents of the projects purposes

The project has vast national and international ambitions, but owing to the time limits and the current financial difficulties, the extent of project has to be realistic, but also most effective. Its general purposes are as follows:

- a: Helping to improve the administrative structure of the area (i.e. Madar-e Soleyman village) via insuring and persuading its local council to participate actively in rural development projects which take the site in consideration. b: helping the establishment of a town-council for Madar-e Soleyman village with the aim of improving the rural services with the site's need in mind ; c: assisting the local authorities to obtain a better administrative position for the village (thus the site) from the official political and provincial authorities.

- Enhancing relations and coordination between Parse-Pasargadae Research Foundation (PPRF) and other governmental administration in the area as well as the local councils of surrounding villages.

- Developing new structures in order to take care of executive and researches programs under the supervision of the PPRF.

- Creating a consultative structure for the coordination of the activities of various groups involved in the execution of the managing plan. These groups include Pasargadae Cultural Bureau, members of Pasargadae Team, the Technical Bureau of Persepolis and experts of PPRF.

- Raising the level of participation in conservation by expanding cooperation and participation with local and governmental organizations.

- Pushing for prompt execution of protective and preventive laws.

- Proposing amendments for updating governmental protective and preventive decrees.

- Improvement of tourism management by establishing priority plans.

- Expanding human resources through educational plans for training the necessary personnel.

- Helping the social and cultural development of the region through the creation of town councils for the villages of Kordshul and Madar-i-Soleyman.

- Helping agriculture and land use for the promotion of agronomical economy and the increase of the financial power of the local residents.

- helping to accelerate the planning and the execution of rural-regional development projects.

- Helping to generate wealth for the rural community by providing job opportunities resulting from tourism industry (consequence of lengthy stay of more visitors requiring service-providing).

3.2. Time limit and duration of accomplishment of the activities contained in the management plan

Depending on priorities, extant or anticipated financial resources and accessible human sources, the accomplishment of the tasks defined in this management plan in connection with the duration of their achievement and their results are classified as follows:

The duration of the fulfilment of this project until its complete achievement is five years.

The duration of the accomplishment of the plans contained in this management plan have been classified in three groups:

- a) Short-term (1 year plan), see below 3.4.
- b) Middle-term (3 years plan), see below 3.4 and
- c) Long-term (5 years plan), see below 3.4.

- Determining the possibility of achieving short-term purposes:

- * The financial resources and credits needed for accomplishing the short-term purposes are obtained from the present budget of Pasargadae site.
- * The labour force needed for performing the projects related to the short-term purposes is furnished by experts who have contracts with the PPRF.

- Evaluating the feasibility of achieving the middle-term and long-term purposes:

- * Financial resources and credits will be secured from the increased budget allocated to Pasargadae site (anticipated in the 1 year plan) and from other varied sources.

3.3. Evaluation and Recognition of the problems and points of strength

3.3.1. Weaknesses:

1. Administrative situation of the area is not clear due to problems arising from political divisions within the State.
2. In spite of the long distance separating Pasargadae from Marvdasht (Persepolis), Pasargadae is under Marvdasht's administrative authority.
3. No well-defined administrative plan pre-existed for the site prior to the creation of PPRF in 1999.
4. No well-defined conservative plan was drafted for the maintenance of the monuments of the site prior to the creation of PPRF in 1999.
5. Located too far from administrative centres, no accurate statistical data has been gathered on and about the site.
6. Villagers use the lands round the historical mounds (Tall-e Se-Asiyab, Do-Tallan etc.) as fields and agricultural purposes.
7. Some villagers had already embarked on some objectionable constructing activities within the landscape buffer zone before its establishment.
8. The common cemetery of Madar-e Soleyman village is situated near the tomb of Cyrus the Great.
9. Detritus from Madar-e Soleyman village are ejected in the site's buffer zone.

10. The metallic enclosure of Pasargadae (see fig. 2, detached map in the main dossier) is worn out.
11. The current management system, and not PPRF., has control over its personnel (the guardians for instance).
12. The palaces are not under suitable control and protection.
13. Villagers use the site's core zone as a short-cut when going around. Their passages may harm the archaeological remains and rise security problems.
14. Guards of the monuments lack sufficient education and were not properly formed to meet the cultural needs of the visitors.
15. There are no suitable refuges for the guards in case of bad weather.
16. The sites situated outside of the metallic enclosure of Pasargadae (see fig. 2, detached map in the main dossier) are threatened by illegal excavators.
17. The entrance of heavy vehicles to the site (inside the metallic enclosure) is not forbidden.
18. The transportation system is far from being satisfactory for the visitors.
19. The road to the site is too crowded as it goes through two villages (Kordshul and Mashhad-e Morghab) before reaching the site.
20. General services (hotels, restaurants ...) are lacking in Pasargadae and its neighbouring villages, visitors have no place to stay.
21. Even a small resting place for the visitors is missing within the enclosure of the site.
22. There are no suitable publications and maps on the site available to the visitors.
23. Neighbouring schoolboys sometimes cause trouble to the visitors.
24. The construction of Pasargadae's museum has been suspended for the past 25 years.
25. Lack of laboratory with the necessary technical devices for conservation.

