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Reference No.:

Date:

In the name of God

Subject: Submission of requested reports regarding the "State of Conservation of Masjed Jame Isfahan", "HIA report of Masjed Jame Isfahan", "Management Plan of Masjed Jame Isfahan", "Management Plan of Shahr-i Sokhta" and "Updated Management Strategies for the Persian Qanat" World Heritage Sites

Dear Ms. Dr. Rössler,
Director
World Heritage Center

I would like to express my appreciation for the continued efforts of the World Heritage Center for the Promotion and Preservation of human values.

Here I write to respond the enquiries regarding "State of Conservation of Masjed Jame Isfahan", "HIA report of Masjed Jame Isfahan", "Management Plan of Masjed Jame Isfahan", "Management Plan of Shahr-i Sokhta" and "Updated Management Strategies for the Persian Qanat" World Heritage Sites, the details of which is provided in individual reports.

Please accept, your Excellency, the assurance of my highest consideration.

Yours sincerely,

Mohammad Hassan Talebian

Deputy of Cultural Heritage & Secretary for the Iranian World Heritage Sites
Iranian Cultural Heritage, Handicrafts and Tourism Organization

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Management Plan of Shahr-i Sokhta

World Heritage Site

UNESCO
World Heritage Convention
Tehran 2017

In the name of God

Introduction

The Shahr-i Sokhta was inscribed at the 38th UNESCO Session in Qatar in 2014, as the 17th Iranian Site, inscribed on the UNESCO World Heritage List. After inscription this site in World Heritage List, they took the initiation to set up the management plan for the World Heritage Site. The plan includes descriptive information of the region, historical information, how to protect the site, studying the status of the research, providing the database (GIS) and know-hows of the Complex management. Finally, by examining the above-mentioned cases based on the SWOT model in the eight areas of research, conservation, Physical protection, crisis management, tourism management, participatory management, resources and equipment management, and development and logistics management, World Heritage Sites Management Program is developed in form of strategies, solutions and plans. In general, the research method here is descriptive-analytical and library method.

The area of the Shahr-i Sokhta includes the Eastern residential area, the burnt palace, the memorial region, the cemetery and the intermediate ancient artifacts, which is 275 hectares in the record. The site contains plentiful and diverse historical objects excavated in the past years. In case of being movable, these historical objects are often kept in various museums, such as the National Museum, the Zahedan Museum, the Zabol Museum, and the Museum of the Shahr-i Sokhta.

Description

The World Heritage Site of the Shahr-i Sokhta is located in the southeastern part of Iran, in the fertile alluvial delta of the southern part of the Sistan Plain. The plain with an area of over 2000 square kilometers had for long been the most important crop production area, and one of the civilized centers in Iran, namely Sistan Area (where the Shahr-i Sokhta is located), due to the existence of full-water rivers especially the Hirmand and the Lake Hamoon. In the past, it had been nicknamed as the Iranian Barn and the Khorasan Bread Basket, the reference of which can be the existence of many historical sites in this area.

The World Heritage Site of the Shahr-i Sokhta is the remains of the ancient city located in the southeastern part of Iran, in the north of Sistan and Baluchestan Province, along the Zahedan road to Zabol and 56 kilometers southwest of Zabol city. The physical area of Shahr-i Sokhta world heritage site is 275 hectares. It covers an area of 2,200 hectares, which include the following sections: 1. southern parts with the centrality of the Burnt Palace, 2. the eastern residential area, 3. central divisions and neighborhoods, 4. the monuments area, 5. the northwest industrial zone, 6. the south industrial zone (the place of flint blades production), 7. the cemetery.

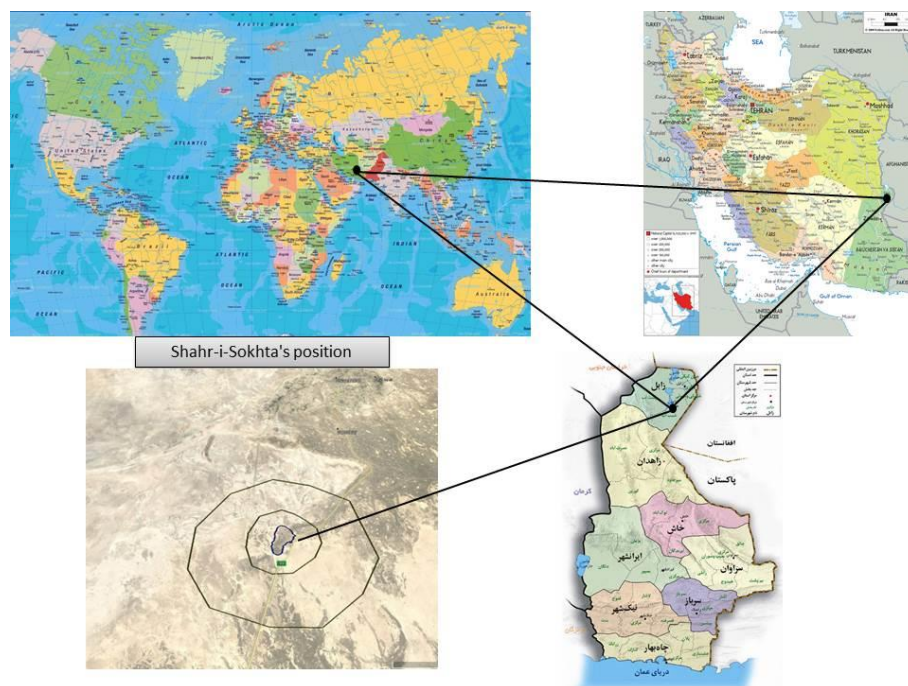
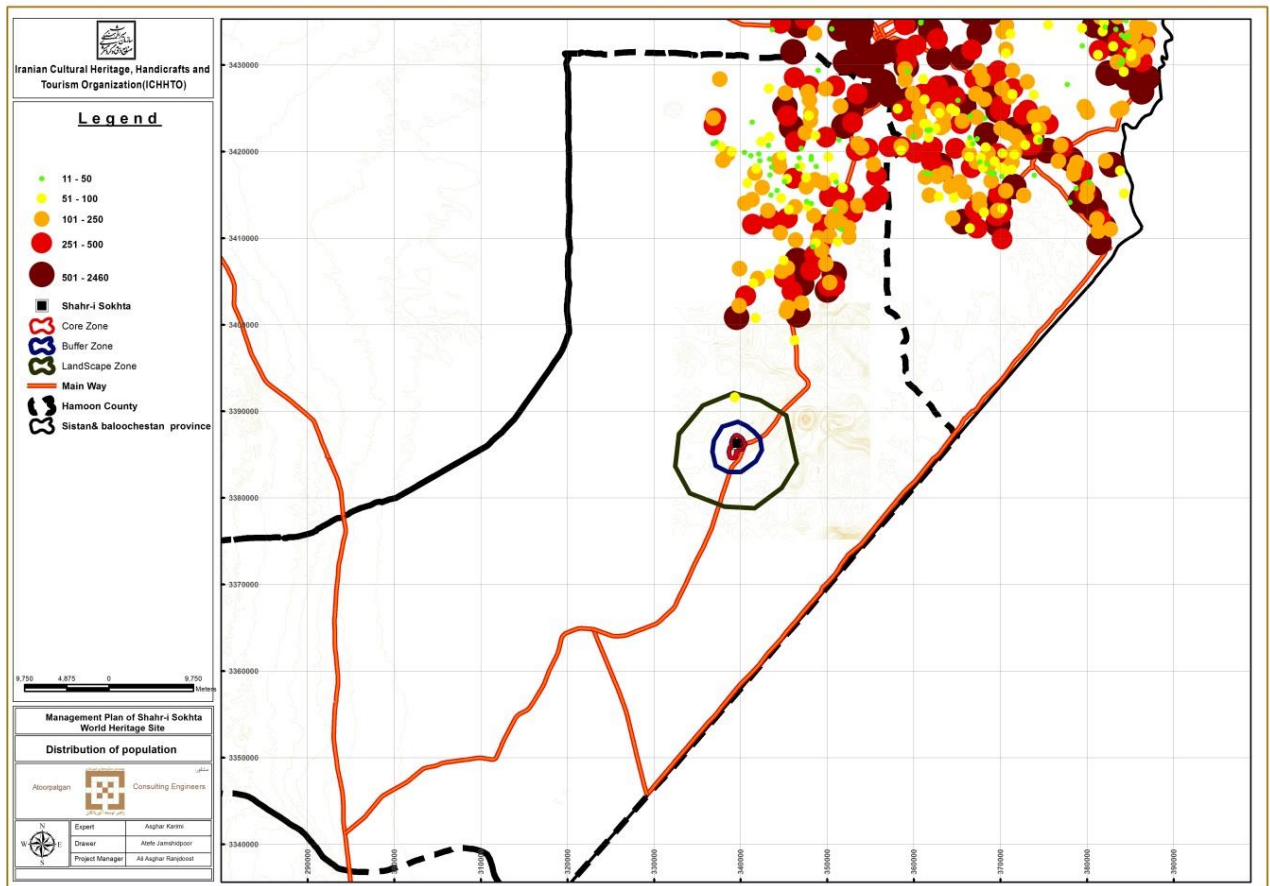


Figure 1. Location of the Shahr-i Sokhta

The prospect of the southern plain of Sistan, especially the suburban area, is completely deserted, and there is no evidence of contemporary housing. Also, water resources and vegetation are quite rare in this area, and the climate has very similar characteristics to the northern part of Sistan, and therefore all the climatic and environmental information available for the general area of Sistan is true for the Shahr-i Sokhta and its natural and cultural scene. Therefore, given that all the information about the climatic features of this area has been used in this management plan, the stations for such information have been located in the northern part of Sistan, especially the synoptic station of Zabol. Population

distribution in the region based on the maps of the Statistics Center shows the concentration of population in the eastern and northeastern regions of the Shahr-i Sokhta, simply because this population has mainly commuted therefor the availability of water and fertility of land in the area. The only village within the landscape zone of the Shahr-i Sokhta is Ghaleh Rostam (Rostam Fort) Village with 85 people residents (Map 1), some of whom are hired in the management society of the Shahr-i Sokhta as service agents and guardians. Therefore, one of the most important impacts of the Shahr-i Sokhta site is its capacity for creating job opportunities in the local community around it. Of course, at certain times, especially in the seasons of tourism, the scope of this job opportunity capacity exceeds the local community and goes beyond its surroundings to include a number of villages and towns in the Sistan region.



Map 1. Distribution of population

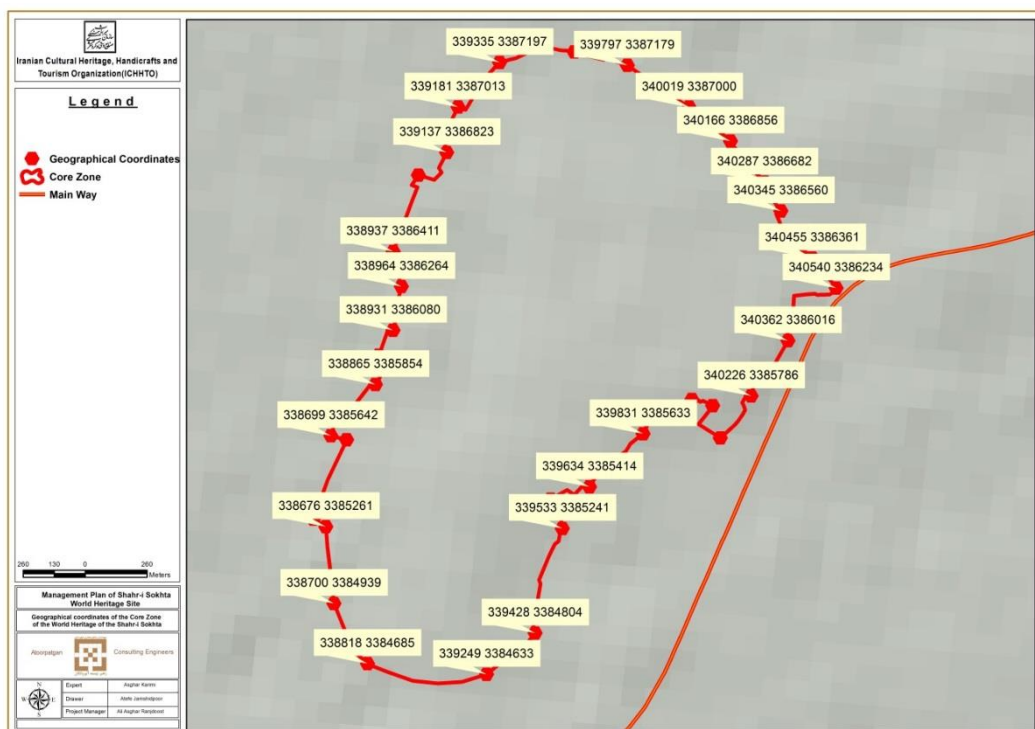
Introduction to the boundaries of the Shahr-i Sokhta

The World Heritage Site of the Shahr-i Sokhta includes the Core Zone, the Buffer Zone, and the Landscape Zone. The legacy includes a vast area of southern Sistan.

