

10. THE PHYSICAL FACILITIES II : TRIBHUVAN UNIVERSITY AS A REAL ESTATE

10.1 An Inventory and Evaluation of Its Assets

Introduction

Tribhuvan University today is one of the richest landowners in the country. It possesses extensive real estate holdings in the form of the lands and buildings in the name of 64 different Campuses and administrative sections located in different parts of the country. The total real estate holdings of Tribhuvan University comprises of lands owned by its Campuses: 36 in Central Development Region, 14 in Eastern Development Region, 13 in Western Development Region, 6 in Mid-Western Development Region and 2 in Far-Western Development Region. Of these, 23 Campuses situated in the Kathmandu Valley and the Central Examination Section of T.U. at Jamal, Kathmandu own a considerable portion of the real estate holdings. During the last 35 years of its existence, Tribhuvan University has become the largest land possessing institution of the country.

All the Campuses although situated in different terrain, in general, are located in or nearer to the district headquarters. Apart from being suitable for educational purposes, the real estate holdings, particularly the lands, possess suitability for industry, commerce and agriculture. The location of these sites, during the past years, has been dramatically changed with the development of infrastructures and communication in their vicinity. Most of these sites are well connected with the administrative centres, highways, airports and are having all the basic necessary public facilities easily available in the vicinity. It has substantially increased the value of the land property on top of the inflationary trend in the land price.

The information and documents on the Campus facilities available with the Central Units of Tribhuvan University are not adequate. The base line data presently available with the concerned units of T.U. urgently needs updating. A system of management of information including documentation on property has become necessary to establish, which could be followed by regular updating and improvement of the information.

Most of the Campuses possess the ownership documents of their property and their legal status are in order. However, some of the Campuses have yet to obtain the ownership documents either for their whole property or for its parts. This is basically due to, either the process of obtaining them have taken a considerably long time or the formal transfer of the property from the donor is yet to be consummated. A few Campuses have tenancy, and disputes in its land, and one Campus has its part of the land being squatted by scheduled castes. The Campus with such problems are listed below with the current status:

Table 10.1: Property Ownership Status of Tribhuvan University and its Campuses

SN	Campus	Ownership Document	Remarks
1.	Patan Multiple Campus, Lalitpur	Partly Available	
2.	Ayurved Campus, Kalanki, Kathmandu	Only a letter issued by T.U.	
3.	Mahendra Ratna Campus, Tahachal, Kathmandu	Not Available	
4.	Bhaktapur Campus, Dhudhapati, Bhaktapur	Partly Available	
5.	Pulchowk Campus, Lalitpur	Partly Available	Dispute in some land with old owner
6.	Amrit Science Campus, Thamel, Kathmandu	Partly Available	
7.	Maharajgunj Campus, Kathmandu	Not Available	
8.	Nursing Campus, IOM, Maharajgunj, Kathmandu	Not Available	
9.	Thapathali Campus, Kathmandu	Not Available	
10.	Forestry Campus, Hetauda	Partly Available	
11.	ANM Campus, IOM, Bharatpur, Chitwan	Not Available	Land owned by HMG, Ministry of Health
12.	Central Examination Section, Jamal, Kathmandu	Not Available	
13.	Mechi Campus, Bhadrapur, Jhapa	Available	Tenancy in some land
14.	Mahendra Bindeswari Multiple Campus, Rajbiraj	Available	Dispute in the land of Hariharpur with tenant
15.	Mahendra Morang Multiple Campus, Biratnagar, Morang	Available	14 Kattha 11 Dhur land being squatted
16.	Nursing Campus, Biratnagar	Not Available	Land owned by HMG, Ministry of Health
17.	Tehrathum Campus, Tehrathum	Not Available	
18.	Mahendra Multiple Campus, Dharan, Sunsari	Partly Available	
19.	Dhankuta Campus, Dhankuta	Partly Available	
20.	Western Region Campus, Pokhara.	Partly Available	
21.	Nursing Campus, Pokhara, Kaski	Not Available	
22.	Central Forestry Campus, Pokhara	Available	Difference in land area
23.	PN Multiple Campus, Pokhara	Partly Available	
24.	Lamjung Campus, IAAS, Lamjung	Not Available	Tenancy in some land
25.	Butwal Multiple Campus, Butwal	Available	Dispute in forest land
26.	Paklihawa Campus, Rupandehi	Partly Available	
27.	Mahendra Multiple Campus, Dang	Available	5 Bigha land has to be transferred from HMG
28.	CMA Campus, IOM, Birendranagar, Surkhet	Partly Available	

