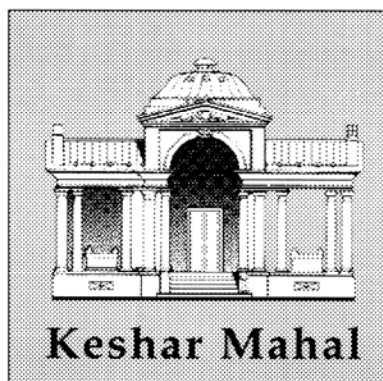


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KESHAR MAHAL GARDEN

INTERIN REPORT

ORIGINAL



KESHAR MAHAL GARDEN OF DREAMS

Interim Phase:

Pre-Project Outputs

December 2000

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Pre-Project Summary of Outputs

Negotiations for Keshar Mahal Garden Development Board

The Education Ministry responded with unexpected speed to create a Development Board Committee with Cabinet approval. The board composition meets all of the requests of the Austrian partners. The board was created on February 20, 2000 and includes:

1. Ministry of Education Secretary as Chairman, *ex officio*
2. Lok Bhakta Rana, heir to the garden's creator, Member Secretary (private sector)
3. Representative from Nepal Tourism Board (private sector)
4. Representative from Eco-Himal
5. Mr. Karna Sakya, initiator of the project for Visit Nepal Year, (private sector)

Economic sustainability assessment

Completed by Nepcon, a leading financial consultant and confirming the economic viability of the restored and expanded garden. Included in this report.

Tourism development, cultural heritage, and education

Strategy and proposals outlined for a variety of activities which combine tourism development, cultural heritage preservation, fundraising, and educational activities linked to the restored garden. Review of docent program potential (volunteer guide program) by Nancy Mannes, Smithsonian Museum. School outreach program designed by Rebecca Edwards, Columbia University. A review of preservation potential of the adjacent library by Mary Daniels, Harvard University.

Documentation and planning of the historical garden and plantings.

Schematic planning and alternatives designed for the restoration and adaptation of historical structures and for proposed reconstructions and new facilities. Preparations for Masterplan completed the detailed survey of the surviving garden and all plans translated into Autocad files for future elaboration. Gardening and landscape needs assessed by Bill Bensley, Landscape Architect. Infrastructure planning for electrical, drainage, and water supply systems elaborated. Survey of surviving historical planting completed.

Historical research

Two week research consultancy completed by Dr. Annagret Nippa with results submitted March, 2000 including historical analysis and captions for future publications. Historical analysis included in this report.

Project Design

Management systems/strategies, time bar charts, budgets, and operations defined for three years, presently under revision to accommodate revised budget calendar.

Tree pruning

Undertaken with good results in February, 2000.

Training

Five Nepalese architecture students involved in detailed documentation of the garden in fulfillment of their university internship requirement for B. Arch.

Keshar Mahal Garden of Dreams

Restoration & Tourism Development Project

Economic Sustainability Assessment

February 24, 2000

Prepared for Eco-Himal and the Keshar Mahal Garden Development Board
by

Nepcon Private Limited
Management and Consultancy Company of the Soaltee Group
c/o Soaltee Hotel Limited
Post Box 3800
Kathmandu
Nepal

Executive Summary

The assignment was undertaken to provide an assessment of the economic sustainability of the proposed Garden of Dreams and an operational guideline for the Keshar Mahal Garden Development Board. It is based on a detailed study of the proposed project in order to arrive at reasonable forecasts of expenditures and revenues. Extensive discussions were held to ascertain cost factors for which comparable data are available and to assume such a realistic level of revenues (as to be expected at least in the beginning) that the difference would allow for a reasonable surplus to be made. The study has taken into consideration the experience of the Patan Museum which operates successfully as a semi-autonomous institution very similar to the one intended for the Garden of Dreams, and of the King Mahendra Trust for Nature Conservation that has taken over the operations of the local zoo from His Majesty's Government in order to make it sustainable.

The expenditures estimate is based on information gathered from garden service companies, hotel personnel and other people involved in the hospitality trade. Expenditure patterns reflect current costs incurred by such entities in the Kathmandu Valley.

