

## 11 IMPLEMENTATION OF THE CCMP

The Comprehensive Conservation Management Plan (CCMP) is not an end in itself. Its effective and meaningful implementation is contingent on the ongoing support and participation of many organizations and individuals, and commitment of resources. The Archaeological Survey of India (ASI) is the nodal agency responsible for taking the plan to its fruition. The successful implementation of the CCMP requires ASI to play the key role in the process.

### 11.1 Implementation strategy

The scope of the implementation structure addresses a wide range of concerns of implementation including monitoring and reviewing and as and when needed updating the CCMP.

To ensure the participation and coordinated action of all relevant organizations and specialists, it is proposed that ASI constitutes a **CCMP Consultative Committee**, chaired by the Director General of ASI, comprising members of the relevant organizations—MCD, DDA, PWD, etc. The CCMP Consultative Committee should be an advisory body for the implementation of the CCMP, monitor its progress, and establish systems for coordinated management and action.

A **Technical Unit** is recommended to be constituted that shall comprise of a multidisciplinary team of experts from various fields responsible for conservation of cultural resources in India including conservation specialists, historians, educators, designers, community representatives and others. This unit shall play the role of an advisory body to the CCMP Consultative Committee. Any proposal in the buffer zone of Red Fort World Heritage Site, must be first examined by the Technical Unit and based on their feedback/ comments, the required directions shall be given by the CCMP Consultative Committee. Additionally the Technical Unit shall advise the implementation unit, of the ASI, for the CCMP, on various matters related to the conservation, revitalization and aspects related to site interpretation and educational outreach.

The CCMP Consultative Committee will play a major role in generating among stakeholders a sense of

ownership of, and support for, the objectives of the CCMP. These stakeholders include, amongst others the ASI, PWD, MCD, DDA, Indian Railways, elected leaders from the area at the national, state and local levels, visitors and the local community living and working in the environs of the Fort complex.

### 11.2 Implementation structure

#### i. Appointment of Project Coordinator (Site Manager)

In the interest of effective coordination between the circle and headquarters, continuity and accountability of implementation of the CCMP in a time bound manner, it is recommended that ASI should appoint a project coordinator. The role of the project coordinator will be that of the **World Heritage Site Manager** and will facilitate the interdisciplinary project development and implementation and further be the link between ASI's central office and ASI, Delhi Circle. The project coordinator must ensure that work schedules are followed and that milestones are met. The project coordinator should be a conservation architect, with experience in conservation / management of heritage sites.

The project coordinator will be responsible for the management of the World Heritage Site of Red Fort and for the implementation of the CCMP in specific areas related to conservation, revitalization, interpretation and educational outreach. He/ she will be assisted by Assistant Superintending Archaeological engineer, Senior Conservation Assistant, Senior Conservation chemist and Horticulture Assistant. This may be designated as the **'World Heritage Site Office/ Cell'**.

It is recommended that the Technical Unit advise the **World Heritage Site Office** on the specific areas of : ( 1 ) conservation and revitalization and ( 2 ) site interpretation and educational outreach.

#### ii. Preparation of annual works programmes

The project coordinator shall be responsible for preparation of the annual works program. It is recommended that the CCMP be implemented in

three phases: short (2 years), medium (5 years), and long (3 years). A detailed plan, or Annual Work Programme, must be prepared every year to guide each of these phases. The Annual Work Programme/s will be prepared by the Project coordinator. This programme will outline the scope of work to be completed annually. It will be based on the recommendations in the CCMP and will include detailed information about conservation, revitalization, and site interpretation and educational outreach projects. The programme will include a timeline and will set milestones about when work should be completed.

### **iii Coordination of the annual work programmes**

The Annual Work Programmes will be coordinated by the Project Coordinator . He will be responsible for the bidding process and for ensuring that qualified consultants and contractors are appointed. Final approval for undertaking various works according to the annual works programme shall be given by Director General ASI in consultation with both Director Conservation and Director World Heritage.

### **iv. Establishment of monitoring procedures and guidelines**

The World Heritage Site Office in consultation with the Superintending Archaeologist, Delhi circle will be responsible for setting the guidelines for the conservation and revitalization of the site. Guidelines are recommended to be developed for documentation of conservation works, investigation, management of databases, sourcing of contractors and other specialists, environmentally sound horticulture practices, management of archaeological resources, formulation of an agreed interpretation strategy, risk management, management for museums, signage design, etc. The goal of the guidelines and monitoring procedures is to ensure that high quality of work is being done in pursuance of the objectives of the plan.