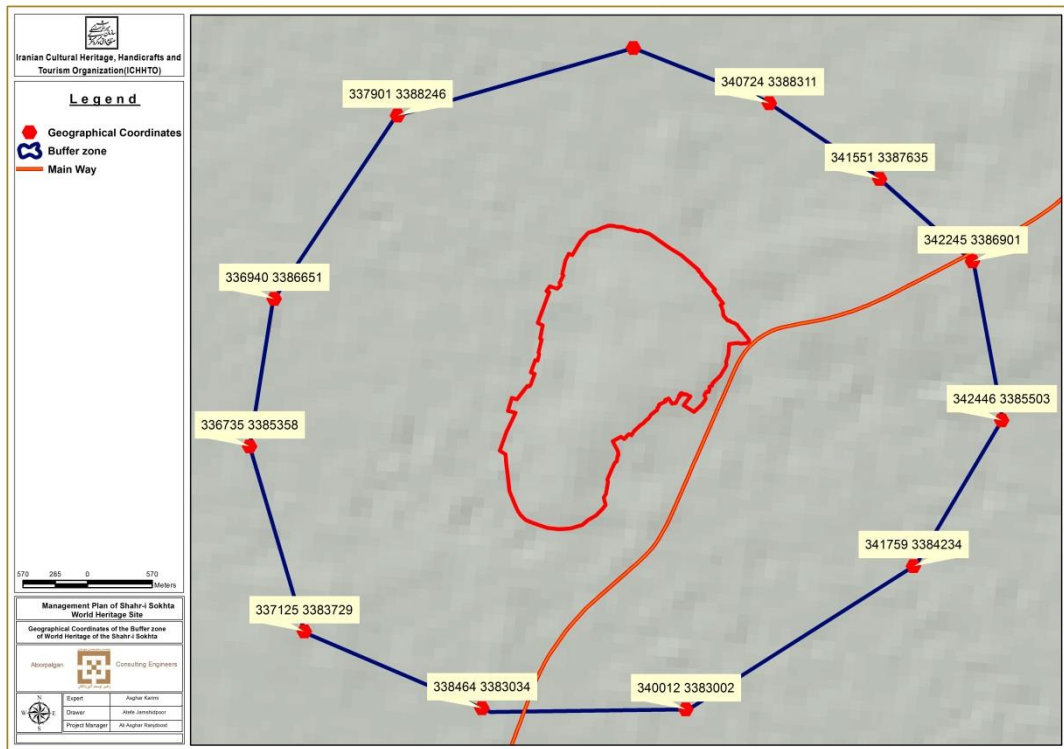
Zone	Area	Eastern longitude (E)	Northern latitude (N)
Core zone	275.6	From 61 degrees 19 minutes and 07 seconds to 61 degrees and 19 minutes and 38 seconds	From 30 degrees 35 minutes and 31 seconds to 30 degrees 36 minutes and 69 seconds
Buffer zone	2207	From 61 degrees 19 minutes and 34 seconds to 61 degrees 19 minutes and 65 seconds	From 30 degrees 34 minutes and 17 seconds to 30 degrees 37 minutes and 65 seconds
Landscape zone	11504	From 61 degrees 19 minutes 74 seconds to 61 degrees 20 minutes and 48 seconds	From 30 degrees 39 minutes and 96 seconds to 30 degrees 39 minutes and 19 seconds

Table 1. The Core Zone, the Buffer Zone, and the Landscape Zone of the Shahr-i Sokhta

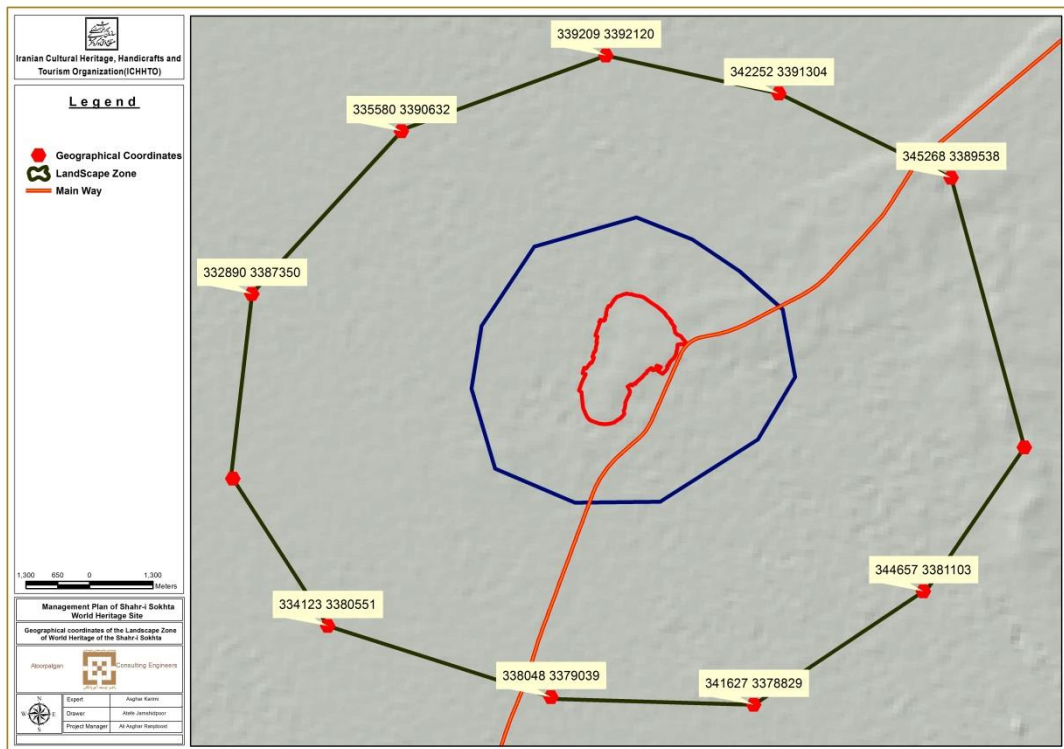
The map below the geographical coordinates often shows the lines of fracture in the Core Area of the Shahr-i Sokhta. These points are in form of geographical coordinates and are exactly based on the establishment of this zone on the Universal Transverse Mercator coordinate system (UTM).



Map 2. Geographical coordinates of the Core Zone of the World Heritage of the Shahr-i Sokhta



Map 3. Geographical Coordinates of the Buffer zone of World Heritage of the Shahr-i Sokhta



Map 4. Geographical coordinates of the Landscape Zone of World Heritage of the Shahr-i Sokhta

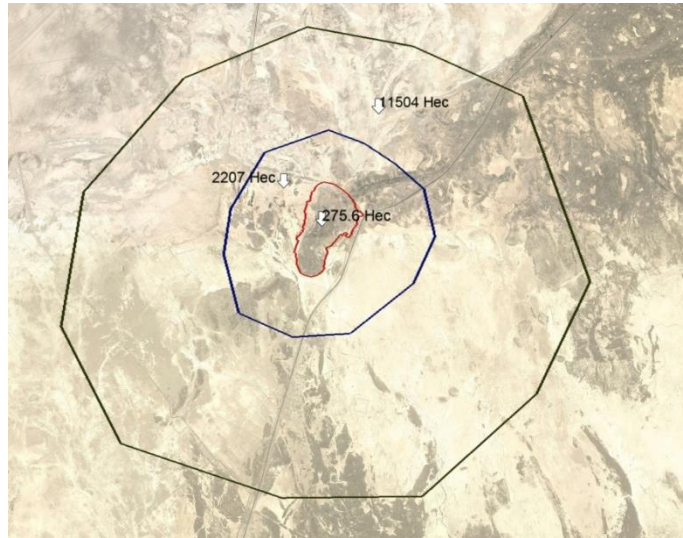


Figure 2. The Core Zone, Buffer Zone, and Landscape Zone of the Shahr-i Sokhta on a satellite image
 The Core Zone of the Shahr-i Sokhta contains such valuable members as the Burnt Palace, the Eastern Residential District, the Monuments Area and the Cemetery. (Figure 4).

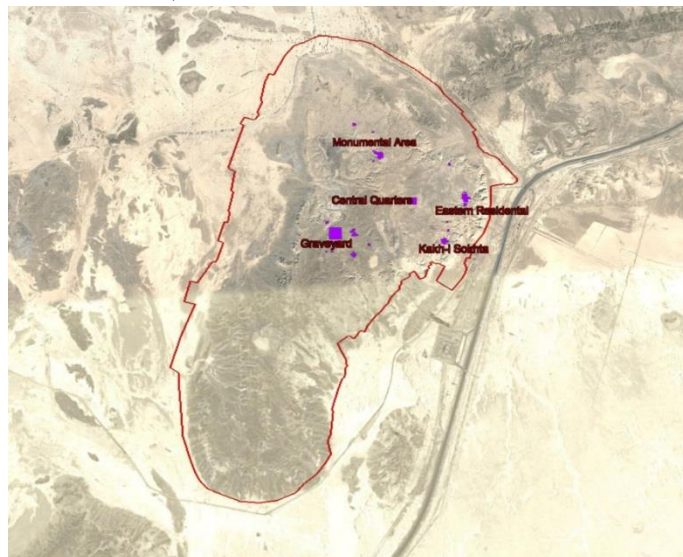


Figure 3. Satellite Image of the World Heritage Site of the Shahr-i Sokhta



Figure 4. The Burnt Palace

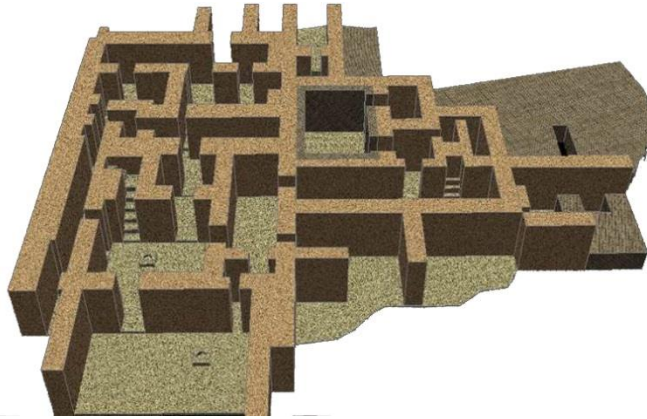


Figure 5. Three-dimensional reconstruction of the building called the Burnt Palace



Figure 6. Plan of the building 1, Monuments Area

The most important findings of the archaeological index in the Shahr-i Sokhta (movable findings)

Based on archaeological studies, the Shahr-i Sokhta is among the areas in the early history during which life had been in progress for a period of more than 1200 years. This great deployment of the Bronze Age was around 3200 BC, formed on a terrestrial polyostoin period, and lasted until about 1900 BC. Summing up the contents of the literature on the Shahr-i Sokhta chronology, four main periods of settlement in this ancient city can be defined, each with its own cultural and technological characteristics. Each of the four settlement quarters in the Shahr-i Sokhta has been subdivided into smaller periods.

Thus, the first period (3200-2800 BC) consists of phases 8-9-10; the second period includes phases 5-6-7; the third period includes phases 3-4 and finally the fourth period which includes phases 1-2 and zero. The second period (2800-2500 BC) coincides with the period of the expansion of urbanization in the Shahr-i Sokhta and the end of the third period (2500-2300 BC) can be considered as the end of urbanization in the Shahr-i Sokhta. In the fourth period (2300-1850 BC), the Shahr-i Sokhta turns into a small village.

The Shahr-i Sokhta had been the center of many industrial and artistic activities. In the sixth excavation season (23rd of October 2003 till 21st of December 2003) an excavation was performed in the cemetery and residential area under the direction of Seyyed Mansour Seyyed Sajjadi) some very interesting and exquisite pieces of jewelry were found. Having found some loops and ball necklaces of Azure and Gold in a grave, archeologists began to research the methods of making gold plates and wires by finding and found that artisans of the Shahr-i Sokhta, using quite basic tools, made very thin golden plates-less than a millimeter in diameter, and then made them into the shape of the cylindrical tubes, and, after connecting the two sides of the sheets to each other, they placed the lapis lazuli balls in between.

A variety of fabrics and mats have been found in the city, representing the existed advanced knitting industry there. So far, 12 different types of unicolored and multiple-colored fabrics have been discovered in the Shahr-i Sokhta. Also, the people of this city used to weave baskets and mats, using the swamps of the marshes around the Hamun; they used these reeds to cover the roofs also.

Fishing, weaving the fishing nets as well as producing the bronze fishing bans are among other findings in the Shahr-i Sokhta.

The Shahr-i Sokhta had been a well-organized and disciplined city. The remaining pieces of works indicate the existence of a system of water supply, sewage drainage and medical knowledge, to the extent that the physicians of this city were not only aware of such techniques as fracture plastering, but could also carry out amazing surgeries of the brain. A skeleton of a girl discovered in the cemetery of this city clearly shows the place of breaking and restoration of the skull bone on it. Of course, that the skull had been operated in the Shahr-i Sokhta or elsewhere has still not been made clear.

The Shahr-i Sokhta is one of the most valuable sites in terms of the type and amount of cultural materials found and available. Building upon the conducted studies, there are a large number of cultural materials available in every cubic meter of enclosed space, among which mention can be made of the most notable ones as follows:

Work title	UTM	Excavation place	Work dated
Artificial eye	41R0339653 3385949	Grave 6705 of the cemetery	2800 BC
Elamite plate	340240 338610	Eastern residential area	
Animation cup	41R0339557 3385943	Grave 731 of the cemetery	
Female bronze statue	340240 338610	Eastern residential area	
Wooden brain teaser	41R0339557 3385943	Grave 731 of the cemetery	
Mosaic comb	340240 338610	Eastern residential area	3000 BC

Ruler	340240 338610	Eastern residential area	
Operated skull	41R0339494 3385693	Grave 1003 of the cemetery	4800 years ago

Table 2. The most important findings of the archaeological index in the Shahr-i Sokhta (the movable objects)

Apart from the above, the Shahr-i Sokhta has many other archaeological findings that are mentioned below as other types of the findings:

- Semi-precious jewels and stones, stamps, animal and human figs, marble containers,
- Plenty of pottery with varied designs and specialties
- Plant and organic Remains
- Marble containers, conical bowls, base cups, cylindrical masonry
- Produced jewelry (opal, turquoise stone, lagoon stone, semi-precious stones and ...
- Knitting whose evidence has been found in the form of a basket and a mat and a variety of fabrics as well.
- Pipes and clinker pans for water and sewage transmission

Collection of the historical information of the site (History)

Colonel Beat, a British military officer, is among the first ones who had referred to the area during the Qajar period and after visiting Sistan, and also the first one to have called the site 'the Shahr-i Sokhta' in his memorandum, and have seen the remains of the fired city. For the first time, Aurel Stein, a British archaeologist, made limited archaeological exploration in there. A group of archaeologists, affiliated to IsMEO Cultural Institute (Italian Institute for the Studies of the Middle East and the Far East) began its work in 1967, under the direction of professor Tozzi, and in collaboration with the Archaeological Center of Iran, in the ancient area of the Shahr-i Sokhta; after the Islamic Revolution in 1995, a new round of exploration started under the direction of Dr. Seyyed Mansour Seyyed Sajjadi. From 1997 to 2004, 14 boreholes with an approximate area of 2,300 square meters were excavated in the city cemetery (Picture 8 and Map 5), resulting in the discovery of 310 graves. Since then, the field exploration has been practically uninterrupted, and led to very perfect achievements as a result of regional, national and international cooperation. Now (Fall 2017), the 25th season of archeological explorations in the Shahr-i Sokhta is underway, and experts from Iranian and Italian universities are exploring the inhabited industrial and cemetery sectors.

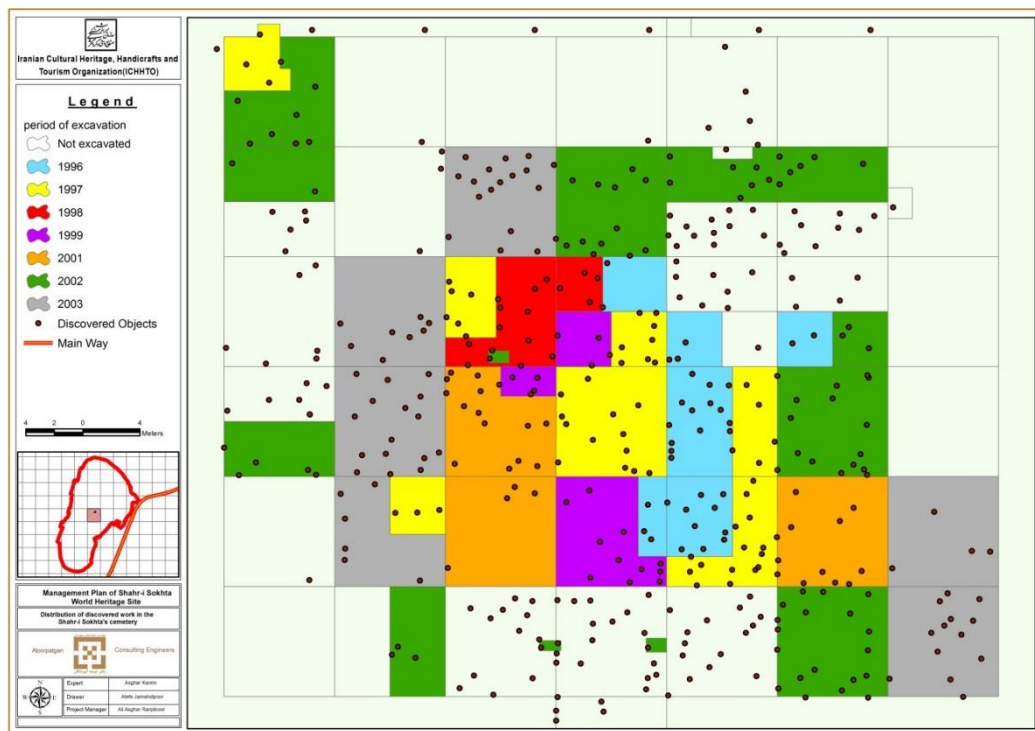
The Shahr-i Sokhta is undoubtedly one of the most advanced cities of its time. This is evident not only in the remnants of architectural works and delicate handicrafts and industrial works, but also in the social organization of the city.