The revenue forecast is based on projected sales of entrance tickets and other commercial activities (relation 3:2). Selling and marketing strategies were discussed as well as the affordability of outlets to be leased. The lease rentals etc. have been checked with potential operators and people in the trade. The appraisal of revenues from ticket sales is conservatively based on a modest 4000 visitors per month, or 130 per day, whereas the expenditures have been established with good margin.

The proposed walk-in Aviary of Himalayan Birds may cost only 6% of estimated expenditures but certainly will increase the garden's attraction given, for example, the commercial success of walk-in bird parks in Bali, Hongkong and Singapore. No separate entrance fee is proposed.

This financial study reveals that there will be a net profit of Rs. 1.2 million - that is US\$ 18,000 - already in the first year. Given the close and symbiotic relationship between the garden and the adjacent library, all concerned maintain that garden revenues should support similar revitalization of the sister treasure, the library. It is, therefore, our opinion that any surplus be utilized as contribution for the upkeep and improvement of the Kaiser Library which may, in the future, become an additional cultural attraction of the whole complex.

Projected Revenues

(see Annex 3)

1. Sale of Gate Tickets

For the entrance tickets to be sold at the gates the following rates are recommended:

Nepali Local	Rs.	25.-
SAARC National	Rs.	50.-
Non-SAARC foreigners	Rs.	75.-

(special rates or exemptions shall apply for organized school visits)

The tickets shall also be sold in bulk at hotels, travel agencies and restaurants in Thamel and other areas. These entities would sell it in form of packages while selling room, sightseeing or other services. A joint marketing strategy with Thamel Tourism Development Committee should be explored. These entities would be provided 20% commission on sale of such tickets.

Ticket prices have been determined based on current rates at other tourist and local visitor highlights in the Valley. The entrance fees are at the
Patan Museum: Rs. 10.- for Nepali adults, Rs. 30.- for SAARC Nationals and Rs. 120.- for foreigners,
Kathmandu Zoo: Rs. 15.- for Nepali adults, Rs. 25.- for SAARC Nationals and Rs. 60.- for foreigners,
Hanuman Dhoka: Rs. 10.- for Nepali adults and Rs. 250.- for foreigners.

Keeping these comparables in mind, the proposed entrance fees for the Garden of Dreams seem to be reasonable given its absolute prime location. On the other hand, it should perhaps be noted that the level of entrance fees not only determines a very important revenue factor, but also is an instrument to limit the number of visitors to the garden to maintain the peace of the garden environment. As a private operation the right of admission may also be reserved.

2. Institutional Sponsorship

Corporate, non-corporate, foreign and local residents can also subscribe to annual patronage tickets of Rs. 1,000.- which would allow the pass holder to have unlimited access to the garden for a period of one year.

Value addition to these membership cards could be provided in terms of discounts at restaurants, shopping centres and services, the main niche for sale of such cards.

3. Commissions

Marketing and travel agencies will receive 20% commission on the sale of these cards and of non-SAARC foreigner tickets. Assuming that about 25% of these cards and tickets could be sold in this way, 4% of the total nominal value has been deducted in the calculations (Annex 3). The appointment of marketing agencies will be critical to the success of this scheme.

4. Lease of two Cafes

One of the two historical pavilions designated as cafes is to be an ice-cream parlour cum coffee shop selling pastries and hot/cold beverages during the day, and possibly serving as a cocktail bar in the evening. The other cafe would have seating for around 40 and service some snack and fast food items. Both cafes could be leased to the same contractor in order to ease administrative and storage problems and make the deal more attractive, but they could also be leased to two different contractors given the differences in outlook and location and the possible advantages of competition.

The cafe operator(s) may also be allowed to operate well designed handcarts to sell ice cream and soft drinks. The cafe operator(s) would in lieu be responsible to provide garbage collection and cleaning services. To protect their sales, outside food and drinks would not be allowed to be brought inside the premises.