### **v. Review of the annual work programme**

It is recommended that the Annual Work Programme as prepared by the Project Coordinator shall be

reviewed quarterly by the Technical Unit of the Consultative Committee. The committee should ensure that the monitoring procedures and guidelines are followed as also that work schedules are being met.

### **vi. Monitoring of the state of conservation of the historic fabric**

It is recommended that a monitoring committee constituting of Director Conservation and Director World Heritage, Project Coordinator (Site Manager), and Superintending Archaeologist should be set up. This committee shall monitor the state of conservation of the historic fabric (buildings, decorative features, open spaces and archaeological remains) to ensure that all completed and in process works meet the highest conservation standards and practices. The buildings not taken up for conservation work should also be monitored, to make sure that their physical condition does not deteriorate and necessary conservation interventions are taken.

### **vii. Developing mechanisms for reviewing and updating the CCMP and its implementation**

It is recommended that the CCMP be reviewed and updated annually by the World Heritage Site Office in consultation with the Technical Unit. The scope of completed works should be recorded and data analyzed so as to ensure that the objectives of the plan are met.

### **viii. Explore funding options**

The Consultative Committee should consider strategies and opportunities for sourcing funds for the project ( e.g. the corporate sector, National Culture Fund of the Ministry of Culture ).

### **ix. Promotion and advocacy**

Advocacy is a valuable tool in advancing the cause of preservation. It is recommended that ASI, promote and advocate the significance of the Fort complex at the local, state and national levels. Programmes for educating the public about the value of the Fort complex, can help to generate long-term support for its sustained maintenance. Promotion and advocacy are also useful for securing additional funds for the

project.

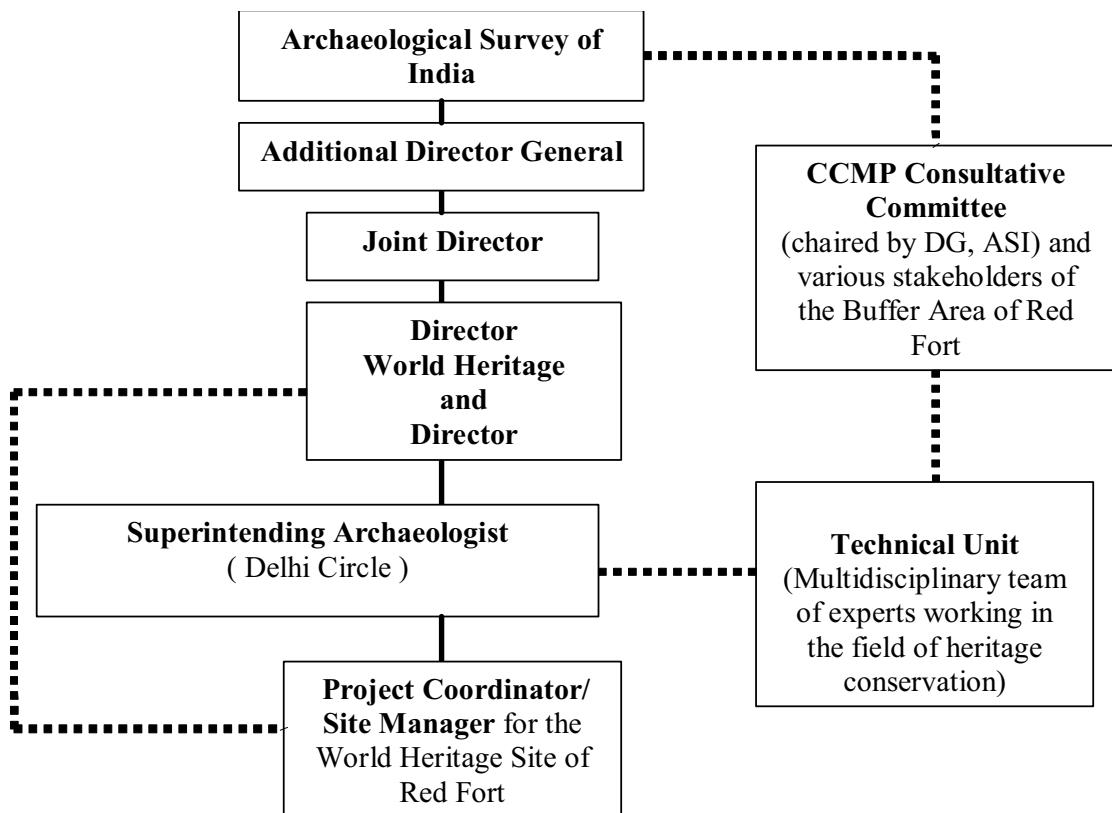
**x. Risk management and monitoring limits of acceptable change**

A key element of the plan’s implementation is to determine the limits of acceptable change (LAC). This is done by defining the parameters on which site manager will then assess the vulnerability of the various components of significance within the site. This is recommended to be undertaken as part of

the risk management strategy for the site.