3.3.2. Strengths and advantages:

1. By Cyrus the Great's grace and fame, the site is one of the most celebrated places in the whole world.
2. Excellent potentialities for archaeological studies.
3. Excellent potentialities for scientific studies related to the conservation of stone built monuments (jointly with Persepolis).
4. Excellent potentialities for tourism industry.
5. Good educational potentialities.

3.3.3. Opportunities

1. Formation of Parse-Pasargadae Research Foundation (PPRF).
2. Approval of the PPRF's independence by the State.
3. Presence of PPRF experts at Pasargadae.
4. Existence of the present management plan for Pasargadae.
5. Inclination of the State administrations for collaboration in the management plan of Pasargadae.
6. Inclination of local villagers towards improvement projects regarding Pasargadae site.
7. (Hopefully) the inscription of the site on the "World Heritage List".
8. Great potential for tourism industry.

3.3.4. Factors which endanger the site

1. Following the construction of an unauthorised dam by the villagers on the upper part of the flood way which runs through the Mobarakabad village, now all the waters go when it rains through the branch flood way which comes towards Cyrus's Mausoleum. In case of torrential rainfalls, the flood may submerge the area in which the tomb is situated.
2. Occasional destructions of the remains by the villagers.
3. Occasional overlapping of agricultural lands with those of the historical mounds.
4. Degradation of stone built monuments by micro-organism (vegetal origin).
5. Erosion by wind.
6. Degradation by dilatation resulting from sudden change in temperature or caused by frozen dampness inside fissures and fractures.
7. Gradual and unbalanced sinking of Cyrus's mausoleum due to the weight of his tomb chamber.
8. Negative consequences of some poor conservational operations.
9. Poor state of the monumental remains on the top of Tall-e Takht mound.
10. Poor state of the "Winged-Figure" (Gate R, Gate House) identified as representing Cyrus the Great.
11. Poor state of conservation in palatial areas.
12. Possible damaging effects consequent to the building of a dam on the river Polavar.

3.4. Scheduled Program

3.4.1. Improving the region's management and administrative structure

Short-term (1 year plan)
<ul style="list-style-type: none"> - Encouraging local cancels and societies to take part in the accomplishment of 'village prosperity plans'. - Pushing for the formation of local Committees of 'Friends of Cultural Heritage'.

Middle-term (3 years plan)
<ul style="list-style-type: none"> - Advocating for the creation of a municipality at the village of Madar-e Soleyman to improve general services (sweeping, garbage gathering...) - Working for the clarification of the role of organizations and State establishments. - Facilitating investment in scientific-cultural matters in the site's landscape buffer zone. - Creating and strengthening mutual relationships between the organizations, councils and local committees under the supervision of PPRF.

Long-term (5 years plan)

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| <ul style="list-style-type: none"> - Working to ascertain an elevated politico-administrative position for Pasargadae on national and provincial levels. - Tending to resolve discrepancies on various plans. - Tending to suppress misplaced interventions. |
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3.4.2. Adjustment and the strengthening of the current management system at Pasargadae.

Short-term (1 year plan)

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| <ul style="list-style-type: none"> - Formation of a management group. - Identification of educational needs of the site's management. - Improvement of Pasargadae's Study Centre Building. - Resumption of Pasargadae Study Centre under PPRF supervision. - Training the site's personnel to inform and help the visitors. - Training the site's guards to fight illegal excavators. - Formation of Pasargadae Technical Office, under PPRF supervision. - Producing suitable uniforms and identification cards for the site's personnel. |
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Middle-term (3 years plan)

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|---|
| <ul style="list-style-type: none"> - Improving the structure of the management system by employing experts. - Improving the structure of the management system through frequent training courses. - Training the personnel to deliver a more effective protection. - Generating small joints projects with the villagers. |
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Long-term (5 years plan)

<p>Setting up a consolatory structural system which would embrace and also serve as a link between various mechanisms such as Pasargadae Technical Office or the Pasargadae Study Centre.</p>

3.4.3. Conservation improvement

Short-term (1 year)
<ul style="list-style-type: none"> - Consolidation of Pasargadae's supervising and administrating structure through cooperation between the local and governmental organizations. - Establishing a restoration committee which would meet regularly. - Producing a map of the present status of the historical buildings and remains in order to prepare a plan for future restoration activities. - Starting pathological examinations. - Enhance the Equipping the guards for a better control of the site. - Improve the protective lightning of the site. - Improve the documentation. - Preparing and submitting of annual or periodical reports.