Lease rentals for each of the two premises are commercially estimated to be Rs. 25,000.- per month, based on average square foot rental for similar prime locations in Kathmandu. The lease agreements would have an escalation clause which would be around the inflation factor of 10%. The agreements should be for not more than five years to ensure that in case of major changes in rentals then corrections could be taken up automatically.

5. Lease of Restaurant

The restaurant would be an up-market one with around 60 - 80 covers, open for lunch and dinner. It may offer various cuisines with special garden-related menus.

Lease rentals could be expected from Rs. 60,000.- per month. The agreement in this case would be also not more than five years with a 10% annual increment. The lease rental is based on the fact that a restaurant space in that area is commanding rentals as in similar prime locations of Kathmandu.

6. Lease of Garden Shop

An area near one of the entrance gates (or even with a separate access from outside) could be leased out for a garden shop to sell cut flowers, bouquets, plants, pots and other garden decor and products and which could provide specific flower decoration services. The lease value for this outlet would be Rs. 15,000 per month. Alternatively this shop could be operated by the Keshar Mahal Garden Development Board itself with delivery contracts of its own choice.

The potential income from a garden shop has been discussed with a couple of garden business houses and the lease rental reflects their affordability. The rental has also been cross checked with the rentals of florist shops at five star and other hotels. An additional market niche could be opened with the provision of a highly qualified and trained flower decoration service for banquets and catering firms.

7. Souvenir Shop

The proposed Souvenir Shop could be also operated directly by the Board (perhaps in combination with the Garden Shop) to sell high quality local merchandise and handicraft products. These would be designed and manufactured specially for the shop under the merchandizing brand name "Garden of Dreams" at a price range higher than the average souvenir market. Inventory of Rs. 1 million would be maintained in process as well as finished and average sale of Rs. 3,000 per day targeted. The gross contribution from this operation is projected as 25% of sales.

8. Rental for events

The central areas shall be used for income generating events like book or press releases, photo/art or other exhibition, music recitals, fashion shows, talk programs and selected private parties. The space could either be contracted out to the restaurant and/or cafe lessees for a fixed sum or could be operated by the Keshar Mahal Garden Development Board itself. In both cases strict scrutiny of the event should be undertaken before it is allowed.

The place could also be rented out for the shooting of films, which is a good but only occasional revenue possibility.

The open space could earn at least Rs. 30,000 per month from different activities if marketed well. The space rental would be done on a commercial basis and provide incentive to individuals and organisations marketing it. The earnings are calculated on the assumption that rental of space with facilities would be Rs. 10,000 per day and that it would be occupied for an average of three days a month. The rental of Rs. 10,000 is based on rentals party venues charge net of catering.

Estimated Expenditure

(see Annex 3)

Basic Assumption

The figures on expenditure are based on the current levels of expenditure, especially salaries, incurred by the zoo, and maintenance costs are taken on a base average of four star/five star hotels. The details of costs in terms of maintenance of the garden have been worked out with a garden company which would be able to take on the task at the given costs.

1. Salaries:

Garden Staff: The garden staff would comprise of two sufficiently trained garden managers to be employed by the Board, and about three skilled gardeners and five skilled workers under service contract with an appropriate garden/nursery company.

Aviary Staff: would comprise of two skilled bird wardens and two helpers under the supervision of one specially trained bird/zoo specialist, all employed by the Board.

Security Staff: One to man each of the two entries plus one itinerant guard in four shifts makes 12 staff in total. They could be either hired directly or be contracted from a renown security agency.

Ticketing Staff: Two ticketing staff, one at each entrance during two shifts, makes 4 staff directly employed.

Souvenir Shop Staff: Two staff shall be looking after the operation of the shop. They would be on a shift duty with overlap duties during peak hours.

Manager: One highly qualified manager, with related experience, to be in charge of the entire operations on behalf of the Keshar Mahal Garden Development Board.

Accounts and Administration: One person who shall be in charge of the accounting, finance, banking and administrative functions. It is assumed that all operations like souvenir shop, accounting and allied functions would be computerised. One very qualified, or two peons for errands.