It is not the vastness of the Shahr-i Sokhta only which has turned it one of the largest ancient cities in Iran and the Middle East, but it's various findings have deeply amazed the archaeologists, to mention a few: the first skull surgery, eye surgery, textiles production, footwear production, attention paid to the fun and brain teasers, creating a city-planning

system and precise regional program, jewelry making, advanced trading system, and trade and production of stamps...



Figure 7. The central parts of the cemetery showing the high density of graves



Map 5. Distribution of discovered works in the Shahr-i Sokhta's cemetery

Description of the most important sites of the archaeological index around the Shahr-i Sokhta

The act of recording and identifying about 102 peripheral areas of the Shahr-i Sokhta has taken place on a GIS map.

At the height of its flourishing, the Shahr-i Sokhta had been the center of the cultural zone of the Sistan plain. Located in the main direction of the flow of the Hirmand River in the third millennium BC, the Sistan Plain hosted a civilization zone called the "Hirmand civilization" as a result of countless settlements. In this plain, the Shahr-i Sokhta had been the center or influential zone of more than 100 settlements during the Bronze Age. These settlements apparently provided their most basic needs from the Shahr-i Sokhta during that period, or satisfied the agricultural, industrial, and commercial needs of the Shahr-i Sokhta. Currently, the database has been prepared for these settlements and their distribution at the level of the Landscape Zone of the Shahr-i Sokhta (Table 3 and Map 6), which are described in detail below.

Ancient settlements in the Landscape Zone of the Shahr-i Sokhta

Around and in the Landscape Zone of the World Heritage Site of the Shahr-i Sokhta, more than one hundred human settlements of different periods have been identified, indicating abundance and prosperity over a 5,000-year period in the southern part of Sistan. In order to summarize and also facilitate the recognition of each of these periods, the identified works are divided into the period of the Bronze Age, the Historical Period, and the Islamic Era. (The Bronze Age settlements (late fourth millennium and early third millennium BC)-The Historical Period settlements (Seleucid-Parthian)-The Islamic Era settlements (6th to 9th century AH))

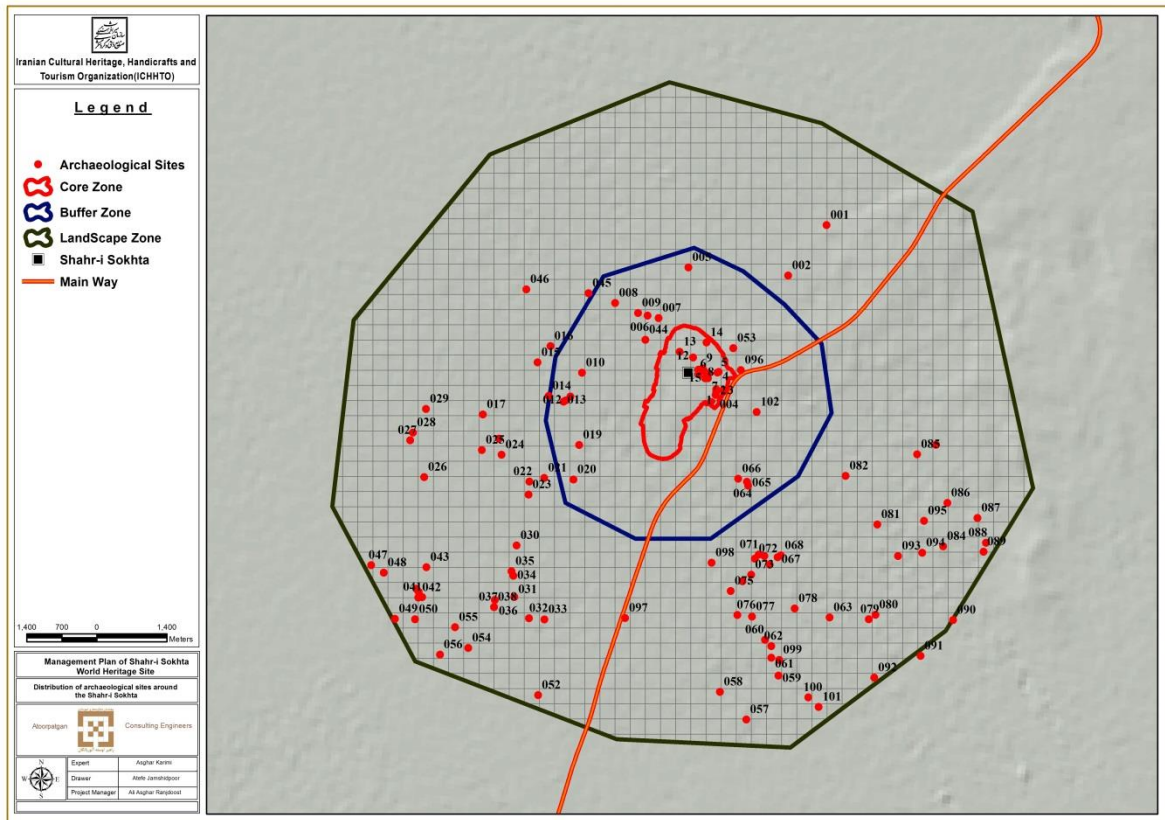
Number	X	Y	Dimensions/ M	Direction	Elevation /M
001	342352	3389263	70*40	Northern-southern	5_10
002	341584	3388256	80*100	Eastern-western	5_10
003	340489	3386806	600*700	Eastern-western	10_15
004	340133	3385872			10_15
005	339590	3388416	74*70	Northern-southern	1_5
006	338772	3387455	83*75	Eastern-western	1_5
007	338991	3387407	423*62	Eastern-western	1_5
008	338124	3387706	125*396	Eastern-western	1_5
009	338584	3387507	132*307	Eastern-western	1_5
010	337462	3386315	108*164	Eastern-western	1_5
011	337229	3385838	277*324		1_5
012	337135	3385762	200*324	Eastern-western	1_5
013	337093	3385735	96*151	Eastern-western	1_5
014	336793	3385849	64*76	Northern-southern	1_5
015	336572	3386519	209*369	Northwest-southeast	1_5
016	336831	3386845	96	Circular	1_5
017	335478	3385479	100*106	Eastern-western	1_5

018	335799	3384997	218*240	Eastern-western	1_5
019	337404	3384871	162*204	Northwest-southeast	1_5
020	337292	3384180	311*583	Northwest-southeast	10_15
021	336707	3384212	162*239	Northern-southern	10_15
022	336409	3384141	102*150	Northern-southern	5_10
023	336392	3383880	80*410	Northwest-southeast	5_10
024	335852	3384674	38*112	Northern-southern	1_5
025	335459	3384769	100*102	Northwest-southeast	1_5
026	334305	3384227	73*81		1_5
027	334023	3384965	120*170	Northern-southern	1_5
028	334082	3385118	120*170		1_5
029	334341	3385591	80*150	Northern-southern	1_5
030	336155	3382863	60*80	Eastern-western	1_5
031	336107	3381835	120*150	Eastern-western	1_5
032	336401	3381410	5*30	Eastern-western	1_5
033	336709	3381385	45	Circular	1_5
034	336089	3382257	50*100	Northern-southern	1_5
035	336053	3382347	150*110	Eastern-western	1_5
036	335720	3381774	70*110		1_5
037	335702	3381632	40*70	Eastern-western	1_5
038	335702	3381632	30*80	Northwest-southeast	1_5
039	334146	3381998	15*20	Northern-southern	1_5
040	334194	3381937	26*6	Northern-southern	5_10
041	334265	3381833	11*17	Northern-southern	5_10
042	334188	3381825	110*200		1_5
043	334349	3382431	7*10	Northern-southern	1_5
044	338727	3386970	80*100	Northern-southern	1_5
045	337592	3387900	100*150	Eastern-western	1_5
046	336350	3387977	50*100	Eastern-western	1_5
047	333246	3382470	15*10	Northern-southern	1_5
048	333496	3382319	126*160		1_5
049	333719	3381396	284*215		1_5
050	334121	3381390	40*100	Northwest-southeast	1_5
051	340489	3386806	20*110	Northwest-southeast	1_5
052	336582	3379874	30*80	Eastern-western	5_10
053	340489	3386806	150*280	Northwest-southeast	1_5
054	335188	3380818	15*20	Eastern-western	1_5
055	334924	3381232	30*25	Northern-southern	1_5
056	334620	3380682	11*25	Northwest-southeast	10_15
057	340746	3379385	100*150	Northern-southern	10_15
058	340221	3379941	100*120	Northern-southern	15_20
059	341390	3380264	40*80		1_5

060	341121	3380979	100*130	Northern-southern	1_5
061	341246	3380620	20*30	Northern-southern	1_5
062	341246	3380852	50*70	Northern-southern	1_5
063	342415	3381426	45*75	Northwest-southeast	1_5
064	340758	3384134	45*100	Eastern-western	1_5
065	340786	3384057	30*50	Northern-southern	1_5
066	340585	3384197	20*30	Northern-southern	1_5
067	341373	3382629	30*45	Northern-southern	1_5
068	341437	3382666	135*50	Northern-southern	1_5
069	341111	3382652	70*85	Northern-southern	1_5
070	341215	3382483	25*30	Northern-southern	1_5
071	340995	3382682	60*35	Northern-southern	1_5
072	340918	3382598	45*80	Eastern-western	1_5
073	340844	3382278	55*85	Northwest-southeast	1_5
074	340670	3382148	30*40	Northwest-southeast	1_5
075	340434	3381953	180*200	Northwest-southeast	1_5
076	340569	3381475	200*250	Eastern-western	1_5
077	340862	3381441	80*100	Eastern-western	1_5
078	341714	3381605	60*90	Eastern-western	1_5
079	343198	3381389	60*100	Northern-southern	1_5
080	343330	3381479	50*70	Northern-southern	5_10
081	343368	3383281	50*30	Northwest-southeast	1_5
082	342736	3384254	30*40	Eastern-western	1_5
083	344542	3384874	30*51	Eastern-western	1_5
084	344684	3382849	350*200	Northwest-southeast	15_20
085	344163	3384686	53*41		1_5
086	344768	3383713	42*44	Circular	1_5
087	345371	3383412	50*75	Oval	5_10
088	345542	3382918	102*57		1_5
089	345491	3382740	7*14	Northwest-southeast	1_5
090	344885	3381372	65*42	Northwest-southeast	5_10
091	344235	3380659	21*25		1_5
092	343306	3380223	45*75		1_5
093	343782	3382652	100*75	Northwest-southeast	1_5
094	344266	3382718	32*51	Northwest-southeast	1_5
095	344304	3383355	60*72	Circular	1_5
096	340637	3386366	70*30		1_5
097	338321	3381412	50*25	Northern-southern	1_5
098	340055	3382520	70*45	Northern-southern	
099	341407	3380576	20*35	Northern-eastern	1_5
100	341988	3379829	90*200	Northwest-southeast	

101	342194	3379638	50*250	Northwest-southeast	1_5
102	340957	3385531	40*70	Eastern-western	1_5

Table 3. Specifications of historical settlements in the Buffer Zone and Landscape Zone of the Shahr-i Sokhta



Map 6. Distribution of archaeological sites around the Shahr-i Sokhta

Outside the Landscape Zone and the Core Zone of the World Heritage Site of the Shahr-i Sokhta, in the northern part of the Sistan plain, there are many ancient sites of historical and Islamic periods that indicate the spread of habitation and life line from the southern part of Sistan towards the north. One of the reasons for this change of human habitats is the change in the bedding and the course of water flows, and in particular the Hirmand River bed, which occurred in different periods of time. The most important of these rotations can be at the end of the third millennium BC. with the desolation of the Shahr-i Sokhta.

In any case, the northern part of the Sistan Plain, which is now inhabited, contains some indexes a number of which are mentioned in the Iranian Tentative List for inclusion in the World Heritage List. They are referred to below. Their introduction here is important, since this indicates the continuation of habitation and establishment, as well as innovation in various fields of scientific, artistic, technical and livelihood of the people of Sistan without interruption from the Bronze Age to the present day. The most important of these sites are as follows:






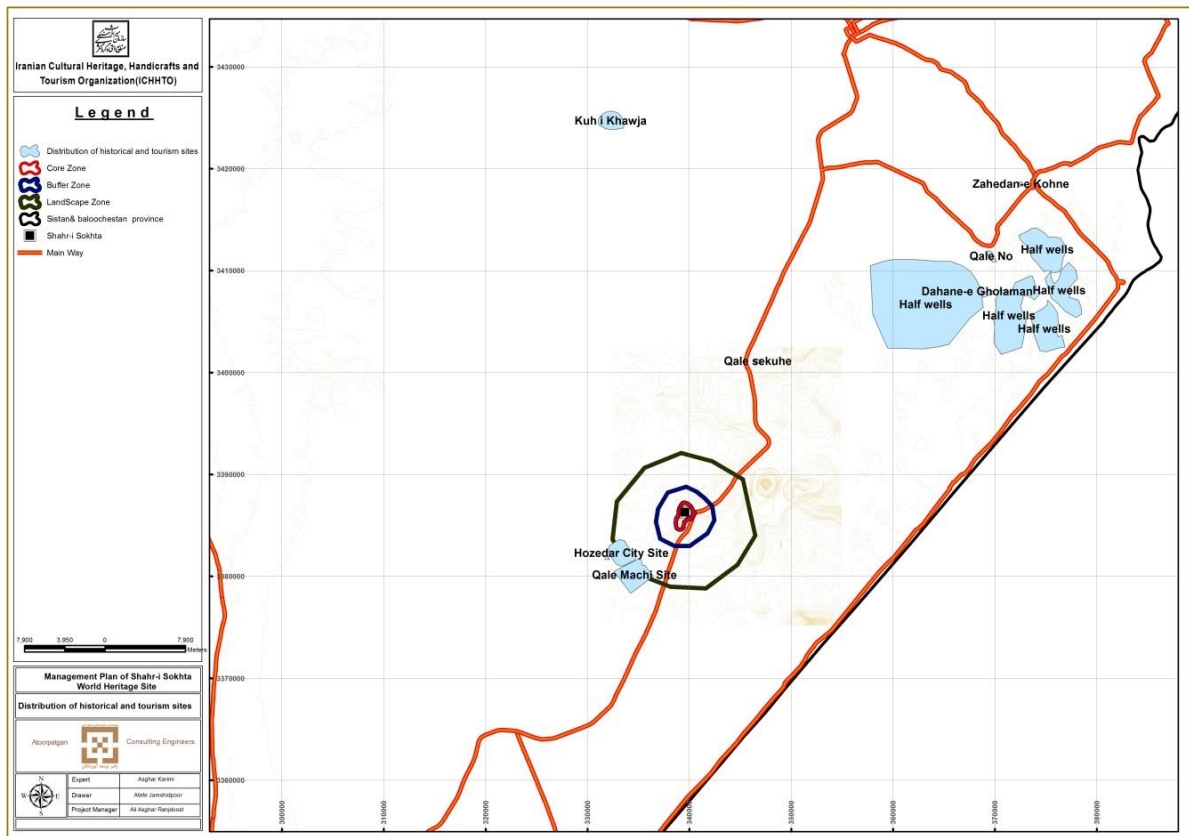
Picture	Age	Location	Name
	Achaemenid era	50 kilometers northeast of Shahr-i Sokhta	Dahane-e Gholaman
	Parthian & Sasanian era	20 kilometers north of the Shahr-i Sokhta	Kuh i Khawja
	Islamic era	Northwest of Zahak city and 55 km east Shahr-i Sokhta	Zahedan - e kohneh
	Seljuks to Qajars era	10 kilometers northwest Shahr-i Sokhta	Qale Rostam
	Safavids era	6 km from the Shahr-i Sokhta	Qale Machi

Table 4. Some valuable historical sites around the Shahr-i Sokhta



Map 7. Distribution of historical and tourism sites around the Shahr-i Sokhta

The excavated areas, and their cultural, historical and archaeological features after being inscribed into the World Heritage List

Some of the pre-inscription excavations are related to the sites of the Burnt Palace, the Monument, the Eastern Residential Area, and the Cemetery, which are referred to in some detail in various parts here; also the details of these sites are included in the world heritage list. (Picture 9); In the picture below, images of these sites are displayed; respectively from the left side, image (b) the Burnt Palace, (c) the Monument or workshop number (1), image (d) the Eastern Residential Area, and image (e) the central area of the cemetery of the Shahr-i Sokhta. During the recent exploration, several new architectural complexes have been explored, the most important of which are: Building No. 20, Building No. 26 and Building No. 28, which are described below at some length respectively.