With the change in needs and policy of Tribhuvan University, it is high time to develop a strategy for rational utilization and management of these property owned by the various Campuses. The rapidly changing environment in the vicinity of some of the Campuses has to be immediately considered to decide on the sustenance of such Campuses. The Campuses, vicinity of which has been converted into a crowded and congested business centre, if has lost the tranquillity important for the ongoing educational programme, could be best utilized as income-generating asset. It has become expedient for the University to determine a strategy on its real estate holding what should be best done with them considering such factors.

The value of land depends upon a number of factors, such as, location, shape and size of land, status of ownership, access to the property, current and future trend of development of the locality, and the prevailing supply and demand situation. The official land price fixed by the local authorities (HMG's District Revenue Offices) are basically for the revenue and the governmental (registration, acquisition works) purposes and are revised/fixed not very frequently or regularly, whereas land prices determined by the local brokers normally are based on the highest price observed in the purchase-sale of near by land recently, and largely on speculation. However, the actual purchase value of land is considerably higher than the official land price and largely depend on the need and future use of the prospective buyer of the property. The environment and the pace of development of the area plays another important role in this regard.

The buildings owned by the respective Campuses constitute a substantial part of their property. The constructed facilities including buildings for academic, administrative and residential purposes at different Campuses are at different service conditions. The age of these buildings ranges from newly constructed to a century old. Accordingly their service status varies. However, the lack of regular maintenance of the buildings is common in all the Campuses. These buildings, after deduction of appropriate depreciation, depending upon the type of construction, age and present conditions, still carry a considerable value.

At present Tribhuvan University holds a total land area of **1210 Hectare** and **455,000 sq.m.** floor area of buildings in total. On the land value determined for each area considering the above mentioned factors, the total value of the lands and buildings are **NC Rs.8.06 billion** and **NC Rs.1.20 billion** respectively amounting to **NC Rs.9.26 billion** as the total value of the real estate. The Development Region wise distribution of the real estate is as follows:

Table 10.2: Holdings of Total Land and Buildings of Tribhuvan University

Development Region	Total Area of Land (Ha.)	Total Value of Land Rs. (x100000)	Total Floor area of Buildings sq.m. (x1000)	Total value of Buildings Rs. (x100000)	Value of Total Property Rs. (x100000)
Central	650	75650	267	7100	82750
Inside Kathmandu Valley	227	70400	190	5030	75430
Outside Kathmandu Valley	423	5250	77	2070	7320
Eastern	328	1400	73	1900	3300
Western	137	2840	93	2520	5360
Mid-Western	76	470	16	390	860
Far-Western	19	260	5	130	390
TOTAL	12120	80620	454	12040	92660

The area of Campuses located in urban areas like Kathmandu Valley, Birgunj, Janakpur and Biratnagar is developing very rapidly resulting into escalating prices of land in the area. The property of the Campuses located in these areas, in view of their location, environment, size and shape as well as supply and demand economics prevailing at present, can be considered highly desirable for commercial valuation. The immediate environment of the areas with residential, commercial, institutional and industrial establishments predominate their importance. Out of these Campuses, the property owned by the 15 Campuses and the Central Examination Section located in Kathmandu possesses a very high commercial value. They are:

Patan Multiple Campus, Public Youth Campus, Saraswati Multiple Campus, Lalitkala Campus, Padma Kanya Multiple Campus, Shankar Dev Campus, Ratna Rajya Laxmi Campus, Nepal Law Campus, Campus of International Language, Public Administration Campus, Pulchowk Campus, Amrit Campus, Maharajgunj Campus including Nursing Campus, Tri-chandra Multiple Campus, Thapathali Campus, and Central Examination Section of T.U., Jamal.