2. Utility Costs

Water: It is assumed that provision for a deep bore well would be made by the project as such there would be no reliance on tap water supply.

Electricity: In case of electricity charges it is assumed that there would be minimum payment for a three phase 100 KVA line that would have the capacity to bear loads of lighting, deep freezing and sound system in case of functions.

The restaurant, cafe and functional areas would bear the cost of electricity separately through sub-metering.

The charges for general lighting and other garden area is assumed at Rs. 10,000 per month taking an average of 20 KVA consumption for 3 hours a day.

It is assumed that cost of 100 KVA transformer which is essential to provide better quality of power is considered as capital costs. The cost of a 10 KVA stand by generator (or an equivalent power storage system) is also assumed as capital costs. The operating cost is same as power purchased from the grid.

Telephone: It has been assumed that the start up costs for six telephone lines has been included in the capital costs.

Out of the six lines, one each would be in the restaurant, two cafes and garden shop with current costs to be borne by the respective user.

The cost of the balance two lines per month has been assumed at Rs. 2,000 per line.

3. Repairs and Maintenance

This section has been segregated into garden repairs and maintenance and other repair and maintenance.

In view of the area involved and events recurring, a full time electrician and full time plumber and mason have been assumed to be permanent staff.

The garden and aviary maintenance costs include fertilizer, biological insecticide, ecological fungicide, plants, purchase of seasonal plants, bird replacement, breeding and feeding etc; maintenance of tools, equipment, and transportation.

Other maintenance includes consumables and expenses for regular building maintenance, annual repairs, equipment maintenance and other routine property management expenditure.

4. Publicity and Promotion

Various advertisements, brochure printing and other promotion shall be required. This has been assumed at Rs. 25,000 per month.

5. Insurance

The entire property needs to be insured against earthquake, thunderstorm, vandalism and other liabilities. It has been taken at 0.5% on an assumed value of Rs. 100 million (fire warning and protection system will fall under capital costs).

6. Office Expenses and Overheads

This has been taken at approximately Rs. 25,000 per month and includes the following:

- Staff benefits like uniforms, medical insurance, refreshments etc.
- Local transport
- Printing and Stationery
- Internet/E-mail
- Cleaning and Office Supplies
- Audit and Legal Fees

Appendix 1

Terms of Reference

Consultancy Contract between Eco-Himal
and NEPCON (P) Ltd., Kathmandu

economic sustainability assessment

Terms of Reference

Based on the Feasibility Study (March 1999) and on verbal briefing, the consultant shall undertake an economic sustainability assessment in order to ensure that the future maintenance and operational expenditures of the restored garden can be covered and sustained through appropriate and sufficient revenue generation. For the potential generation of surplus income, development beneficiaries (e.g. the Kaiser Library) shall be identified.

1) The major expenditure components are expected to be:

- | | |
|-------------------------|---------------------------------|
| - gardening staff | - electricity, telephone fees |
| - security guards | - water, sewer + waste disposal |
| - ticketing counter | - office expenses |
| - sales and information | - maintenance & repairs |
| - accounting | - renewal of plant material |
| - management | - other expenses |

These components shall be ascertained in comparison with the upkeep of major hotel gardens in Kathmandu, quoting relevant examples and figures.

2) The major revenue components are expected to be:

- sale of entrance tickets, possibly 3-4 categories (locals, SAARC country visitors, other tourist, annual tickets for foreign residents)
- sale of high quality souvenirs, designer handicrafts, upscale garden and gardening products, etc.
- lease contracts with qualified operators for 2 cafes and one up-market restaurant (specify number of outdoor and indoor seats and other requirements)
- special events: cultural programs, promotional activities, weddings etc.
- the potential of sponsorships shall be assessed.

3) The proposed walk-in aviary of Himalayan birds may be considered a separate entity, since it will entail additional expenditures but may considerably increase the garden's appeal and attraction and justify reasonable entrance fees.