Figure 8. The Burnt Palace, the Monument, the Eastern Residential Area and the central parts of the Cemetery
 The building is located in the east of the industrial section and the north-east of the cemetery. From the surface of the ground, some architectural structures, such as thick walls, and some areas were recognizable. A general observation and evidence suggest that a large part of the building is covered by quicksand. The building is located in the squares of K'NA, K'NB, K'NF and K'MA.

The modern dimensions of the building are 15 x 20 meters. One of our main goals is to explore the architectural signs in order to shed light on the dark angles of the Monuments Area. All evidence suggests that this building has purposefully been evacuated with prior planning. This means that they have cleared all the objects and furniture from the building and then blocked the entrances. For the reasons not clear to us, this building had never been used after that, and was filled by the Sistan winds' quicksand over time.

Building No. 20 is a special architectural complex. The existence of some of the architectural elements has elevated its functionality from a single house to the probability of its having been a temple belonged to the late third and early 4th centuries of settlement. Existing walls with a diameter of 120 cm and a red lining, especially alongside the

entrance doors of the building, are to be evidences to this purpose; still another architectural element, not explored in any other sites is the very large square ovens. These square-framed ovens of 140 cm on each side have a central cavity with a diameter of about 50 cm, which is certainly not an appropriate dimension for ordinary tasks such as cooking. The entrance door of this unique building is built on the south side and right on the opposite side of the Sistan winds flow.

The pottery found in this building is categorized in two general categories in terms of chronology. These include plain clay pottery and painted pottery common in different periods of the Shahr-i Sokhta. The samples excavated from this building belong to the ending centuries of the III era. Building No. 20 seems to have been used only during a certain period which, based on the clay samples, could be the late III era and the early IV era, before being abandoned, because the accumulated soil in the building -including quicksand- is the result of air flow with no traces of cultural materials whatsoever, until one reaches the ground floor of the building to see the scattered pieces of plain and painted potteries.

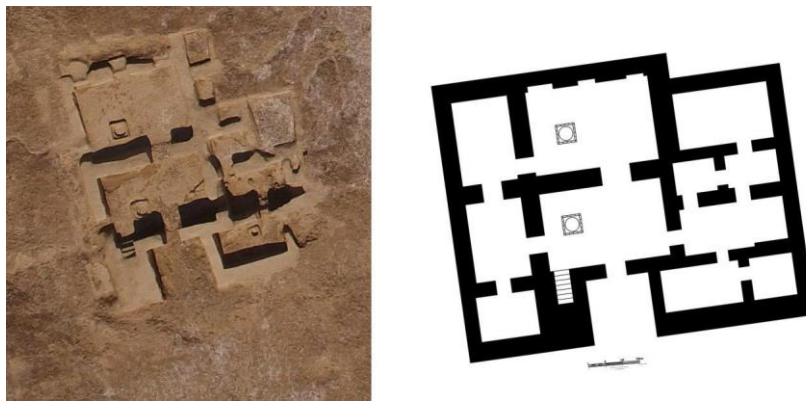


Figure 9. Workshop or Building No. 20

Workshop and building 26 The 26th workshop is located in the central residential area and west of the eastern post-hole of the Shahr-i Sokhta and the north of the central residential area, 50 meters away from the excavation bores that the Italian group had explored. Between the site searched by the Italian group and workshop No. 26, there is a relatively small hill with an approximate height of 6 meters- from the post-hole level at the central residential area- and about 20 meters in diameter.

Exploring the 50-meter SD square of Workshop 26 was started with the aim of achieving special architectural structures that could be seen from the ground. Previously, based on photographs and maps prepared as a result of the Earth Magnetometry studies, a number of tentative excavation bores were selected at the workshops 22,23,24,25 and 27 on the western edge of the eastern and central residential areas, which generally comprise normal and residential structures, with similar specimens already obtained in different parts of the Shahr-i Sokhta. Exploration of the workshop 26 along the eastern-western side of 50 x 50 m SD and the SDH, SDT, SDY, SDG squares in the north and south of the axis under question was performed in an area of about 1000 square meter.

Based on such architectural works as the corridors (dalan) with supporting walls, the warehouse building and the southern chambers of the corridor, as well as highly indicative and at times unknown clay found in the eastern part of the building, called 'corridor' (dalan), during the fourteenth excavation season (2014); the exploration operations continued in the next season (2015) by adding SEP and SEU excavation bores in the north of the workshop. Also, with the aim of finding access to the more important parts of the first-layer architectural structures associated with supporting walls and warehouse building, the exploration also started in the SDM, SDR, and SDS squares in the southern part of the so-called 'corridor' (dalan) clinging to the east of the burnt chambers. Exploring the SDM, SDR, and SDS squares in the southwest of workshop 26 indicated the presence of chambers parallel to a place called the waterway (Picture 22, No. 4) and the corridor walls; further explorations showed that the structure continues to the east. In explorations of 2014, a half-finished entrance was discovered at the south of the waterway, in line with the first entrance in the west, and it seemed that further explorations could lead to the discovery of structures consisting of two connected chambers, similar to the chambers called the burnt chambers. This suggestion was proved correct in the explorations of the next season.

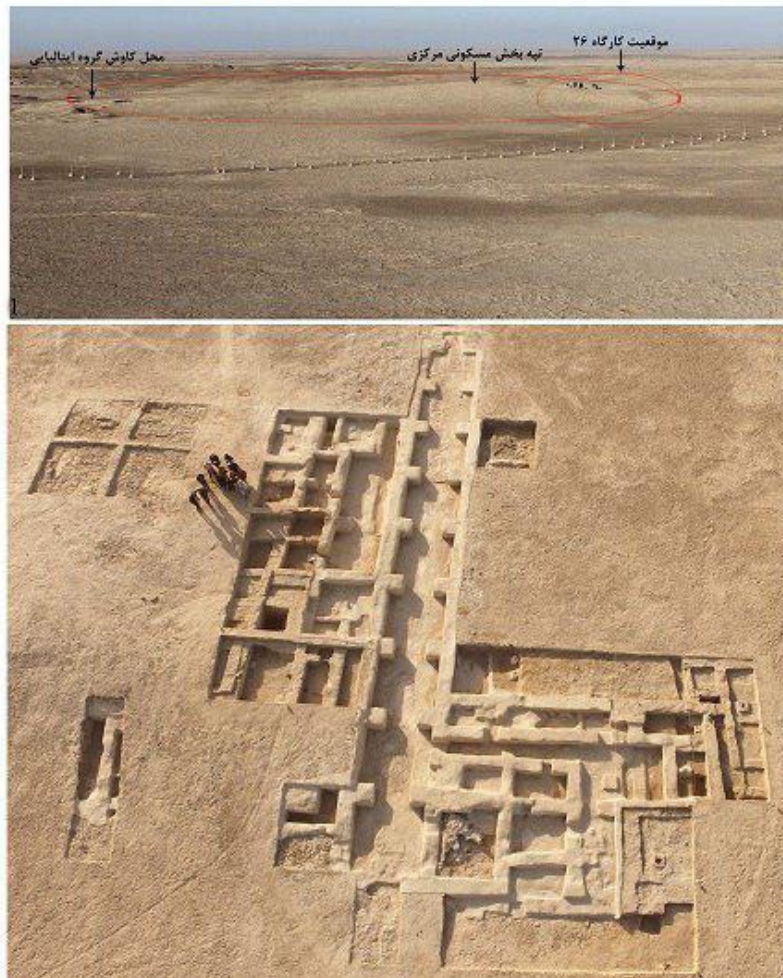


Figure 10. Workshop and Building No. 26

Workshop and building 28 Workshop 28 is located in the northern part of the central residential area and 50 meters north of Building No. 26 in the squares of SEO, TAK and TAL. The location of the exploration site in the workshop was determined with regard to aerial photography by the drone. Based on these photos, there seemed to exist a relatively large building with a right-corner plan and 30-meter-long walls in the direction of the northwest of the south-east. On the surface of the earth at the height above 50 m, a building can be seen with chambers on the east and the west and an empty space in the middle. The Chambers have a right-corner plan, with a slight deviation from the north. In the north of the workshop 28 and at a distance of 30 to 50 meters, there are huge lumps of garbage, which had seemingly been the boundary of the central residential area. On the accumulation of waste, as well as on the excavation bore and the workshop 28, a large dispersion of stone tools with different dimensions and functions was found. The main dimensions of the selected excavation bore for the workshop 28 were about 20 by 20 meters. It was then condensed into a smaller 10-by-10-meter trench- as a kick-off zone- in the southeast. During the excavations, three layers of architecture were identified, and numbered 1 to 3 for new ().

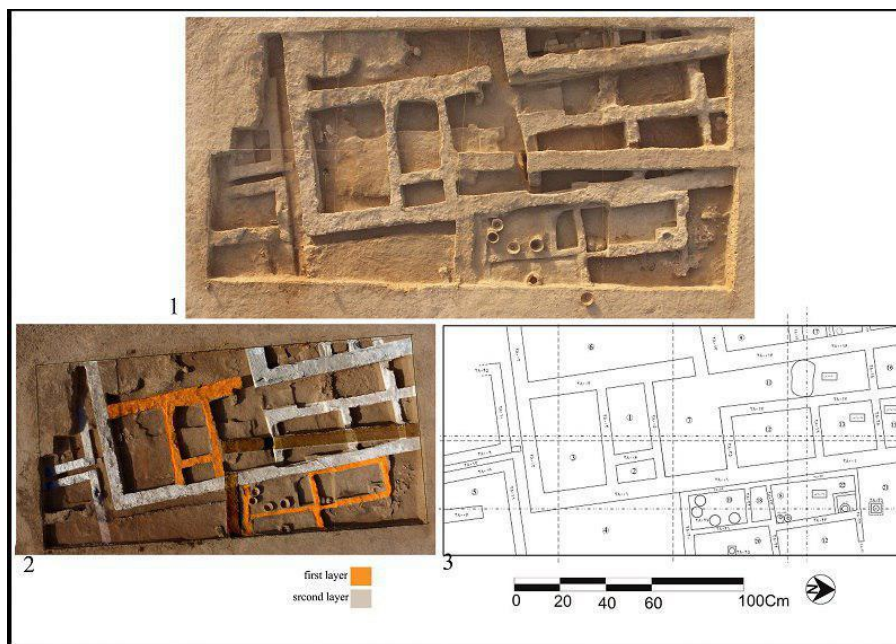


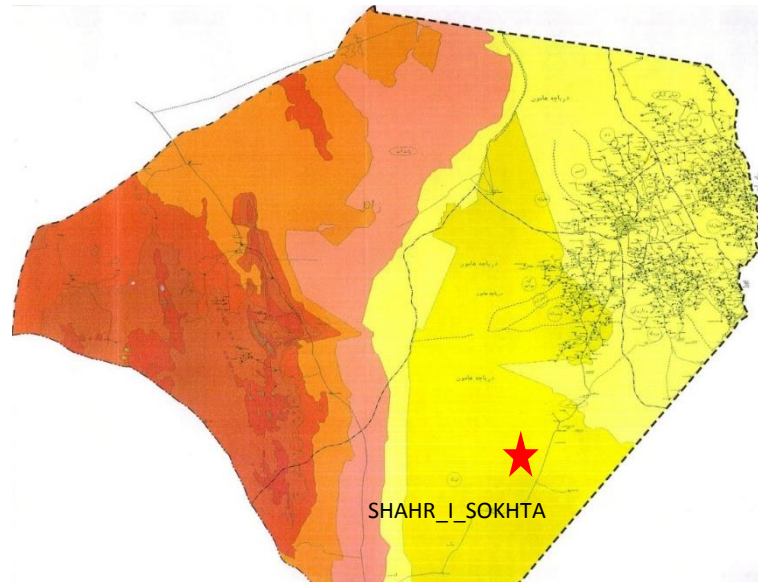
Figure 11. Workshop No. 28

Description of the general environmental-climate features; existing infrastructures and facilities in the region;

a) The environmental-climate features

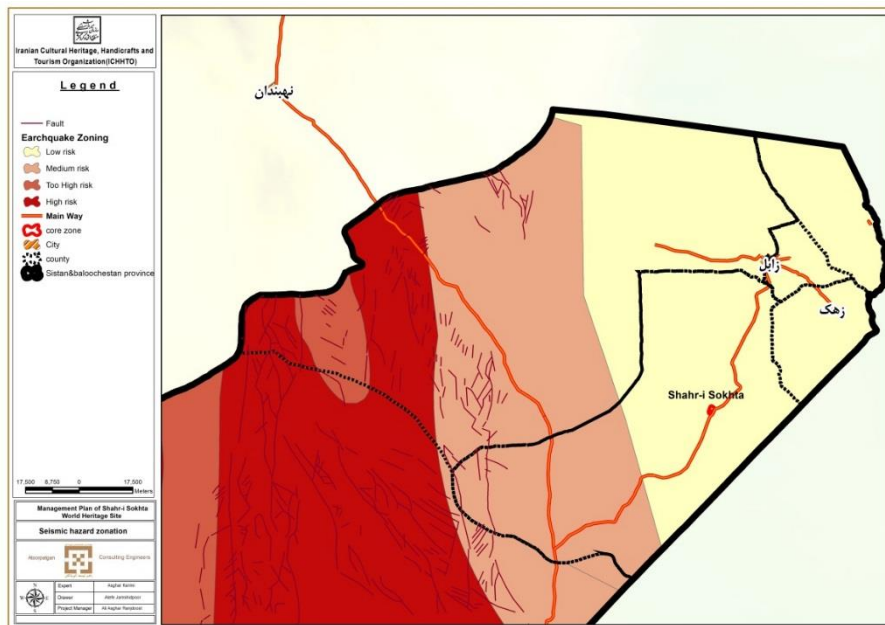
Topography and slope: The Shahr-i Sokhta is located on an altitude of less than 500 meters above sea level. The small difference in altitude and the presence of a very gentle slope in the area have caused the adjacent waterway network of the region to capture a large part of Lake Hamoon due to the relative convergence of the slope. In addition, most of the

temporary and permanent settlements are also found in this region, which encircles the city of Zabol and many of the existing settlements in today's Sistan region. In addition to the Shahr-i Sokhta, most of the historical sites surrounding it are also located on this altitude.