Middle-term (3 years)
<ul style="list-style-type: none"> - Proposing up-to-date protective regulations in order to meet daily problems. - Raising the quality of conservation activities on the existent relics by establishing research programs for conservation plans. <ul style="list-style-type: none"> - Widening the bridge over flood way west of Mādar-e Soleyman and connecting that village to Mobarakabad and Abolvardi in order to eliminate the occasional flooding of the area containing Cyrus's Mausoleum (see above, paragraph 3.3.4.1). Dikes must be built too. - Raise the level of participation of the local people in the conservative co operations. - Consolidating restoration and conservation committees. - Construction of a convenient warehouse for keeping items discovered at the site while the plans for the future of Pasargadae's Museum (under construction) are being considered. - Preventing damages caused by vandalism by training the guards and raising the awareness of local people. - Examining the methods of controlling erosions resulting from various factors (physical, chemical, environmental...). - Starting effective actions erosive elements. - Documentation of all activities. - Providing periodical reports.

3.4.4. Expanding tourism industry

Short-term (1 year plan)

- Publicizing the values and significance of the site as a cultural and archaeological landscape at national and international levels by publishing brochures, creating websites and using audiovisual and mass communication facilities.
- Introducing the set of activities and aims of the management plan to the public, especially to the visitors in order to increase their awareness and visions on the merits of the site and its preservation.
- Evaluating the needs of the tourists.
- Negotiations with travel agencies.
- Planting signs and informative boards in different languages at suitable places on the site.
- Negotiations with Iran Touring Organization about starting training programs for tour-guides.
- Enhance the maintenance (cleaning, hygienic facilities, ticket office...) of the site.
- Improving the limited tourist facilities.

Middle-term (3 years plan)

- Creating tourist facilities.
- Identification and presentation of the existing cultural and natural resources with the aim of increasing the number of visitors.
- To create an appropriate tourist circuit within the site.
- Publishing fine guide books and brochures in different languages.
- Printing and circulating new brochures on various occasions.
- Organizing various cultural and artistic activities at the site.
- Organizing tours for students.
- Organizing consistent training and informative programs for tour guides and local guides.
- Evaluating the satisfaction level of visitors at regular interval.

Long-term (5 years plan)
<ul style="list-style-type: none"> - Creating transportation facilities and easy public access to Pasargadae especially via Shiraz the province's capital, Persepolis (Takht-e Jamshid) and Naghsh-e-Rostam. - Planning the access way to Pasargadae from Shiraz-Isfahan road and improving the aesthetics of the buildings on that road. - Inauguration of the temporary museum of Pasargadae. - Evaluation the visitors' satisfaction level.

3.5. Financial and credit resources of the plan.

3.5.1. The present financial and credit resources of Pasargadae-Parse Research Foundation (PPRF) are provided by the Iranian Cultural Heritage Organization and the development budget of Fars Provinces approved by the Plan and Budget Organization of Iran. PPRF has the responsibility of planning, management and conservation of the Achaemenid sites which cover a vast area of about 2500 km².

- Current (standing) credits: the amount of funds needed for the Achaemenid relics and sites which are managed by Pasargadae-Parse Research Foundation are evaluated by this foundation, discussed with the experts of Plan and Budget Organization and submitted to the State through the director of the Cultural Heritage Administration of Fars province. The Submission takes place at the beginning of each fiscal year.

- The main portion of the standing credits and budget is spent for paying wages and expenses such as water, electricity, telecommunication, fuel and other maintenance costs.

- Revenues are provided by selling tickets at the site and sums paid by tourists and other users for obtaining various rights, permissions granted to them or services they have received. The revenues amount to about three forty five million Rials (US\$ 5600 in 2001). This sum is transferred to the Government National Treasury Account in the Central Banks of Iran. 25% of this sum is however returned annually to the PPRF. The purpose is to provide for some parts of the site's needs such as assuring its protection facilities, paying service costs, printing and publishing expenses and buying necessary equipments for administrative as well as research needs. At present, due to the weakness of financial and administrative structure of Iranian Cultural Heritage Organization as well as its Office in the Fars province, only 12% of the 25% are paid to the PPRF.

- Development credits and budget: at the beginning of each fiscal year, a budget containing an estimation of the credits needed for development and conservation at Pasargadae is submitted to the Iranian Cultural Heritage Organization (ICHO). After discussions and agreements between the representatives of IHCO and those from the Plan and Budget Organization, a final balanced budget is drafted and submitted by

the government to the Majlis (Iranian parliament). After its ratification by the Majlis, the approved credits are distributed to the ministries and governmental agencies such as PPRF through the Plan and Budget Organization.