Appendix 2 Profiles

A brief statement on Nepcon Private Limited

NEPCON Private Limited owned jointly by Soaltee Enterprises and Surya Enterprises, the two investment companies of the Soaltee Group has been catering to the Group for nearly a decade. The multi-disciplinary skills of Nepcon is being used by all the Soaltee Group companies for better performance, rapid growth and increased shareholder value. The company prides in providing personalised professional services of high quality resulting in development of organisations to achieve their objectives better.

The professional pool of resources with Nepcon have created a niche in terms of building a professional management team in Nepal. The team comprises of experienced dynamic persons that have succeeded both as individuals as well as team members.

The expertise area ranges from project conceptualisation and feasibility studies to internal audit, corporate secretarial, legal, taxation, accounting, information technology, human resources development and strategic planning.

Brief profile of Sujeev Shakya

Sujeev Shakya is a Chartered Accountant with over ten years of experience in project finance management, investment and financial analysis and is currently General manager - Business Development of the Soaltee Group. Apart from the Soaltee Group he has undertaken Nepcon consultancy assignments with organisations like King Mahendra Trust for Nature Conservation, GTZ - Small Business Promotion Project, John Sanday Consultants, Ciwec Clinic, Lincoln School, British School, International Club of Nepal, Nepal Administrative Staff College, Nepal Electricity Authority etc. He has also experience of working as an honorary accountant and auditor for Nepal Heritage Society. He is also an economy watcher and contributes articles and opinions to newspapers and magazines.

Appendix 3

GARDEN OF DREAMS: ECONOMIC PROJECTIONS

1. Expenditures	No.	per month per person	sub-total per year (13 months)	Total
Salaries:				
Garden Supervisors	2	5,000	130,000	
3 Skilled Persons plus 5 Unskilled Persons				
(gardening service contract)		27,000	351,000	481,000
Aviary Supervisor	1	5,000	65,000	
bird wardens	2	4,000	104,000	
helpers	2	3,000	78,000	247,000
Security Staff (security service contract)	12	3,000	468,000	
Ticketing Staff	4	3,000	156,000	
Souvenir Shop	2	3,000	78,000	
Manager	1	75,000	975,000	
Accounts and Administration Assistant	1	5,000	65,000	
Peon	2	2,500	65,000	1,807,000
Electrician/mechanic (full-time)	1	4,000	52,000	
Mason (full-time)	1	4,000	52,000	
Plumber (full-time)	1	4,000	52,000	<u>156,000</u>
Sub-Total Salaries:				2,691,000

Repairs and Maintenance:	per month	per year (12 months)	Total
Fertilizer, Insecticide, plants, seasonals,) gardening			
tools, tools maintenance, transportation, etc.) service contract		100,000	
Consumables and others	4,000	48,000	
Annual repairs, whitewash, etc.		300,000	448,000
Publicity and promotion	25,000		300,000
Insurance	0.50% of Rs. 100 m		400,000
Office Expenses and overheads	25,000		<u>300,000</u>
Sub-Total Repairs and Maintenance:			1,448,000

Utilities	per month	per year (12 months)	Total
Electricity			
Basic charges for 100 KVA line at Rs 84/KVA	8,400	100,800	
Monthly charges for garden area etc.			
20 KVA @ 3 hrs average	10,000	120,000	
Water: own deep well			
Telephone: 6 lines - 1 each cafe, restaurant, garden shop - paid by lessees 2 nos for own usage at monthly rate of Rs. 2000 per unit	4,000	48,000	
Sub-Total Utilities:			268,800
Total Expenditures p.a.			4,407,800

2. Revenues					
Sale of Tickets	per	tickets per	per	Rate	Total
	day	month	year	Rs	Rs
Nepalis (Adult and Children)	20	600	7,200	25	180,000
Foreign - SAARC	10	300	3,600	50	180,000
Foreign - non-SAARC *)	100	3,000	36,000	75	2,592,000
Annual Patronage tickets *)			1,000	500	480,000
Sub-Total from Tickets	130	3,900	47,800		3,432,000