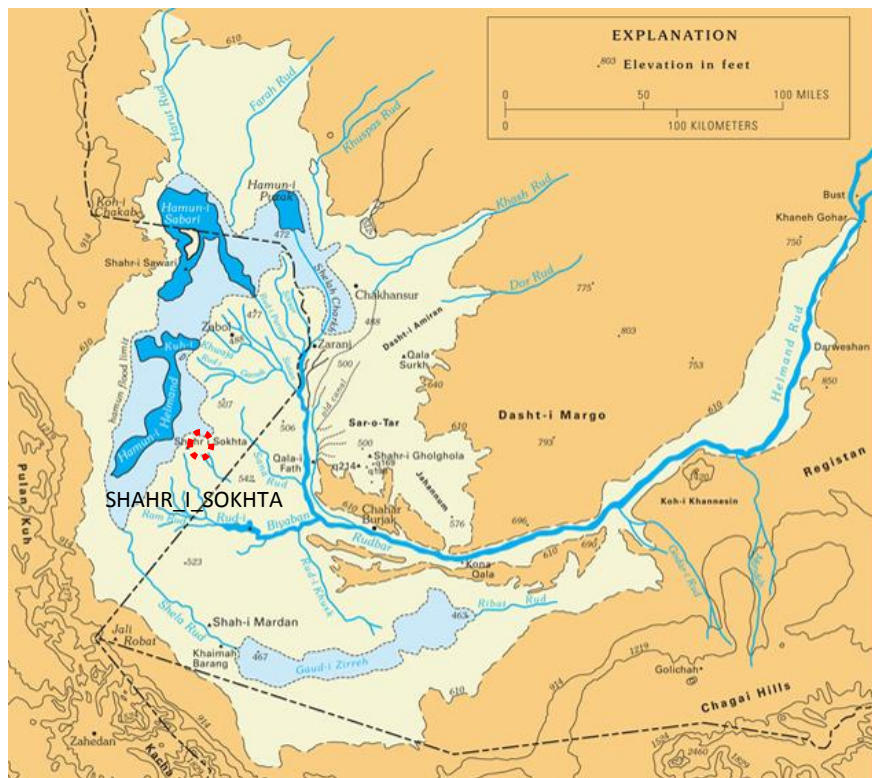
Map 8. The slope and topography position in the area and location of the Shahr-i Sokhta

Earthquake and fault: The conducted surveys made it clear that the Shahr-i Sokhta area, its Core Zone and Landscape Zone are located in a low seismic hazard zone and the main faults nearby fall more than 150 kilometers west of the area.



Map 9. Seismic hazard zonation

Water resources: Water is one of the important elements in the formation or destruction of human habitats in the area under question; such that the Hirmand River and other regional rivers such as Farahrood and Khashrood-in their heydays- have caused major advancements in the development and formation of human settlements. The flow of this river and the sudden change of its course during many years in the Bronze Age and the historical ages have led to the formation of cities such as the Shahr-i Sokhta and surrounding settlements. One of the oldest Hirmand alleys that, in contrast to the current stream of the river, around Mirabad (the current flow of the river in this location changes direction from the east-west to the south-north) moves westward to the Iranian section of Sistan is the Desert River. The Desert River, which is in fact the southern Hirmand Delta, has caused the establishment of numerous settlements from the late 4th millennium BC to the Islamic era. In the aftermath of the abandonment of the Bronze Age settlements in the region, possibly due to the change in the direction of the Hirmand River to the northern Delta, the water once more moves towards the southern Hirmand Delta (the Desert River) in the first half of the millennium. The widespread settlements of the Achaemenid period are the proof to this claim.



Map 10. Location of the Shahr-i Sokhta in the Hamoon watershed

The Sistan area is located in the main watershed area of Hamoon- Hirmand and the Shahr-i Sokhta area in the sub-basin of Zabol and Hamoon-Hirmand. From an environmental point of view, drought is the most important vital change in the region, which has had many effects on the habitat of the region. Water in the region had been and still is a vital element for agricultural developments -and ultimately employment, the environment, health, the distribution of human settlements and the development and destruction of

them, as well as their comprehensive development and decline. It is therefore safe to claim that the formation and destruction of the Shahr-i Sokhta and other surrounding settlements in the Bronze Age were also affected by the waters of the Hirmand River and the Lake Hamoon.

Precipitation situation: Building upon the statistics of the Zabol synoptic station (Zabol synoptic station in Zabol city, 56 km east of the Shahr-i Sokhta), the average precipitation in 30 years (1985 to 2014) is 53 mm, but the precipitation in the last 10 years had relatively been far less. The average rainfall in the last 10 years of 2006 to 2014 is 7.31 mm, which is much lower than the average of 30 years (Figure 1).

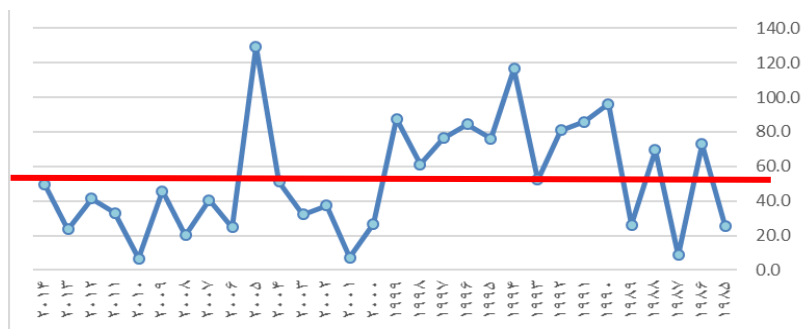


Chart 1. Average long-term monthly rainfall variation in Zabol synoptic station during 1985-2014- Reference: National Meteorological Organization, 1985 to 2014

Temperature situation: Also, surveys show that since 1998 the average annual temperature has increased over the 30 years studied. The average temperatures in the last 30 years is 22.3 degrees; whereas it shows 22.8 degrees in the last 15 years from 1998 to 2014, which means that the average temperature in the region has increased over the past 15 years. One of the reasons for this can be attributed to the Lake Hamoon drought.

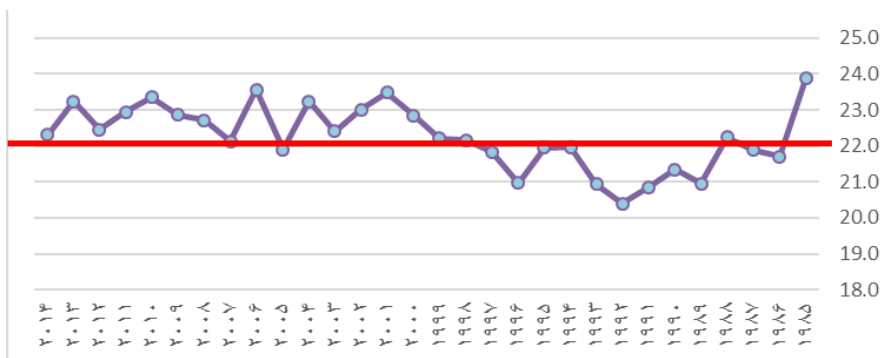


Chart 2. Figure 2: Average changes in temperature at Zabol Synoptic Station during 1995-2014- Reference: National Meteorological Organization, 1985 to 2014

Statement of Outstanding values and aspects

Outstanding values	Aspects
The flourishing of the art of mosaics, woodcarving, the evolution of handicrafts, pottery, and the progress of the intellectual, aesthetic, artistic and industrial genius of the Shahr-i Sokhta people happened in the Bronze Age	There are numerous marble dishes, ornaments, semi-precious stones like azure and expensive metals and precious pottery
Considerable advancement of the medical science in the Shahr-i Sokhta	The skull surgery on a 13-year-old girl Production of an artificial prosthetic eye
The progress of the science of urban planning, architecture and urban management, and the evolution of the social and public culture of the Shahr-i Sokhta people	Placement of colonial neighborhoods, urban facilities, separation of various settlement sections, scopes of urban areas, drainage and sewage installations
The sign of the development of regional planning, using the Central Place Model, which centuries later was presented by Christaller. It also highlights the administrative, political, and organizational structure of the Shahr-i Sokhta.	Establishment of the Shahr-i Sokhta and its sphere of influence (distribution of peripheral villages of the Shahr-i Sokhta in a hierarchical order)
An indication of ethnic, cultural and ritual diversities in the Shahr-i Sokhta, as well as the peaceful coexistence of people despite cultural and ritual diversity, and also the presence of a social hierarchy.	There are various types of burials of the dead, human and animal bodies
It illustrates cultural interactions, trade and business exchanges, and the strategic importance of the Shahr-i Sokhta among the eastern, western, northern, and southern regions.	Tableau from the beginning of the Elamite era, the existence of numerous stamps, lazuli stone, copper, turquoise, sea shellfish, etc.
It shows the concern of the people of the Shahr-i Sokhta for spending their leisure time; also showing the people's welfare status	Intellectual game innovations like the game tool
It reflects the high quality of life of people; the aesthetic appreciation of the people	The presence of bronze mirrors, wooden signs, rock boulders
It reflects the possible development of the textile industry and the paint industry	The availability of many colored fabrics in this area
The sign of the Shahr-i Sokhta settlement on the seashore and the river and the existence of the fishing industry in that city.	Existence of fishing stick and net

It highlighted the high status of women in the Shahr-i Sokhta	The presence of stamps in the grave of some women, the presence of expensive ornaments and cosmetics in the grave of other women
An indication of the invention and use of calculations, measurements and mathematics in the Shahr-i Sokhta	Existence of ruler
An indication of the agricultural and plantation activities in the region during the Bronze Age	Plant and organic Remains

Conservation

Issues requiring conservation

According to the archaeological excavations performed at the World Heritage Site of the Shahr-i Sokhta, many cultural and ancient materials have been found in this ancient city, which need conservation and protection. Due to the great number of movable and immovable findings and the huge volume of available materials under the ground surface of this site, and because of its great archaeological, historical and tourism significance, protection from this site is done with all the necessary measures taken into account.

In general, the most important protection requirement is:

- preservation of the Core Zone and surrounding of the ancient site, for future generations;
- assistance to the research needed to be conducted by protecting the site and cultural materials found there.

Introduction of conservation objectives

- Preservation of historical and ancient values and their transfer to the next generations (guaranteeing the physical life of the Shahr-i Sokhta area);
- Exploitation of historical experiences for better life in peripheral settlements in a new age;
- Strengthening of cultural, national and regional identities;
- Development and strengthening of the scientific and research system in various fields related to the historical as a necessary step to protect efficiently;
- Bringing about a transform in the economic structure of the local community through protection, since in such historical sites as the Shahr-i Sokhta, economic goals are somewhat minor to other objectives.

Introduction of conservation tools

One of the most important protection tools is to use the existing rules, regulations and instructions. Also, a site security guard (physical protection in the area with the priority of personnel, mechanical and electronic protection), is to be used for protection of works at the Site museum, and further the perusal of indigenous capacities and participation of local community in the area should be considered as a means of protection.

Practical and operational measures

- Determining the visit route on the ancient zone had been a necessary step which was taken;
- Accomplishing the 25th season of archaeological excavations in the Shahr-i Sokhta;
- Launching the library and museum of the works and compiling the database through the development of the GIS inside the World Heritage Site;

- Protecting the global site of the Shahr-i Sokhta round-the clock using advanced CCTV cameras and a locally-settled security guard;
- Possible contingency control mechanisms, such as coordination with the Shahr-i Sokhta Police Station, crisis management and relevant departments;
- Protection of movable and immovable works;
- Conducting participatory programs, such as local ceremonies and events, the activation of the Association of the Shahr-i Sokhta NGOs in the area, and the preparation of Memorandums of Understanding;

Main activities after the inscription on the World heritage List

The main activities regarding research, conservation and maintenance of the site after the inscription on the World Heritage List:

1. Conducting the 24th archaeological campaign on the site in 2015 with an international expertise team from Iran and Italy. The archaeological team is headed by Dr. S. M. S. Sajjadi on the behalf of the Iran Center for Archaeological Research of Iranian Cultural Heritage, Handicrafts and Tourism Organization (ICHTO).





Architectural remains discovered after the 24th archaeological campaign conducted on the site in 2015

2. Conductiong of the 25th archaeological campaign on the site in 2017 with an international team with participating from Iran, Italy and Germany headed by S. M. S. Sajjadi. The activities of this campaign were focused on the excavations in graveyard, industrial zone as well as monumental area.



A1

A2



A3



A4



B



C

25th archaeological campaign at Shahr-i Sokhta in 2017:

A) Excavations at the graveyard revealed excellent results so that about 75 graves were found in an area of about 200-meter square: 1. Starting the work in graveyard. 2. Workers and archaeologist excavating the graves. 3. A very rich catacomb grave found at Shar-i Sokhta in 2017. 4. The grave goods and offering found during the 25th campaign at Shahr-i Sokhta.

B) Excavations in the artisanal zone of Shahr-i Sokhta revealed a building with an artisanal function engaged in production of semi-precious products.

C) Archaeologists working on the discovered materials at the World Heritage Base of Shahr-i Sokhta

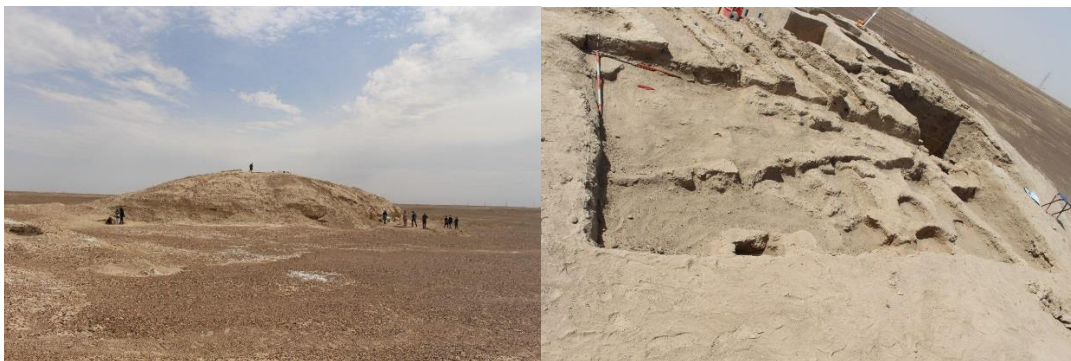
3. Conducting of the 6th archaeological campaign in 2016 at Tepe Sadegh a Bronze Age site located in the cultural landscape of the site.