CHAPTER 4

4.1. Strategies for the plan's implementation

One of the main objects of Pasargadae management plan is to present a practical strategy for its fulfilment. The following points have been considered in that respect:

4.1.1. Classifying the research programs of the management plan on the basis of their common features. The classification also aims to facilitate the simultaneous implantation of each group of programs, so as to be effective on the improvement of other programs' rate of implementation.

4.1.2. Editing a flexible and up-to-date 'priority-embedded' program. It determines the priorities of each group of activities in taking in consideration chronological details and the possible phases of implementation of those activities in connection with available financial and human resources.

The flexible and up-to-date priority programs have to be prepared in such a way that their implementation can be guaranteed on 'short-term' basis (short-term plan). By exploiting the results of these short-term activities (1 year plan) and the evaluation of problems encountered during their implementation, the priority programs can if necessary be modified in order to lead to the implementation of middle or long term activities (3 or 5 years plan).

4.1.3. Constructing a satiable structural system for the supervision of the rate of the implementation of the programs. The rate of the implementation of each selected priority program is evaluated and controlled by a computerised supervision system. By robotizing the delivery and the control of the results and the rate of progress of each activity according to its 'rate of implementation diagram', the supervision system provides up-to-date data on the progress of the activities concerned or the difficulties it encountered.

Regular reports must be issued on these matters.

4.2. Feasibility study of the management plan

The feasibility study of Pasargadae management plan takes in consideration three major factors: financial availability and ways to secure and increase resources, expertise and technical availability and finally, reinforcement of capabilities and qualification through training and education.

4.3. Financial availability and ways to secure and increase financial resources

One of prime necessities for plans running on 3 and 5 years (middle and long-term plans) is to have the certitude that financial means anticipated for the implementation

of their planned projects are secure. To secure this main issue, the approval of the Pasargadae-Parse Research Foundation (PPRF) financial independence has been considered by the State and an act on this matter will be presented to the Parliament. According to this scheme, all the incomes generated within the sites controlled by PPRF by ticketing and other services and means can be entirely and directly spend by PPRF to accomplish management programs as defined by the PPRF itself (for the present situation see above 3.5).

4.3.1. Incomes generated by ticketing at Pasargadae during the financial year 2001:

- Visiting ticket price:

Iranian tourists: 2000 Rials (US\$ 0.25)

Foreign tourists: 20000 Rls (US\$ 2.5)

Students: 1000 Rls (US\$ 0.12)

Children: free.

Number of visitors and profit generated:

Profit US\$	Total of visitors	Free visitors	Students	Foreign visitors	Iranian visitors	Year
57242*	98227	16513	4122	16592	61000	2001

*US\$ 57242 or 457962000 Rials

- Due to the lack of suitable control over the vast area covered by Pasargadae site, the number of visitors may not reflect their precise number.

- Owing to the current US\$ 57242 or 457962000 Rials profit and also the predicted increase in the number of visitors, it is possible to anticipate that if the independence of PPRF is approved by the Parliament (see above 4.3), then a significant part of the necessary funds for the implementation of the management plan can be assured.

4.3.2. Intended measures to increase the revenues

- The State has been invited to try to modify some chapters of the Tax Law in order to divert part of regional tax revenues to historical monuments and sites.

- Encouraging ministries and national organization to ministries to allocate part of their 'region's prosperity budgets'* to the PPRF.

* Key administrations such as the ministry of petrol, agriculture or industry have an important development budget. Under this request, they are asked to consider intellectual progress as development and necessary for progress and prosperity.

- Interesting private industry and private capital to invest in the Pasargadae management plan.

4.4. Improving expertise and technical availability

- Use of available experts and masons on the basis of one year contracts.
- Providing and enforcing training programs in various fields for the present personnel of the Pasargadae Team.
- Soliciting the scientific and technical expertise of other organizations such as the Iranian universities.
- Requesting UNESCO, WHC and other international organizations for their scientific and technical expertise.
- Proposing to foreign educational and research organizations to participate in research programs at Pasargadae.
- Soliciting the scientific and technical expertise of individuals or specialized groups (Iranians or foreigners as needed).
- Establishing a scientific committee for the PPRF.

Residential Palace P
Restoration work on one of its colons



Flooded areas next to the Mausoleum of Cyrus the Great



Floods destroying sections of the metallic enclosure of Pasargadae





Constructing dikes against the floods



Destructive agents at work on Stone-built monuments



Degraded parts of the Fire altars (temples)



Pasargadae Team at Pasargadae