*) 20% commission on 25% of ticket sales deducted = 4% of total ticket value

Commerical Activities	Rs per month	Total
Lease of two cafes	50,000	600,000
Lease of Restaurant	60,000	720,000
Lease of Garden Shop	15,000	180,000
Souvenir Shop Contribution	20,000	240,000
Contribution from Events	30,000	360,000
Sub-Total Commercial Activities		2,100,000
Total Revenues p.a.		5,532,000

Total Revenues	Rs 5,532,000
minus Total Expenditures	- Rs 4,407,800
Net Surplus p.a.	Rs 1,124,200

General

Development of Educational, Natural, and Cultural Resources

Development of Educational, Natural, and Cultural Resources

TOURISM DEVELOPMENT AND EDUCATIONAL POTENTIAL

Summary

The garden's prime location, historical and architectural importance, and natural beauty combine to make it a powerful resource for tourism development and income generation. This report explores the related, complementary potential to develop the garden as a public information and educational resource.

Given the combined preservation, tourism development, and educational goals of the Keshar Mahal restoration project, there are rich opportunities for mutually reinforcing, inter-disciplinary undertakings. The following outlines certain examples including school outreach programs, "eco-activities" for tourists and residents, and a multi-faceted scheme called "Nepal: the Architecture Initiative", which incorporates research, human resource development, technical training, management and business skill building.

Tourism Development

Sustainability

The key indicator of sustainability, will be the ability for the restored and upgraded historical property to sustain itself. The conservative income generation study by NEPCON, Nepal, confirms the project developers' projections for solid income, over \$15,000 in the first year, more than enough to cover operating expenses. The project is thus undertaken as a model effort to pave the way for other sympathetic and strategic uses of government-owned sites of historical and artistic importance. There are numerous historical buildings and sites in Nepal under public and private ownership for which the Keshar Mahal project will serve as a positive catalyst. Government policy is traditionally conservative, so that the importance of the approved agreement to assign the garden to a newly created semi-autonomous development board is great. The precedent of the Keshar Mahal model will be critical to lobby for similar neglected sites under government ownership whose potential have not been recognized. Other examples include: a number of 19th century palace complexes around the city of Kathmandu (Lagan Silkhana, Singha Mahal, Darbar School). Similarly, there are numerous buildings in each of the Royal Palace compounds of the Kathmandu Valley's historic towns where sensitive adaptive reuse programs could be developed with positive result for tourism, historic preservation, and cultural heritage. If the Austrian-funded restoration of the Patan Museum in the Patan Royal Palace demonstrated an artistic direction for packaging such cultural tourism, the development of new uses and institutional structure of the Keshar Mahal garden project, establishes key modalities. The development of historic buildings as profitable and diverse attractions in the city will have an additional impact on the direction of private developers.

Related to enhancing the sustainability of the restored Garden of Dreams a rather novel capacity building activity has been identified. The project takes as an additional goal the training and development of local professionals in cultural heritage fundraising. The activities of the U.S. based Kathmandu Valley Preservation Trust, an international charity dedicated to historic preservation in Nepal, has recently demonstrated that there is solid potential to build a local donor base in the arts. The restored garden, a beautiful and significant setting, can certainly be used to raise money for its own and other philanthropic causes. Fundraising events can be designed to take place in the garden; specific campaigns to raise money for projects can use the restored garden as their base of operations taking advantage of the planned exhibition and information clearinghouse activities in the proposed program. A first priority has been identified as the restoration and refurbishment of the adjacent Keshar Mahal Library, itself a monument and one closely linked to the garden.

The development of product lines, like gift cards, board games, art objects, etc. which are not only saleable, but also educational on some level will serve as an additional source of revenue for the garden. These products can act as international ambassadors for tourism, marketing devices, much as the picture books of the mountains have done for the trekking crowd.

Capacity building

Critical skills for the development of the local tourism industry are state-of-the-art public relations and marketing, key activities engaged by the Garden of Dreams restoration and development. The project will provide numerous on-the-job training opportunities carefully designed with inputs from international and local experts for these skills including the following.

The production of high quality promotional materials including press packages, graphics, brochures, and an illustrated publication about the garden will introduce critical precedents for the marketing of cultural tourism to the industry. Training activities will include graphic design and computer graphics to support the design and production of high-quality promotional and public information materials.