Conducting of the 6th archaeological campaign in 2016

4. Conducting of the 2th archaeological campaign in 2016 at Tepe Taleb Khan 2 a Bronze Age site located in the cultural landscape of the site.



Conducting of the 2th archaeological campaign in 2016 at Tepe Taleb Khan 2

5. Engaging the “Society of the Friends of Shahr-i Sokhta” as an important and leading NGO in the region with a focus on the education of the young generation to familiarize them to their cultural heritage characteristics. In this regard, also other activities have been done. for example, during the ceremony of the new Iranian year. nowruz, “a day of clean Shahr-i Sokhta” was organized.



“A day of clean Shahr-i Sokhta”

6. Establishing some MOU with regional universities such as the University of Zabol and the University of Sistan and Baluchestan for facilitating of the participation of researchers working on archaeology, restoration and conservation as well as architecture. These two universities now are playing a leading role in the educational and training of the young students in the fields of archaeology, architecture and conservation in the region.
7. Creation of the archaeobotanic laboratory in the World Heritage Base of Shahr-i Sokhta to provide a convenient bed for paleo-environmental studies in the region. Because the site of Shahr-i Sokhta, due to the climatic and best state of conservation of organic materials, is considered as a natural laboratory for studying different type of organic material including plant remains, animal bone, human skeletons, textiles, reed mats and son on.



Creation of the archaeobotanic laboratory in the World Heritage Base of Shahr-i Sokhta

8. Enrichment of the archive center of the site by providing more data and documents regarding previous archaeological expeditions of the site.



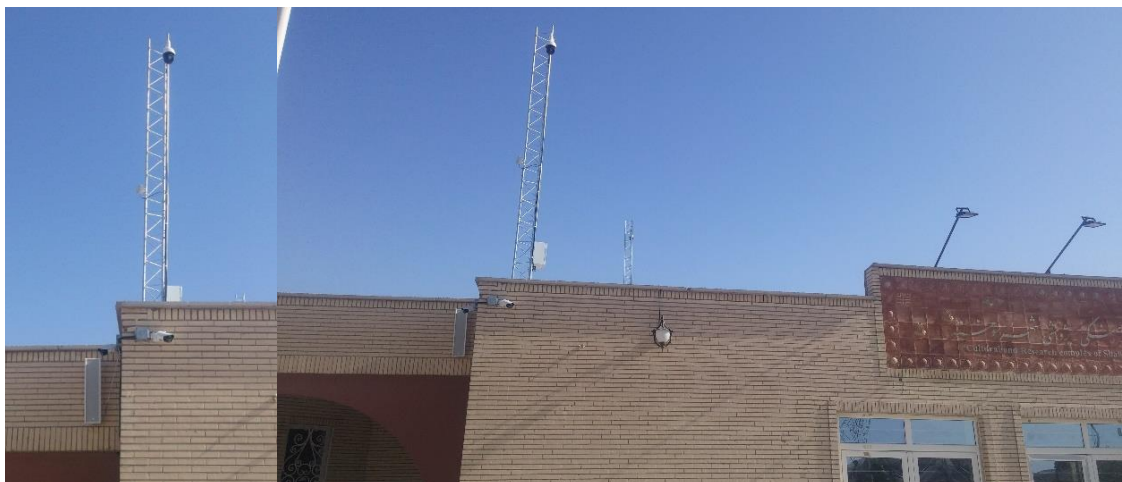
Enrichment of the archive center of the site

9. Enrichment of the library of the site through feeding more publication regarding the archaeological activities and other scientific publication on the site and other archaeological site located in the adjacent areas in southeastern Iran.



Enrichment of the library of the site

10. Enhancing monitoring capacities of the site trough providing more efficient equipment such as stronger cameras and engagement of more responsible human presence in the site.





Enhancing monitoring capacities of the site

11. Prevision of control mechanisms for preventing probable crisis in the site through alerting the police station of shahr-i Sokhta and other relevant administrations. In this regard, also it is considered to prepare a risk map for the site in the course of the year 2018.
12. Capacity building for improvement, development and creating of infra-structures for tourism on the site. In this regard several facilities have been provided including determining the visit paths for tourists, prevision of some rest place for tourists equipped by benches and other facilities on the site, giving more welfare services to tourists such as a local restaurant in the research complex of the site.



1



2



3



4

Capacity building for improvement, development and creating of infra-structures for tourism on the site: 1. Handicrafts exhibition and store; 2. Bookstore for offering useful books about the site and Sistan region; restaurant offering local food; festival of new Iranian year at Shahr-i Sokhta

13. Providing a system of lightning to facilitate the night visit of the site by tourists. It is useful also for a better monitoring of the site during the whole night.



Providing a system of lightning to facilitate the night visit of the site by tourists

14. Installing of a telephone line with fax and internet connection for facilitating of connections to relevant administrations at Zabol, Zahedan and Tehran and abroad.



1



2



3

Installing of a telephone line with fax and internet connection: 1-2. Internet connection; 3. Telephone and fax connection.

15. Shahr-i Sokhta benefits from various decision-making teams to help with finding the best solutions for protecting its OUV, integrity and authenticity. Two important teams are the committee of trustees and the steering committee. The first session of the trustees committee was held on June 2017. In this session some decision concerning general policies of the site including the preparation of a management plan was disused. At the same time, two sessions of steering committee were held at the World Heritage Base of Shahr-i Sokhta. In the second session according to the recommendation of the trustees committee, the details of the management plan for the World Heritage site of Shahr-i Sokhta was prepared and approved.



1

2



3

1. The committee of trustees session held in June 2017; 2. First steering committee session held in May 2017; 3. Second steering committee session held in October 2017

16. Organizing artistic and cultural events such as photo exhibitions and other cultural sessions like the session of “the society of national poets”, organizing a tour of the World Heritage Site of Shahr-i Sokhta for Iranian artists working on ceramics.



1

2



Organizing artistic and cultural events such as photo exhibitions and other cultural sessions: 1-2. Photo exhibition entitles Gol-I Gaz by photographer Hamed Gholami; 3 Tour for artists working on ceramics

Management

Management structure

The World Heritage Site of the Shahr-i Sokhta, like other cultural heritage sites, is a management organization created to fulfill the organization's goals for a theme that has unique national and global values. On the basis of Clause D of Article 114 of the Law of the Fourth Plan of Economic, Social and Cultural Development of the country, "the establishment and equipping of cultural heritage sites in the country's major historical monuments and themes related to cultural heritage" has become law.

The Board of Trustees and its structure

The Board of Trustees is the highest authority reference in policy and decision making. This board decides especially on financial and management issues of the base.

Tasks of the Board of Trustees:

- Determining and approving of the general policies of the site;
- Reviewing and approving of the program and annual budget of the site;
- Approval of service tariffs, other sources of income, terms of collecting income and expenses by complying with the rules;
- Reviewing and approving the long-term program of the site;
- Attracting support and cooperation of governmental, private and public sectors;
- Approving and creating affiliated units associated with the main tasks of the site;
- Reviewing the challenges of the site and providing solutions to problems.

Name	Surname	Profession	Organizational positions
Abbasali	Soleimani	Ayatollah	Representative of Vali-e Faghih in the province, and Friday-prayer Imam in Zahedan
Danial	Mohebbi Mowlaei	M.A. holder	Governor of Sistan and Baluchestan
Reza	Ehsanfar	Diploma holder	Economic activist
Mohammad Omar	Barahoei		Local trustee
Kambiz	Moshtagh Gowhari	Architecture Ph.D. holder	Director General of the Province Cultural Heritage
Reza	Asghari		
Ruhollah	Shirazi	Archaeologist	Director of the Shahr-i Sokhta Site
Iraj	Afshar Sistani	Ph.D. holder	Cultural activist and writer

Seyyed Mansur	Seyyed Sajjadi	Ph.D. holder in Archaeology	Director of the Shahr-i Sokhta explorations
Name	Surname	Profession	Organizational positions
Bahman	Karegari		Manager of the Province museums

Table 5. List of members of the Board of Trustees of the Shahr-i Sokhta and their organizational positions

Technical Committee

The Reference technical committee of the site is responsible for decision making and monitoring of scientific, technical, managerial and specialized issues at the site. These decisions are in line with the general policies of the site determined by the Board of Trustees.

Tasks of the Technical Committee:

- Reviewing, commenting on and approval of Comprehensive Site Management Programs (long-term, middle-term and short-term programs);
- Reviewing, commenting on and approval of the site annual plan;
- Reviewing, commenting on and approval of the counselors and performers' qualifications;
- Reviewing, commenting on and approval of the descriptions of services in consultants and site-associated administrators' contracts;
- Reviewing, commenting on and approval of all executive activities and those performed at the site;

Name	Surname	Profession	Organizational positions
Ruhollah	Shirazi	Archaeologist	Director of the Shahr-i Sokhta Site
Kambiz	Moshtagh Gowhari	Architecture Ph.D. holder	Director General of the Province Cultural Heritage
Bagher	Kord	Ph.D. in Management	Deputy Governor of Construction Affairs
Majid	Kalanvari	M.A. in Conservation	Deputy of Cultural Heritage in Sistan and Baluchestan Province

Mansur	Sefatgol	Ph.D. in History	Cultural activist of the region - faculty member
Seyyed Mansoor	Seyyed Sajjadi	Ph.D. holder in Archaeology	Director of the Shahr-i Sokhta explorations
Zohreh	Shirazi	Ph.D. holder in Archaeobotany	Researcher
Afshin	Ebrahimi	M.A. in Conservation	Director of the World Heritage Site of Arg-e Bam
Mohsen	Keyhanpoor	M.A. in Conservation	Director of the Bampoor Site
Hossein	Sarhadi Dadian	Ph.D. holder in Archaeology	Faculty member
Maryam	Jalili Jahantigh	Ph.D. holder in Persian Language and Literature	Director of the Center for Subcontinental and South Asian Studies

Table 6. List of members of the Technical Committee of the Shahr-i Sokhta and their organizational positions

Tasks of the World Heritage Base of the Shahr-i Sokhta

- Providing facilities and infrastructure needed for visitors and tourists
- Conducting case-studies and preparing grounds for the improvement, the protection, the conservation and restoration, and the landscaping projects and the introduction of historical and natural cultural works
- Organizing the World Heritage Site, including the designation of the visitation path, designing the outdoor furniture, the lighting of the works to make it possible to visit and operate at night, and ...
- Making constant interaction with members of the Technical Committee
- Permanent monitoring of works located within the site and preparation and submission of the technical, protection and other necessary reports.
- Providing the necessary grounds for conducting research and study activities by the Site and participation of experts, NGOs and local community, including the identification and collection of all available information on the [geographical] scope of the work, the creation and equipping of the Documentation Center, laboratory and ...
- Preparation and implementation of programs and research projects-both library and field studies- in the fields of archeology, anthropology, language and dialect, inscriptions, traditional arts, architecture and urban planning, historical as well as

cultural, tourism and natural heritage objects and works located in the area of the site.

- Setting and proposing a comprehensive site management program (long-term, medium-term and short-term program)
- Formulating and proposing a yearly-base plan and carrying out the necessary steps to approve it
- Compilation of research, cultural, technical and executive reports related to the field of responsibility of the site and submitting it to the Provincial Director and the Site Affairs Management.
- Reviewing, identifying and carrying out the necessary measures for documentation of historical movable and immovable works located in the area of the site; providing a record file for the work, and proposing its inscription in the list of national works
- Studying, planning and following up of the approval and notification of the works boundaries within the site's [geographical] scope, as well as its protection.
- Training of staff in scientific and executive fields related to projects and providing the necessary conditions for training effective staffing; transferring of experience and recruitment of specialized staff required by the site in agreement with the Site Affairs Management and the Provincial Director; performing the necessary trainings for the local community on world-leading values as well as establishing continuous communication with educational units (schools) of the region to introduce [monumental] works to students and families in order to identify the values of the works and to create and strengthen the motivation of cultural heritage conservation.
- Establishing the necessary grounds for connecting the site with the people and managers in view of the participation of human resources and strengthening the local status in agreement with the provincial Director, and their participation in the site's affairs.
- Strengthening administrative and scientific communication with all the institutions, organizations/bodies and scientific and local centers to take care of a special historical, cultural and natural place.
- Establishment of continuous scientific and technical communication with other provincial, national and international sites.
- Establishment of constant scientific, technical and cultural contacts with universities, scientific centers, associations and NGOs, especially those located in the province.
- Participation in the preparation and approval of development plans in different sizes of regional, provincial, district, town, city, etc., or of effective civil projects within the [geographical] scope of the site; monitoring of all under-planning activities, civil plans and activities of various executive agencies, reviewing of them and sending comments to the Provincial Director and the Site Affairs

Manager in order to establish the necessary coordination and lead development projects in the path of preserving cultural, historical and natural values.

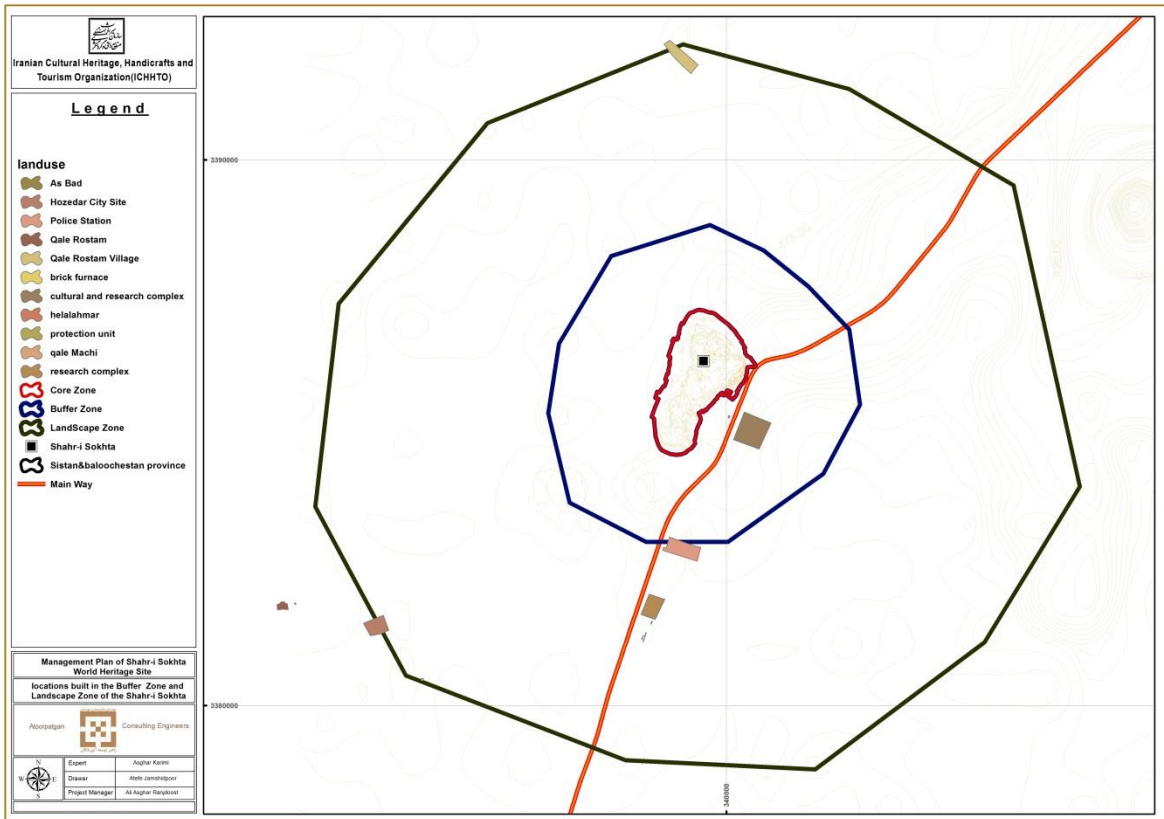
- Providing encouragement and motivation for investment in cultural heritage, tourism and artistic sectors by NGOs, co-operations and private institutions in agreement with the Provincial Director.
- Implementation of information programs especially in the region and province to raise public awareness of indigenous heritage, especially among younger generations

Description of interaction among the Board of Trustees, the Strategic Council and the World Heritage Site

Upon registration of the Shahr-i Sokhta in the World Heritage List, three meetings have been held by the Board of Trustees and the Technical Committee. As a result of these meetings, efforts have been made, as much as possible, to make decisions on the development of infrastructure and basic facilities. Also discussed in the meetings was the determination of the vision and mission of the World Heritage Site of the Shahr-i Sokhta. On October 20, 2017, the third meeting of the Technical Committee was held with a majority of members. During this meeting, the general points for the management plan of the Shahr-i Sokhta were approved by the members. The results of these meetings might lead into the approval of the management plan.