The total area of these Campuses is about **43 Hectare** of land including **120,000 sq.m.** of building floor area. The total value of land amounts to **NC Rs.4.75 billion** value of buildings being **NC Rs.0.31 billion** totaling to a real estate value of **NC Rs.5.06 billion**. The following table exhibits the real estate status of these commercially high valued Campuses (16 in number) compared to the same of the total Campuses inside the Kathmandu Valley, and to the total T.U. real estate:

Table 10.3: The Real Estate Status of 16 Commercially High Valued Campuses inside the Kathmandu Valley

	% of 16 Commercially High Valued Campuses				
	Total Area of Land	Total Value of Land	Total Building Floor Area	Total Value of Buildings	Total Value of Property
In relation with total Campuses inside the Kathmandu Valley	18.99	68.42	64.12	62.37	68.01
In relation with total Campuses of Tribhuvan University	3.56	58.96	26.82	26.07	54.69

Note: Area of Land is given in Hectare

Building Floor Area is given in sq.m.

Value of Property is given in Billions of NRs.

The commercial utilization of part or whole of these Campuses could be achieved by number of measures depending upon the property size and locality of the Campus. The possibilities are construction of commercially suitable structures in the frontal area, leasing out part of the land for construction, leasing out whole of the area for a long term and shifting the Campus, selling out the whole premises and build a new Campus in a open and large space and replace the existing Campus by construction of a large commercial complex. Adoption of any or whole of the above measures should be preceded by determination of policy on the future plan of the individual Campuses. The objective, nature and number of programme planned for the Campus, the possible influence of the changing environment in the sanctity of the educational process have to be seriously considered. In general, the high commercial value of these Campus property and the changed environment influencing the regular educational programme have to be seriously considered in the future plan of the University.

The property of Campuses located in suburban or rural areas although may not bear the high price as those in urban areas, possess fair potential for income-generation. This is particularly true in the cases of Campuses holding large area of land which are heavily underutilized. Depending upon the terrain, location and size, there is a strong possibility of utilizing these areas for farming, horticulture and forestry generating a substantial size of income to the University. However, before deciding on income-generating or commercial utilization of part or whole of these areas the future plan including needs supported by the actual capacity of individual Campuses have to be determined.

Tribhuvan University is the holder of a vast land and building property. Regular maintenance and updating of information and documentation on its property management at the central level as well as Campus level are necessary. Introduction of a more scientific system on Property Management and Information System is highly desirable.

The improvement of the efficiency of the facilities as one of the objectives of the new policy on higher education could be achieved by considering the present status of T.U. real estate and its value.

10.2 Assets Management: A Strategy

Introduction: Necessity of Assets Management

Tribhuvan University has considerable real estate holdings throughout the country. These real estate holdings are in the form of land and buildings owned by 64 Campuses of Tribhuvan University spread throughout the country and particularly in the Kathmandu Valley. Of the 64 Campuses and Jamal property studied by the "Inventory of T.U. Real Estate Team (ITRE Team)" constituted by the Institute of Engineering Consultancy Services (IECS) for the "Assessment of Tertiary Education Project (ATEP), most of the commercially high-value properties are located in the Kathmandu Valley. Fifteen Campuses of TU located in the Kathmandu Valley and the Jamal property. These have been identified as very high-value and commercially potential for income generation. If additional income is generated from these 16 high-value properties, Tribhuvan University would achieve considerable progress in sustainability. Table 10.4 gives the region-wise distribution of real estate holdings of TU.

Table 10.4: Region-Wise Distribution of T.U. Campuses/Property

SN	Development Region	Number of Campuses	Additional Property	Remarks
1	Central	29	1	23 Campuses + Jamal own considerable portion of real estate holdings. 15 Campuses + Jamal are high priced real estate holdings.
2	Eastern	14	x	
3	Western	13	x	
4	Mid-Western	6	x	
5	Far-Western	2	x	
		64	1	

Table 10.5 gives a short synopsis of the TU Real Estate Holdings (including the details of the 16 high priced properties in the Kathmandu Valley) based on the report already submitted by ITRE Team of IECS to ATEP.