Project activities will also develop management and hospitality skills associated with the proposed cafe and exhibition uses. Outreach activities, conceived as part of the educational program (discussed below) provide new training opportunities for local professionals in public relations and advocacy related to ecological and cultural conservation projects.

Nepal: souvenirs, crafts and the "Architecture Initiative". In parallel with these information products, a line of high quality products which illustrate, explain, and market the architectural heritage of Nepal is proposed. These would take the architecture of Nepal and will include products ranging from museum shop reproductions of architectural fragments to a line of gift cards, etc. Not only would the sale of these products benefit and support the operating costs of the restored garden, but their international distribution will "spread the word" about the architectural wonders of Kathmandu. Training activities in product design, production quality control, packaging, and marketing will be key on-the-job activities.

Cultural tourism

If this recognition and development of government properties is the first goal, then the second is to expand the palette of cultural tourism activities in the Kathmandu Valley. Tourism trends at the turn of the millennium are ever more culturally sophisticated. The Garden of Dreams project takes as its raw material; the art and architecture of the Kathmandu Valley as an opportunity to see what new and appropriate cultural tourism activities can be developed.

Until now the architectural heritage of the Kathmandu Valley may be the richest and least developed resource in Nepal's tourism development. Seen in the broadest of perspectives, the historical buildings, townscapes, and monument ensembles constitute a marketable treasure of global significance--as evidenced by the listing of seven Unesco World Heritage Sites in the tiny Kathmandu Valley. The resource remains largely untapped however--cultural tourism remains generally an add-on from Indian tours and trekking itineraries. Moreover, there are few tourist activities which engage this resource outside of the unimaginative package tours to a half dozen standard sites, the same tours which have been offered for thirty years with no change.

International trends in tourism show an increase in cultural tourism, especially related to historic cities and sites, where walking tours, interpretative programs, cultural activities and house museums are major destinations. In Nepal, access to the historical towns for tourists is generally limited to a stroll through the royal square where guides repeat the same old mix of history, legend and propaganda. There are no serious guide books and no serious alternative architectural tour routes to the sites of the Kathmandu Valley. Until the recent opening of the restored palace of the Patan Museum, which offers educational, cafe, garden, and shopping activities under one roof, there were actually very few opportunities to experience historical buildings from the inside.

The restored garden acts as a natural base for these activities. These include alternative walking tours and interpretative programs linked to specially trained guides, specialty maps, and brochures. A number of scholars, researchers and specialists in Nepal are periodically contacted to give "v.i.p. tours" --until now there has been no alternative to the standard tour guides. The first step is to identify a new range of special interest tours. The garden project will develop test itineraries and materials.

First, the conservation project site itself can be developed as a tourism destination. Every conservation project that has taken place is witness to the number of tourist who wander in with questions and interests. Until now, however, no formal planning has been taken to accommodate these visitors or respond to their interest and enthusiasm. Thus, during the implementation period of the garden restoration, regular walks will be developed which explain not only the artistic and historical qualities of the garden, but also introduce the visitor to the process of architectural and landscape conservation. Such tours have obvious positive repercussions for the fundraising activities described above--the visitor impressed with the ongoing work gets the idea that he could also contribute to such philanthropic activities, if only in the purchase of a souvenir whose profits support the ongoing work.. Architectural preservation as tourist destination Restoration project as tourist attraction and public outreach. Until now, buildings under restoration by national and international authorities have not taken advantage of opportunities to publicize and educate regarding historic preservation.

There is great interest in such sites "under construction" as demonstrated by the many *ad hoc* tours arranged in response to public interest during the years of the Patan Museum restoration. Here we propose to develop an integrated plan of publicity, promotional, and educational materials and tours as a new tourist destination. The concept is not dissimilar from tours of archaeological sites where the work is in progress and enlivens the experience.