Statement of the site ownership features

Building on an inquiry from the Natural Resources Bureau of Sistan and Baluchestan province, all of the lands within the area and in the periphery of the Shahr-i Sokhta are part of the land belonging to the Natural Resources (State), and there are currently no exceptions reported about its surrounding areas, neither in the Buffer Zone, nor in the Landscape Zone. Only some parts of the Ghal'e Rostam village, northwest of the Core Zone, are in private ownership.



Map 11. Map of locations built in the Buffer Zone and Landscape Zone of the Shahr-i Sokhta

Explanation of the strategy based on the SWOT chart for various management items

To formulate development strategies for the management plan of the World Heritage Site of the Shahr-i Sokhta, the comprehensive strategy formulation framework (SWOT model) is used. Therefore, it is first of all necessary to assess these elements within the site. Finally, any of these internal and external factors affecting the procedure of activities at the World Heritage site and the area of the Shahr-i Sokhta is to be analyzed and the relevant strategies adopted.

Tourism Development (swot)

Internal factors		External factors	
Strengths	Weaknesses	Opportunity	Threat
<ul style="list-style-type: none"> - The presence of monuments and valuable sites around the area such as the historical cities of Howzdar and Dahane-ye Gholaman, Ghal'e Rostam, Mount Khaju, numerous masonry, and some natural elements such as the Hirmand River and the Lake Hamoon and the half-dug wells to attract tourists - The existing facilities such as a petrol pump, gas and gasoline stations located less than 20 kilometers east of Shahr-i Sokhta - The possibility of accommodating tourists in the Research Site rooms (20 bedrooms) at some specific times of the year - Holding local ceremonies at the World Heritage Site at certain times of the year, especially in Nowruz (new year), which is the peak of visiting tourists' presence 	<ul style="list-style-type: none"> - lack of advertising and information centers in the area, and Zabol and Zahedan cities so as to introduce the tourism capabilities of the region - The private sector's absence in providing part of the facilities and implementation of plans 	<ul style="list-style-type: none"> - The presence of airport and passenger terminal of Zabol and the possibility of using the rail transport system - Existence of Zabol - Zahedan Road as a possibility for tourism development and service improvement - The close proximity of Afghanistan and Pakistan countries and the possibility of using their tourism capacity, taking into account cultural and ethnic similarities - The use of tourism capacity of the neighboring provinces of South Khorasan, Kerman to attract tourists 	<ul style="list-style-type: none"> - Harsh climatic condition

Participatory Management (swot)

Internal factors		External factors	
Strengths	Weaknesses	Opportunity	Threat
<p>- The activity of tour-leaders and their cooperation and proper interaction with the management of the Site the appropriate interaction of the management of the World Heritage Site Complex of Shahr-i Sokhta with the general beneficiaries</p>	<p>- lack of necessary and integrated training of stakeholders in line with their activities</p>	<p>- The proper formulation and interaction of NGOs in the region and their active participation in improving the situation</p> <p>– The accompaniment and partnership of hoteliers to create favorable conditions for tourists staying in the region</p> <p>- The high capacity of the University of Sistan and Baluchestan and Zabol in the fields of archeology and conservation</p> <p>– The cooperation and participation of the senior management of the province in the protection and introduction of the World Heritage Site of Shahr-i Sokhta</p> <p>- The close involvement of the beneficiaries and their cooperation with the management of the Site</p> <p>- The accompaniment and support of high-ranked management of the province, namely the governor, and the parliamentary representative to the World Heritage Site activities</p>	<p>- Lack of interaction between different parties, whether public or private</p>

Sustainable Development (swot)

Internal factors		External factors	
Strengths	Weaknesses	Opportunity	Threat
<ul style="list-style-type: none"> - The area's farness from urban and rural areas and lack of negative impacts of urban and rural construction projects on it - Lack of effective and destructive plans in the region in upstream plans 	<ul style="list-style-type: none"> - Lack of mutual understanding in the upstream plans to the regional land use and its tourism potential - Large distance from the city centers 	<ul style="list-style-type: none"> - The existence of potential wind and solar power plants to establish systems of producing electric energy - Using the region's potentials for employment -The Zahedan-Zabol Freeway Second-lane Construction Project - south of the present road is a good opportunity to predict the proper entry and exit to the Site Complex 	<ul style="list-style-type: none"> - The private sectors' uncertainty for returning capital in case of investing in different sectors - Crossing the high-power transmission line may have a negative effect on the Landscape Zone

Research area

*** Strategy**

Developing research through upgrading the existing resources and using modern technologies

▪ Plan

- Documentation, laser reproduction/scanning, and photogrammetry of all existing historic founding;
- Preparation of a digital map of the Shahr-i Sokhta and surrounding areas using modern equipment;
- Creating a database of movable objects and immovable works in GIS;
- Allocating places for the establishment of specialist workshops;
- Developing of Documentation Center at World Heritage Site;
- Establishing various laboratories according to the research needs and equipping them;
- Equipping the site with the facilities needed for exploration and research such as laboratory equipment, scanners, GPS devices, advanced cameras, etc;

The area of protection and maintenance of the founding (movable and immovable works)

***Strategy**

Developing framework of objects' protection and maintenance

▪ Plan

- Interaction with international organizations in order to adopt new methods of immovable works protection by using long-lasting and miner-destructive materials;
- Establishing appropriate shading intended sections: the cemetery, the Burnt Palace, the Memorials area and the Eastern Residential Area;
- Reorganizing all elements and facilities located in the Landscape Zone, including the existing buildings and facilities;
- Conservation and protection of fundings in boundries, such as Ghal'e Rostam, Assbaadhaa, Ghal'e Mochi and other historic sites located in the Core Zone and the Landscape Zone within a mid-term period of time.
- Yearly restoration of the trenches explored over the past years, including the Eastern Residential Area, the Memorials area, the Industrial section, etc.;
- Regular assessment, emergency protection and continuous reinforcement, removal of biological agents and conducting field surveys in the Core Zone, the Buffer Zone, and the Landscape Zone;
- Reorganization temporary finishes in some areas of the site with the products of modern protection technology;
- Awareness raising on historic protection by installing signposts in the area in order to help maintain the [historical] founding and prevent their destruction;

- Formulating a memorandum of understanding with the universities of the region in order to co-operate in person with scientific and technical communities to assist protect the area and its surrounding;
- Formulating a memorandum of understanding with the Ministry of Education and Training for the protection and, ultimately, teaching the concept of protection of the world heritage to the younger generation.
- The use of suitable materials for the conservation of immovable works to prevent severe erosion of winds, especially in the western and northwestern parts of the founding.
- Empowerment and development of the activities in the field historical archaeological values and its importance in the socio-economic development of the region through social networks, websites, etc.

Area of physical protection

***Strategy**

Developing Systematic physical protection

▪ Plan

- Equipping the area and some part of the Core Zone with CCTV cameras (monitoring and video control of the area);
- Equipping the Shahr-i Sokhta area security guard with the required equipment, including motorcycles, multiple advanced cameras, and network connectivity and monitoring of this section.

Risk management

***Strategy**

A dynamic process to reduce the risks before, during and after the crisis

▪ Plan

- Training experts, staff, stakeholders, security guards, as well as local community on risk management and the presenting of the activities undertaken before, during, and after the risk;
- utilizing the Red Crescent Building at the entrance to settle local relief and a fire department;
- Reorganizing lightings in the World Heritage site, and the entrances to the complex to provide indoor lighting for security needs;
- Installation of new technologies for fire mitigation measures in the area;
- Signing a memorandum of understanding with the police forces at the site to support with security;
- Identification of risk management priorities to reduce the impact of damage;

- Collaboration to identify risk spots in order to stabilize the running sands, and improvement of the flooding routes in the northern part of the area, with the participation of relevant organizations;

Tourism management

recognition of tourism capacity

***Strategy**

Developing the tourism of the ancient area of the Shahr-i Sokhta;

▪ Plan

- Installation of information boards, signposts and billboards of the [historical] landmarks in the region;
- Establishment of information centers/desks along the road to support tourists, especially on the Zahedan - Zabol – Birjand road;
- Installation of the entrance gate at the Zahedan-Zabol-Birjand road.
- Production of short films on Shahr-i Sokhta, its facilities and surrounding areas in order to highlight the OUV of the site;
- Presenting the Complex with photos and videos, brochures, publications and postcards to introduce the importance of the tourist with emphasis on the historical founding of the region along with the existing natural elements;
- Developing of travel packages for historical and international sites of the region and surrounding areas (neighboring provinces and countries) through negotiating with transport companies to set up direct tours for visiting the historical monuments of the region, especially the Shahr-i Sokhta area;
- Holding educational and briefing classes for the tour guides at the Shahr-i Sokhta area with a focus on respecting all tourists: foreign, Domestic, women, the disabled, children, students; creating a sense of belonging to the historical identity in the young and adolescent group;
- Debating and planning with tour-organizers to determine the specific times of visits to reduce the tourism pressure (tourism time distribution);
- Launching handicraft distribution centers with the help of the private sector at the World Heritage Site Complex, especially during the peak tourist days;
- Adequate advertising of handicrafts and local products at the time of the tourist's presence in the area.
- Establishing international interactions with the world heritage sites such as Mohenjo-Daro and Harappa in Pakistan, Sarazm in Tajikistan, Bamyán in Afghanistan;
- Considering knowledgeable tour guides, in the region.

***Strategy**

Utilization of tourism capacities to empower the value chain of cultural production in the region;

- **Plan**

- Using the capacity of the local communities to develop tourism in the area in case of accommodation, catering, advertising, leadership, transportation and etc.;
- Educating the local community in the field of the restoration and maintenance of significant cultural and historical founding and sites to create a sustainable economic cycle in the tourism industry of the region;
- Conducting classes for the development of handicrafts such as designing the motifs discovered from the Shahr-i Sokhta;
- Engaging the investors in the field of handicrafts and cultural products Organizing event conferences and festivals;
- Establishing a regular network of historical tourism through connecting the World Heritage Site of the Shahr-i Sokhta with other historic sites and complexes of the region and the surrounding area;
- Distributing common questionnaires among tourists of these areas and using their results for improvement; organizing joint meetings reviewing existing problems and developing solutions to these problems;
- Developing a new visitor path by adding wood-laid path with the least contact with the ground in possible areas;
- Publishing and distributing catalogs for the World Heritage Site;

Recognition of stakeholders

***Strategy**

Using the capacity of stakeholders to develop tourism in the region;

- **Plan**

- Identification of stakeholders for cooperation by the private sector for mutual cultural activities;
- Encouraging and educating local investors to be engaged within world heritage site's affaires;
- Establishing an appropriate interactive system with organizations and centers involved and/or influential in the region;
- formulating memoranda with stakeholders such as hoteliers, public transportation networks (terminal and airport management) to facilitate and develop sustainable tourism in the area;
- Engaging of private and public investors to invest in the region emphasizing on the tourism infrastructure in specific areas;

Tourism pressure

***Strategy**

Mitigating negative impact of mass tourism in specific times;

- **Plan**

- Designing and defining the tourist routes in the region for visiting all historical and cultural works, monuments and landscapes other cultural heritage sites to spread the focus on specific areas;

- Developing of tourism information registration system;
- Cooperation with the tour leaders to distribute tourism in different seasons.

Development management

Improving legal infrastructures to prevent on sustainable development activities (land use planning);

- **Plan**

- Membership of the Site manager at the Provincial Planning Council and participation and oversight in drafting and approval of plans and reviewing them;
- Debating on installation of solar panels and wind turbines to generate electricity required by the site and its administrative system due to the appropriate capacity of the region in the field of sustainable natural energies with relevant organization.

Human resources, equipment and budget management

***Strategy**

Utilization of the scientific, technical, managerial, and infrastructure capacities of the complex to advance the management objectives of the site;

- **Plan**

- Assessing and monitoring continuously the productivity and responsibilities of staff at the site;
- Holding meetings and specialists training workshops;
- Assessing the statute and regulations of the country's cultural heritage sites at the World Heritage Site of the Shahr-i Sokhta.

Monitoring (environmental, physical and operational)

By monitoring, it is meant to continually reviewing of the ongoing conservation and maintenance practices and of the existing conditions of the Shahr-i Sokhta area and its Core Zone and Landscape Zone in terms of environmental, climate, tourism as well as populations pressures, the pressure of development and erosion, the study of erosion processes, environmental and climate threats, opportunities, etc.

The targets of monitoring in the Shahr-i Sokhta area are as follows:

- Standardization of the protection of movable and immovable works
- Assessment of a sustainable management and increasing its qualitative potential in the complex;
- Improvement of the quality of the staff's work force at the site in carrying out current affairs.
- Increasing the quality of service to tourists while protecting the ancient site of the Shahr-i Sokhta.

- Determining the desirable level for all processes of development, protection, manpower and resources management, participatory management, crisis management and tourism development;
- Supervision in the Shahr-i Sokhta area is carried out by the manager, accompanied by the staff. Therefore, it is necessary that an important part of the following activities in this area be carried out in the framework of the management system, with involvement of the staff and the stakeholders.

▪ **Plan**

- The experts' doing daily visitation of the area and the Core Zone, and their submitting a written report with the aim of investigating the status of explored and unexplored trenches through continual by daily photography, creating a database, analyzing by various software, drawing conclusions from the findings, etc.;
- constant weekly visits from the Landscape Zone and reporting to the Site's Manager;
- Daily patrol to be performed by the security guard and documenting reports;
- Collecting the existing information from the Monitoring Center on the weekly basis, and presenting it to the technical office for analysis;
- Periodic control on a daily and weekly basis by the staff, and their continuous documented reporting;
- Specialized control of elements in the museum in terms of preservation status and durability, through formulation of relevant forms with specialized equipment on a weekly basis;
- Assessment of pathology forms for activities, locations, areas, manpower, services, etc.
- The relative measurement of threats of environmental and human factors, such as the impact of wind, running sands, storms, precipitation, tourist pressure and development pressure, etc., by the help of relevant organization and analysis of the information collected by the technical office, aimed at assessing environmental threats such as wind, temperature, precipitation, etc. through continuous photography, exposing an element to the wind, rain, daily observing of it; creating a database in the pathological forms; analyzing various software; drawing conclusion from the findings; etc.
- Tracking tourists and identifying their goals, routes, origin, etc., and planning for the development and improvement of tourism on a daily basis with the aim of monitoring the development of domestic and foreign tourism in the area by completing relevant questionnaires, analyzing the questionnaire by SPSS software, analyzing the strengths and weaknesses and deficiencies in tourism development by using the results of questionnaires, compiling the origin maps and tourist routes in GIS, etc.