Table 10.5: Short Synopsis of TU Real Estate Holdings

SN	Total Campuses/Property	64 Campuses + Jamal Property
1	Total Land Area	1210 hectares
2	Total Built-up Area	455,000 sq.m.
3	Total Value of Lands	Rs. 8.06 billion
4	Total Value of Buildings	Rs. 1.20 billion
5	Total Value of Lands and Buildings	Rs. 9.26 billion
6	Total Area of 16 High Priced Properties in the Kathmandu Valley	43 hectares
7	Total Built-up Area of 16 High-value Properties in the Kathmandu Valley	120,000 sq.m.
8	Total Value of Lands of 16 High-value Properties in the Kathmandu Valley	Rs. 4.75 billion
9	Total Value of Buildings of 16 High-value Properties in the Kathmandu Valley	Rs. 0.31 billion
10	Total Value of 16 High-value Properties in the Kathmandu Valley	Rs. 5.06 billion

Of the total real estate holdings of TU, more than 53.72% of the total land with a value of 93.84% of the total land value and 58.81% of the total built-up area with a value of 58.97% of the total value of built-up area are located in the Central Development Region. The region-wise TU real estate holdings both in terms of their absolute values and in terms of percentage of the total are given in Tables 3 and 4.

Table 10.6: Region-Wise TU Real Estate Holdings

Development Region	Total Area of Land (Ha)	Total Value of Land Rs.(x100000)	Total Floor Area of Bldg. (Sq.m.) (x1000)	Total Value of Bldg. Rs.(x100000)	Value of Total Property Rs.(x100000)
Central	650	75650	267	7100	8275
Inside Kathmandu Valley	227	70400	190	5030	75430
Outside Kathmandu Valley	423	5250	77	2070	7320
Eastern	328	1400	73	1900	3300
Western	137	2840	93	2520	5360
Mid-Western	76	470	16	390	860
Far-Western	19	260	5	130	390
TOTAL	1210	80620	454	12040	92660

Table 10.7: Region-Wise TU Real Estate Holdings - Percentage Wise

Development Region	Percentage Total Area of Land	Percentage Value of Land	Percentage Floor Area of Bldg.	Percentage Value of Bldg.	Percentage Value of Total Property
Central	53.72	93.84	58.81	58.97	89.30
Inside Kathmandu Valley	18.76	87.32	41.85	41.78	81.41
Outside Kathmandu Valley	34.96	6.51	16.96	17.91	7.89
Eastern	27.11	1.74	16.08	15.78	3.56
Western	11.32	3.52	20.49	20.93	5.78
Mid-Western	6.28	0.58	3.52	3.24	0.93
Far-Western	1.57	0.32	1.10	1.08	0.43

The 16 high value properties of TU in the Kathmandu Valley that have been identified as requiring special attention are given in Table 10.8, which also gives the relevant land and building details.

Table 10.8: High Value Properties of TU in the Kathmandu Valley

SN	CAMPUS/PROPERTY	Total Area of Land (Ha)	Total Value of Land Rs. (x100000)	Area of Bldg. (x1000)Sq.m	Value of Bldg. Rs. (x100000)	Value of Total Property Rs. (x100000)
1	Patan Multiple Campus	2.95	2,099.39	4.90	116.78	2,216.17
2	Public Youth Campus	0.44	539.84	3.06	76.23	616.07
3	Saraswati Multiple Campus	0.56	656.02	1.97	57.10	713.12
4	Lalit Kala Campus	0.09	283.50	1.19	8.37	291.87
5	Padma Kanya Campus	1.90	4,477.03	8.93	256.83	4,733.86
6	Shanker Dev Campus	0.45	789.18	2.58	55.54	844.72
7	Ratna Rajya Laxmi Campus	0.41	847.17	2.47	72.74	919.91
8	Nepal Law Campus	0.40	826.05	3.30	67.17	893.22
9	Bishwabhasha Campus	0.41	845.93	0.99	30.01	875.94
10	Public Administration Campus	0.52	1,265.63	0.55	6.32	1,271.95
11	Pulchowk Campus	19.95	19,603.03	39.76	966.24	20,569.37
12	Amrit Campus	1.14	1,539.00	7.68	172.14	1,711.25
13	Maharajgunj Campus including Nursing Campus	9.87	5,335.00	35.02	1,295.25	6,630.25
14	Tri-Chandra Multiple Campus	1.90	6,043.36	10.05	126.40	6,169.76
15	Thapathali Campus	1.78	1,470.00	6.02	128.28	1,598.28
16	Central Examination Section	0.37	914.06	X	X	914.60
	TOTAL	43.14	47,534.29	128.47	3,435.40	50,970.34

The 16 high value properties of TU located in the Kathmandu Valley have been compared with other TU properties in the Kathmandu Valley as well as those outside the valley in Table 10.9.