**xi. Channelizing and mobilizing resources**

Objectives and action plans contained in the CCMP can be initiated with the resources available with ASI. The site manager can develop practices and undertake projects for conservation, maintenance and site development with these resources until additional resources are mobilized



## Glossary

### **Abacus**

A slab that forms the uppermost member or division of the capital of a column

### **Abutment**

Portion of a pier or wall which sustains an arch; solid masonry which resists the lateral thrust of an arch; lateral support of a building

### **Arabesque**

Surface decoration, light and fanciful in character, most popularly used by Muslim artists, in elaborate continuations and repetitions of curved lines; applied also to the combination of flowing lines interwoven with delicate conventional foliage; so called because it resembles Arabic scriptures.

### **Archivolt**

The mouldings on the face of an arch which follow its contours; a moulding curving around an arch

### **Barbican**

An outer defensive work; e.g. A tower, or a gateway

### **Cusp**

The point formed by the intersection of the foils; cusps divide the arch into a series of foils and are ornamental.

### **Cusped**

With cusps; engrailed

### **Engrailed arch**

An arch with multi-foils along its curves; cusped arch

### **Eaves**

The lower part of a roof projecting beyond the face of the walls; chajja is different with which it should not be confused

### **Entablature**

The upper part of an order of architecture (signifying a particular column) comprising architrave, frieze and cornice supported by a colonnade; arrangement of three horizontal members' architrave, frieze and cornice above supporting column

**Fluting**

A vertical channelling on the shaft of a column or pilaster; vertical parallel grooves on a classical architectural column

**Frieze**

The middle division of the entablature; the front portion above the arches but below the parapet; if there is a chajja, frieze can be below and above the chajja; it is generally reserved for calligraphic or other ornament

**Foil**

Each of the arc openings in tracery separated by cusps; one of the several arcs that enclose a complex figure; trefoil; quatrefoil; cinquefoil, etc signifying the no. of foils.

**Foliate**

To form (as an arch) into foils; to ornament with foliage; resembling a floral design

**Foliation**

Provision of leaves, flowers and branches for architectural ornamentation.

**Jali**

Perforated screen

- a) stylised – on basis of the key motif
- b) Floral – on basis of various flowers and creepers
- c) Arabesque - in accordance with the predominating theme
- d) Geometrical- on the basis of geometric patterns

**Lattice**

A jalied or perforated screen; a regular geometrical arrangement of points or objects

**Pendentive**

The term applied to the triangular curved overhanging surface by means of which a (circular) dome is supported on a square or polygonal compartment; in the construction of a dome resting upon a square base, the spherical triangle formed between each pair of supporting arches; one of the triangular spherical sections of

vaulting the spring from the corners of a rectangular ground plan and serve to allow the room enclosing it to be covered by a dome or cupola; the part of a groined vault that springs from a single pier or corbel

**Rectilinear**

Moving in or forming a straight line; characterised by straight lines; perpendicular; corrected for distortion so that straight lines are imaged accurately.

**Spandrel**

The ornamental triangular space enclosed by the curve of an arch, a vertical line from its springing and a horizontal line through its apex; space between the right or left exterior curve of an arch and an enclosing right angle

**String course**

A moulding or projecting course running horizontally along the face of a building

**Stalactite**

(Gr- a dripping stone) Honey combing; a type of ornamentation resembling the formation of calcium carbonate hanging from the roof or walls of a corner; it appears to have originated in the multiplication of small squinch arches on a pendentive hence the stalactite pendentive. Its complicated arrangement of prisms appealed to the Arab love of geometrical decoration stimulated by Islamic prohibition of animal representation; stalactite is also used as a series of squinch arches in the phase of transition; a typical Muslim feature.

**Strut**

A slanting or serpentine bracket with delicate curves and volutes used in Indo Islamic architecture more as an architectural ornament than support a load.

**Vignette**

A running ornaments (as of vine-leaves, tendrils and grapes) a small decorative design or picture

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