Interpretative programs and new tourist activities

A variety of new interpretative programs will be developed identifying several different target groups including tourists, local students, and special interest groups. New topics -- historic architecture, restoration of monuments, eco-tourism, Himalayan flora, birds of Nepal, Rana history will be the focus of specialty tours or be developed in site-specific combinations. It should be underscored that the development of such special tours and activities adds to the programme available to the visiting tourist and encourages increased stays, the main criteria for tourism planners' measuring of economic health.

Two examples of new itineraries are: an architectural preservation tour which visits a set of representative sites under construction, recently finished and/or planned around the valley; a "birds program" could begin at the proposed Keshar Mahal aviary and link with birding walks in Nagarjun Forest.

Other periods or styles of architecture

Nepal is well known for the art and architecture of the medieval period, the Malla era (1440-1769). Great buildings, sculptures, and monuments from both earlier and later periods exist but have never received any special attention. The growing sophistication of the international tourists (the United Kingdom's greatest number of tourist visits are to historic houses, for example) suggests that Nepal can benefit from the expansion of tourist itineraries with additional subjects. There is potential to develop tours for early sculpture and monuments (Licchavi period 4th-9th c.); Mughal and neoclassical monuments of the 19th-20th centuries; and special focus tours such as Buddhist monuments of Patan, Ganesh shrines of Kathmandu, Nepal then and now, etc.

Eco-tours

Until now the only natural destination in the valley was the botanical garden in Godavri, a lovely setting 45 minutes drive from the centre of the city offering no guide services or explanatory labels or brochures. The convenient location of the Keshar Mahal will allow many access to the natural features of fauna, plant materials, and bird life planned. Not only will careful labeling and brochures be designed to explain the garden, but the viability to develop special tours and activities on these subjects will be studied.

Docents program.

A critical modality for the development of these walking tours is a system of guiding and incentives which crosses local norms. Opportunities for skills development are great. For such programs one must develop training programs for the guides, having first identified appropriate target trainee groups--university students, teachers, etc. A docents' program to train students to give these tours will be designed and

implemented, i.e. to train guides to handle a variety of questions, not just repeat information. Until now there exists in Nepal no specialty tour services and lecturers outside of a handful of scholars and practitioners. Based on further study and research concrete proposals will be developed.

Clearinghouse cafe

In addition to highlighting the ongoing preservation work at Keshar Mahal, the project office with its small exhibition space, meeting room, and communication infrastructure will naturally function a clearing house for preservation activities--both local and international--and a platform for public advocacy. This can be seen as an additional contribution to a range of cultural tourism attractions--a tourist can visit to find out what is going on in the Kathmandu Valley, find out about an opportunity to volunteer, ewtc., Linked to other info centres (KVPT info kiosk Kathmandu and Patan Darbar Squares and links to architecture student groups).

If one knows that you go to the cafe, as one goes to the American Institute of Architects visitors centre when in the architectural paradise of Chicago, it is *the* place for literature, tours, and further info.

Educational Opportunities

School outreach programs

The history of the garden and its creator, the fauna and bird life, the ongoing conservation project bringing the garden back to life--these are the topics which will be developed for a school outreach program. These programs will include special literature, teacher training, and field trips all developed under the context of the Keshar Mahal initiative. A number of educators have expressed interest in the until-now unexploited links between historic architecture of Nepal and the classroom.

Most importantly, as proposed by the educational developer Rebecca Edwards in a proposal appended to this report. There is the potential through the introduction of new curriculum materials to "bring in new teaching methods" without threatening the teacher. This has been a premise of a he proposal developed by Ms. Edwards whose key strategies, as in all good guiding or training, is to figure out what the observer or student can learn about himself through identification with the place or history. Catalyzing improved teaching methods is thus a result of this exercise.

This will also play a key role in the development of a guiding program. The potential for such tours is demonstrated by the recent promotion of two such tour operations . These are both reinforcing of the flavor of the garden.

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In sum, the Garden of Dreams Restoration project adopts the long-overdue, ambitious and worthy task of developing inroads and human resources related to a new tourism resource--historical architecture. It is not an accident that this valley has been the pilgrimage destination to generations of European architects--now it's time to recognize the resource and develop it for a larger market.