Table 10.9: Comparison Between the 16 High Value Properties and Other TU Properties

	% of Commercially High Value Campuses				
	Total Area of Land	Total Value of Land	Total Floor Area of Bldg	Total Value of Bldg.	Value of Total Property
In relation with total Campuses inside the Kathmandu Valley	18.99	68.42	64.12	62.37	68.01
In relation with total Campuses of Tribhuvan University	3.56	58.96	26.82	26.07	54.69

General Assets Management Strategy

Given the extensive real estate holding of TU and the need to manage these holdings in a rational manner, especially in view of the fact that money allocated for maintenance works is very nominal and in fact, woefully inadequate even to carry out the necessary emergency repairs, the Tribhuvan University must begin to seriously consider setting up a technical (architecture/engineering services) division, directly under the Registrar of Tribhuvan University, to be responsible for formulating a policy on assets management and in accordance with this policy to provide necessary technical support to the campuses as well as to TU Central authorities to manage the lands and buildings in their possession. There should be no more justification required for setting up this technical division than the need to manage rationally assets currently worth Rs. 9.26 billion, which is equivalent to almost 20 years of budgetary allocations to TU at current annual budgetary allocation by His Majesty's Government of Nepal. Based on this justification, the ITRE team strongly recommends that a technical division be constituted at the earliest to begin to manage the lands and buildings owned by TU. This recommendation is central to the assets management strategy that the ITRE team is proposing.

This technical division, once constituted directly under the Registrar, will be responsible for undertaking the following activities:

- a. To keep copies of the land ownership papers *Lalpurja* of all the Campuses and properties of TU, and, if the campuses do not have the land ownership certificates of some specific plots, this should be brought to the notice of all the concerned authorities, so that the necessary steps are taken to secure the land ownership papers, and constant monitoring should be done (reminders also be sent to the concerned Campuses periodically) until the technical division has a complete set of copies of the land ownership papers of all the properties of TU;

- b. To keep copies of the site plans and other plans of all the buildings of all the Campuses; and, if some plans are not available, arrange to have measurements taken in order to prepare measured drawings of the missing plans until the division has a complete set of plans;
- c. To keep a complete set of photos of all the buildings of all the Campuses so that these photos are available for ready reference and for necessary executive decisions (photos of the buildings must be taken so as to show the four elevations of the buildings as far as possible, and every three years, a new set of photographs must be compiled with the help of the Campus authorities; the old photos must be retained for archival purposes);
- d. To issue directives, through the Registrar's Office to all the campuses that copies of the plans of all new buildings being constructed on the Campus sites be sent to the technical division without fail so that the completeness of the records is maintained (if requested, this technical division can also review the plans of buildings that are being proposed to be constructed and give necessary feedback);
- e. To collect information on the commercial rates of properties, the rates of building materials and construction rates, the developmental trends in the area, the prevailing rental values etc. once every three years with the help of the Campus authorities as well as by on-the-site random physical verification so that the necessary technical information is updated and is on hand to provide advice to the Campuses on how best to exploit their commercially-viable holdings causing minimal disturbance to the academic activities, which must take precedence over all other activities (any discrepancy in the records, disturbing developmental trends etc. must be brought to the notice of the Central and Campus authorities so that immediate remedial action can be taken);
- f. To collect information on badly needed repairs that have to be undertaken immediately and after on-the-site physical verification, prepare tentative cost estimates for necessary approval and budgetary sanctioning (the technical division should prioritize the emergency repairs because of severe financial constraints);
- g. To actively help the Kathmandu Valley based Campuses by regular and periodic visits to the Campuses to identify remedial repair works that need to be carried out immediately as well as by giving advice on how best to utilize the Campus lands;
- h. To formulate checklists that can be used by the Campuses to check the condition of the buildings at specified times (e.g. before the monsoon) so that steps that do not necessarily require huge amounts of money can be taken on time (e.g. cleaning of clogged drains before the monsoon);
- i. To prepare a complete status report on all the Campuses and other properties of TU once every three years so that the central and Campus authorities are not

only aware of the developmental trends, the initiatives that have been taken by different Campuses but also begin to take advantage of newly created opportunities;

- j. To help the auditors with up-to-date information on the value of the physical assets;
- k. To screen requests by the different Campuses to carry out maintenance works, as well as work out an annual budget for proper maintenance of the buildings of TU to be used for budget discussions with HMG/N; and
- l. To computerize all the available records so that they are ready for quick reference.