- Monitoring and measuring the periodic and annual performance of the personnel by the manager and of the manager by the personnel in tangible and intangible ways.
- Overseeing the activities of the executive agencies and bodies around the area, such as Road and Urbanization, Water, Power Utilities, Gas, etc. with a view to assessing know-hows of developing the region, and its possible effects on the site through participation in drafting plans and assisting reformation of processes and implementation plans; helping refine the implementation process and participation;
- Analyzing the results of the plans before, during and after implementation; and drawing conclusions and modifications;
- Monthly, Monitoring the stakeholders and the concerned activities with the aim of assessing the status of stakeholders' participation through the formulation of relevant questionnaires, holding meetings, reviewing memoranda of understanding, drawing conclusions of findings, etc.
- Monitoring the constructions in the area, in particular the World Heritage site complex and the local police station and the complete repairing of non-resistant buildings in the Research Site section.

Implementation plan

The executive programs of the World Heritage Site's Management Plan are presented in a 10-year long-term program, a 5-year medium-term program, a 1- and -2-year program and a 6-month separation basis, which are presented in the following tables.

Research area

Short-term

- Preparation of a digital map of the Shahr-i Sokhta and surrounding areas using modern equipment (the Core Zone, the Buffer Zone, the Landscape Zone of the World Heritage Site of the Shahr-i Sokhta)
- Creating a database of movable objects and immovable works in GIS
- Printing publications and contributing to the translation of authoritative scientific books on the Shahr-i Sokhta.
- Preparation and publication of catalogs for the World Heritage Site of the Shahr-i Sokhta Index
- Realization and development of the activities of the World Heritage Site of the Shahr-i Sokhta on the ground of introducing its historical and archaeological values and the importance of the site in the socio-economic development of the region through social networks, websites, etc.

Medium-term

- Recognizing and introducing new archeological study needs of the Core Zone, the Buffer Zone and the Landscape Zone, and prioritizing them by the World Heritage Site.
- Documentation, Laser scanning and photogrammetry of all existing monuments.
- Allocating some locations for creating workshops
- Development of Documentation Center at the World Heritage Site
- Equipping the site with the facilities needed for exploration and research such as laboratory equipment, scanner, GPS devices, advanced cameras, etc.
- Recruiting related specialties in the field of cultural heritage, crafts and tourism
- Creation of specialized work committees in the field of cultural heritage, crafts and tourism of the province
- Approval of the exploration program (any exploration in the Core Zone, the Buffer Zone and the Landscape Zone) in the Technical Committee of the Site. (The exploration program to be approved by the Technical Committee, and then communicated to the Research Institute for implementation. Also, research priorities should be developed by the Technical Committee of the Shahr-i Sokhta Site.

Long-term

Establishment of various laboratories in accordance with research needs, and equipping them.

protection and maintenance

Short-term

- Improvement of the visiting route to the area and, if possible, creation of wood-laid path with the least contact with the ground.
- Interaction with international organizations- with observation of the native terms- for the adoption of new methods of protection of immovable works, and the use of long-lasting and low-destructive-effect materials
- Interacting with international organizations in accordance with indigenous standards for the adoption of new methods for the protection of immovable works and the use of materials of high life and low destructive effect'
- Establishment of appropriate shading, if needed, in different sections, in particular the cemetery, the Burnt Palace, the Memorials area and the Eastern Residential Area.
- Yearly restoration of the locations explored over the past years, including the Eastern Residential Area, the Memorials area, the Industrial section, etc.
- Regular assessment and review of works, emergency protection and continuous reinforcement, removal of biological agents and conducting surveys and accurate field studies in the Core Zone, the Buffer Zone, and the Landscape Zone.
- Replacing temporary coatings in some areas of the site with the products of present-day protection technology'.
- Conducting cultural education by installing signposts in the area in order to help maintain the [historical] works and prevent their destruction.

Medium-term

- Complete documentation of various sections
- Organizing all inappropriate elements and facilities located in the Landscape Zone, including the existing buildings and undesirable facilities.
- Conservation and protection of works in the Core Zone and the Landscape Zone, such as Ghal'e Rostam (Castle of Rostam), Assbaadhaa, Ghal'e Mochi Mochi Castle) and other historical sites located in the Core Zone and the Landscape Zone within a medium-term period of time.
- Preparation of identification card for all excavated clay pieces
- Preparation of records of historical monuments in the region, especially works in the Core Zone and the Landscape Zone for registration in the National Works List.
- Formulating a memorandum of understanding with the universities of the region in order to co-operate in person with scientific and technical communities to help protect the area and its surrounding.
- Formulating a memorandum of understanding with the Ministry of Education and Training in line with their cooperation with the World Heritage Site for the protection and, ultimately, teaching the concept of protection of the world heritage to the younger generation.

Long-term

-Creation of a pottery bank of the southeastern region of Iran in the World Heritage Site of the Shahr-i Sokhta.

Physical Protection

Short-term

- Equipping the area and some portions of the Core Zone with CCTV cameras (monitoring and video control of the area).
- Equipping the Shahr-i Sokhta area Security guard with the required equipment, including motorcycles, multiple advanced cameras, and network connectivity and monitoring of this section by the World Heritage site section.

Risk management

Short-term

- Training of crisis management to all experts, staff, beneficiaries, police personnel, as well as local community and ... continually by the relevant specialists and organizations through spreading brochures and newsletters, and the social networks, and the description of the activities undertaken before, during, and after the crisis.
- Increasing high-power lightings fixed in the area, in the World Heritage site, and the entrances to the complex to provide indoor lighting for security purposes.
- Signing a memorandum of understanding with the armed forces at the site to enhance security.
- Identification of crisis management priorities to reduce the impact of damage and ultimately threat to drinking water sources, power centers and regional telecommunication systems, etc.
- Monitoring the constructions in the area, in particular the World Heritage site complex and the local police station, and the complete repairing of non-resistant buildings in the Research Site section.

Medium-term

- Performing non-operational defense, and crisis management maneuvers with the participation of organizations and institutions of the same in the World Heritage Site Complex and its surrounding area, and identifying the responsibilities and authorities of each center and person responsible periodically.
- Revitalizing the Red Crescent Building at the entrance to the site for exploitation in crisis management and emergency activation, local relief and a fire department settled in it.

- The use of suitable materials for the conservation of immovable works to prevent severe erosion of winds, especially in the western and northwestern parts of the works.

Long-term

- Collaboration to identify critical points in order to stabilize the running sands, and improvement of the flooding routes in the northern part of the area, with the participation of relevant organizations in the peripheral areas of the site.

Tourism Development management

Short-term

- Installation of information boards, signposts and billboards of the [historical] landmarks in the region.
- Introducing the Complex with photos and videos, brochures, publications and postcards in ceremonies.
- Establishment and development of tourism internet sites to introduce the tourist attractions of the region, with emphasis on the historical works of the region along with the existing natural elements.
- Preparation of travel packages to show the distribution of historical and international elements of the region and surrounding areas (neighboring provinces and countries) through negotiating with transport companies to set up direct tours for visiting the historical monuments of the region, especially the Shahr-i Sokhta area.
- Holding educational and briefing classes for the caretakers of tourism affairs at the Shahr-i Sokhta area with a focus on respecting all tourists: foreign, Iranian, women, the disabled, children, students; creating a sense of belonging to the historical identity in the young and adolescent group.
- Coordinating and planning with tour-organizers to determine the specific times of visits to reduce the pressure of tourism (tourism time distribution)
- Launching handicraft distribution centers with the help of the private sector at the World Heritage Site Complex, especially during the peak tourist days.
- Adequate advertising of crafts and local products at the time of the tourist's presence in the area.
- Using the capacity of the people of the region to develop tourism in the area of tourist accommodation, catering, advertising, leadership, transportation and ... especially in the village of Ghal'e Rostam as the closest settlement to the area.
- Educating the local community in the field of the restoration and maintenance of significant cultural and historical works and sites to create a sustainable economic cycle in the tourism industry of the region.

- Conducting classes for the development of handicrafts in accordance with the interests and tastes of tourists, such as designing the motifs discovered from the Shahr-i Sokhta on handicrafts.
- Providing handicrafts stands to the local community so that they can offer to tourists the indigenous and hand-made products at the World Heritage Site Complex.
- Organizing event-driven conferences and festivals.
- The constant linkage of the World Heritage Site management with hoteliers and the management of the region's reception facilities to increase the capacity of attracting tourists, and provide accurate information on the Shahr-i Sokhta to guests, and formulate memorandum of understanding (MoU) between them.
- Establishing an appropriate interactive system with organizations and centers involved and/or influential in the region.
- Establishing continuous and sustainable communication and formulating memoranda with beneficiaries such as hoteliers, public transportation networks (terminal and airport management) to facilitate and develop sustainable tourism in the area.
- Participation and cooperation with the people living in the region in various affairs related to the global impact (raising the economic benefit of indigenous people).
- Placement of knowledgeable tourist guides, fluent in foreign languages in the region.
- Establishment of tourism information registration system
- Cooperation with the tour leaders to distribute tourism in different seasons and prevent it from aggregating in a short period of time.

Medium-term

- Establishment of information centers/desks along the road to support tourists, especially on the Zahedan - Zabol – Birjand tripod road.
- Installation of the area symbol at the Zahedan-Zabol-Birjand tripod road.
- Preparation of documentary programs introducing features of the Shahr-i Sokhta with English subtitles.
- Production of short films about the Shahr-i Sokhta, its facilities and surrounding areas in order to highlight the values of the work.
- Launching handicraft distribution centers with the help of the private sector at the World Heritage Site Complex, especially during the peak tourist days.
- Adequate advertising of crafts and local products at the time of the tourist's presence in the area.
- Establishing international interactions by the Shahr-i Sokhta site with the management of internationally registered global areas such as Mohenjo-Daro and Harappa in Pakistan, Sarazm in Tajikistan, Bamyán in Afghanistan, and making sisterhood sense in line with [our] slogan of being ambassador of peace and friendship in the region.

- Exchanging of the cooperation required by pseudo- international institutions and collections in the neighboring countries and others, such as Turkey, Iraq, Kazakhstan, Afghanistan, India, France, China, etc. and formulation of MoUs if necessary.
- Interaction with investors in the field of handicrafts and cultural products.
- Inviting artists, especially nationally and internationally renowned directors and documentarians, to visit the Shahr-i Sokhta area, and invite them to collaborate, through drafting cooperation agreements, for the preparation of documentary programs.
- Attraction of private and public investors to invest in the region emphasizing on the tourism infrastructure in the Shahr-i Sokhta area.
 - Using the capabilities of the region's residents in the socio-cultural affairs with an emphasis on the local intangible heritage.
- Cooperation in creating and promoting indigenous products of the region and tourism attractions for the growth and prosperity of the region's economy with an emphasis on handicrafts, agricultural products, etc.

Long-term

- Installation of the area symbol at the Zahedan-Zabol-Birjand tripod road.
- The exact identification of the tourist attractions of the region and their connection through communication networks to each other through the definition of tourism routes (Tourist route of Qal'e Rostam, Hozdar City, the Shahr-i Sokhta, Dahane Gholaman, Old Zahedan, etc.)
- Establishing a regular network of historical tourism through connecting the World Heritage Site of the Shahr-i Sokhta with other historical sites and complexes of the region and the surrounding area in order to accredit tourism (holding joint meetings with tour leaders to obtain their views; distributing common questionnaires among tourists of these areas and using their results for improvement; organizing joint meetings reviewing existing problems and developing solutions to these problems; creating joint brochures for historical monuments and tourist routes; providing tourist guide maps; using experts in research and execution, from all the sites and complexes; using each other's experience in various managerial affairs, particularly for improvement, regularization and strengthening of tourism.
- Identification of beneficiaries for creation- by the private sector- of a cultural village and equipping it with special camps for school and university students, and academics; and other cultural items.
- Encouraging and educating indigenous and non-indigenous investors to build and equip light campings.

Development management

Medium-term

- Referring to Clause C of Article 100 of the Sixth Five-Year Plan for Development in providing the necessary legal and regulatory measures for the integrated and comprehensive management of cultural heritage, crafts and tourism.
- Membership of the Site management at the Provincial Planning Council and participation and oversight in drafting and approval of plans and reviewing them.
- Negotiation on the review of the comprehensive tourism plan of the province and the comprehensive Zabol Regional Plan taking into account the peculiarities of the Cultural Heritage Site of the Shahr-i Sokhta Index.
- Launching solar panels and wind turbines to generate electricity required by the site and its administrative system due to the appropriate capacity of the region in the field of sustainable natural energies.

Participatory management

Short-term

- Identification of beneficiaries to enhance site management productivity
- Developing annual questionnaires with different topics and distributing them among managers, elites, tourists and locals.
- Establishing a memorandum of cooperation with organizations and scientific, academic and research centers in the fields of studies, research, tourism attraction, etc.
- Conducting different conferences and festivals with the approach of developing beneficiaries' engagement in the fields of tourism conservation, management and development.
- Setting up and drafting a memorandum of cooperation with such organizations as Road and Urbanization, Natural Resources, Governorate, Environment, Water, Power Utility, Telecommunications, etc.
- Extending and/or completing the World Heritage Site Memorandum with the University of Zabol, and concluding a memorandum of understanding with the University of Sistan and Baluchestan on cooperation and participation in the affairs related to research, conservation, restoration, development of tourism, specialized laboratories, publications required by the World Heritage Site of the Shahr-i Sokhta; helping and collaborating on identifying valuable historical sites; using the cultural-heritage experts and professionals in both institutions; exploiting university libraries, and other mutual cooperation.
- Setting up a regular system of collecting waste in the Core Zone and around the area with the help of local groups (school and university students, and NGOs).

Medium-term

- Referring to Clause A of Article 100 of the Sixth Five-Year Plan for Development in the field of developing a Strategic Tourism Development Document in the framework of the relevant laws with a view to maximizing the use of the private sector.
- Referring to Clause C of Article 100 of the Sixth Five-Year Plan for Development in the field of the transferring of part of its administrative and executive affairs to professional Tourism Foundations established by law.
- Formulating guidelines on how to co-operate with beneficiaries in the management circle of the World Heritage Site of the Shahr-i Sokhta, and to approve it at the Technical Committee of the Site.

Long-term

- Using the capacity of the Cultural Heritage Society of the province and the Cultural Heritage Work Committee of the province.
- Formation or accompaniment of such environmental cooperatives as Waste Collection, Recycling, Transfer and Disposal of Waste, Area Cleanup, and Environmental Health.
- Provision of conditions for the establishment and visiting of scientific and educational centers in and from the region through holding scientific conferences in the site area.
- Establishment of a local and national consensus to protect historical monuments using NGO foundations in the Zabol region.