This technical division should be headed by a senior Architect / senior Planner/ senior Engineer whose post is at least equivalent to that of a Reader if not a Professor. Given the responsibilities already described and additional responsibilities that will be given to the division from time to time, the ITRE team strongly feels that the head of this division must be equivalent to a Professor. The head of this division should be assisted by a Deputy who belongs to a different discipline (if the Head is an architect, the Deputy must be an Engineer and vice versa). Below the Deputy Head will be two architects, two civil engineers (one civil, one structural), one electrical engineer, one mechanical engineer, one computer analyst and one deputy administrator. The following organization chart for this technical division has been proposed:

Assets Management Strategy Applicable to the 16 High Value Properties in the Kathmandu Valley

Until a technical division is created in the Central Office of Tribhuvan University to help manage the assets of all the campuses of TU in general and to help manage the 16 high value campuses of the Kathmandu Valley in particular, an interim assets management strategy must be developed to ensure the optimal management of the assets of the 16 high value properties (that have been identified in Table 10.8) during the interim period from now till the technical division is operative. If the necessary finances are available, the best strategy is to create technical units (smaller versions of the technical division) to explore the extent of commercial viability of the open spaces fronting the main streets in each of the 16 identified properties. Exploratory plans can be drawn up, the current market rates can be assessed and developmental documents can be prepared for possible financing by banks, finance companies and even private parties. However, given the financial constraints, it is probably not possible to create technical units to be responsible for the development of each of the 16 identified properties. Therefore, the ITRE team propose that four teams (each team comprising of two architects, one civil engineer, one structural engineer, one electrical engineer, one estimator, two draftsmen and one overseer) be set up to spend one to one and half months on each of the 16 identified properties to produce developmental documents for each of the identified properties. This developmental document can also serve as an architect's brief for formulating detailed architectural designs. This development document should incorporate exploratory plans, tentative cost estimates, levels of investment required, rates of return on the investment etc. In

fact, this document should be comprehensive enough to use it to seek necessary financing. The teams must ensure that all the developmental plans that are proposed cause minimal disturbance to the on-going academic activities. Each of the four teams will, therefore, be responsible for producing four developmental documents in a period of six months.

It must be stressed here that all the sixteen properties have been identified as being of high commercial values because of the dramatic development that has taken place around the properties over the past few decades. Improvement of the services and facilities and increasing commercialization along the roads have contributed to increasing the demand for properties in the locality, which in turn has raised the prices of lands to, in some cases, ridiculously high levels. In purely commercial terms, many of these properties are more suitable to commercial activities (because of the development that has taken place over the past few decades) than for imparting education. With increasing commercialization all around the properties and resulting in heavier traffic, the academic environment is going to be increasingly disturbed. There may even come a time when TU and the campuses have to even think of shifting elsewhere. This possible scenario should also be borne in mind during the formulation of the developmental plans.

The responsibilities of the four developmental teams can be as follows:

Table 10.10: Responsibilities of Developmental Teams

SN	Developmental Team	Areas of Responsibilities	Location of Property
1	Team 'A'	Patan Multiple Campus Pulchowk Campus Thapathali Campus Public Administration Campus	Patan Dhoka Pulchowk Thapathali Tripureswore
2	Team 'B'	Shanker Dev Campus Ratna Rajya Laxmi Campus Nepal Law Campus Bishwa Bhasha Campus	Putalisadak Exhibition Road Exhibition Road Exhibition Road
3	Team 'C'	Padmakanya Campus Tri-Chandra Campus Lalitkala Campus Central Examination Section	Bagh Bazar Ghantaghar Bhotahiti Jamal
4	Team 'D'	Amrit Science Campus Saraswati Multiple Campus Public Youth Campus Maharajgunj Campus	Lainchour Thamel Dhobichour Maharajgunj

The development of the above mentioned properties must take into consideration the following factors:

- since the properties under consideration are properties used for academic purpose, the primary consideration must be to ensure that the sanctity of the academic spaces is maintained and the developmental plans cause

minimal disturbance to the academic activities; income-generation should, therefore naturally take a back seat to teaching learning and other academic activities;

- b. the developmental trends over the past few years must be analyzed and based on past trends, future trends should be anticipated and incorporated in the developmental plans that are formulated;
- c. since the campuses are generally congested because of the changes that have taken place in the educational system over the past few decades (resulting in radical changes in the nature of the campuses, because of the increases in the courses offered), the central authorities of TU and campuses authorities must give precise instructions regarding the use of the existing spaces (should enrolment be curtailed to match the spaces available or should additional spaces be created to accommodate the existing enrolment figures); no developmental plan can be formed unless there is clarity of thought on this issue (to be even more precise, all developmental plans can only be developed in accordance with the master plans of that have been prepared for the properties as a whole);
- d. the relationship between the surrounding areas and the properties must be studied in detail along with past developmental trends and anticipated trends to determine whether it is wise to build additional academic spaces or, in extreme cases, even think of leasing out or selling the whole property and shifting the academic activities elsewhere (this too needs to be thought within a broad facilities rationalization policy); and
- e. developmental plans that are formulated must be based on optimum capacities of the campuses that are determined on the basis of prevalent spatial norms, if quality of teaching is to be improved and an academic environment conducive to teaching is to be enhanced.

Keeping in mind the above mentioned factors, income can be generated by leasing out part of the property (property that is fronting the main streets) or, in some extreme cases, leasing out the whole property and/or selling the whole property by shifting the academic activities elsewhere. The leasing arrangements can be as follows:

- a. If finances are obtained based on the developmental plans that have been prepared, the campuses/TU can undertake the construction, as per approved plans, and sell the spaces that are going to be created (leasing contracts can be drawn up, signed and sealed even before the construction is complete) and
- b. Alternatively, private developers can be invited to develop the properties as per approved plans based on long-term leasing arrangements (in this case, the campuses do not have to be bothered with securing the finances as it will be the responsibility of the developers to make the necessary investment against which they get long term leasing rights for say, 10, 15, 20, 25 years to recover their investment and to pay monthly rentals which

should increase from year to year as the investment made is gradually recovered).

Experiences of some of the campuses, with regard to leasing arrangements, have shown that there is very low income from shops that have been developed along the roads. The main reason for this state of affairs is that the whole problem of income generation has not been looked at professionally. The whole issue must be addressed professionally and only if the rate of return appears satisfactory should construction be undertaken. Haphazard planning cannot be justified in the name of income generation. It is, therefore, expedient for all the campuses to develop proper master plans and developmental plans based on proper studies before any construction work is undertaken.

It has already been indicated in the previous submission of the ITRE team the possible areas of all the 16 properties that can be developed commercially. The size and area of lands that have been identified as being commercially exploitable are as follows:

Table 10.11: The Possible Commercially Viable Campus Properties

SN	Name of Campus	Location of Land	Size of the Land		Area (m ²)
			Length (m)	Width (m)	
1	Patan Multiple Campus	South West : Frontal	30	6	180
2	Public Youth Campus	South West : Frontal	15	6	90
3	Saraswoti Multiple Campus	South : Frontal	9	6	54
4	Lalitkala Campus	West : Bhotahiti Side (Shops already exist)	6	4.5	27
5	Padma Kanya Campus	South : Frontal	90	7.5	675
6	Shankar Dev Campus	South : (local restaurant already exist in part)	5	15	135
7	Ratna Rajya Laxmi Campus	South : Frontal	24	6	144
		North : Back	24	4.5	
8	Nepal Law Campus	South : Frontal	24	4.5	108
		North : Back (shops exist already)	24	4.5	108
9	Campus of International Language	South : Frontal	24	7.5	180
		North : Back	24	7.5	180
10	Public Administration Campus	South: Frontal (5 Rop of land on West is under process of Lease)East : road side			
11	Pulchowk Campus	West : Frontal	300	7.5	2250
		South : road side	300	6	1800
		East : road side	33	6	198
		North : corner	60	6	180
12	Amrit Campus	Hostel part : road side	10	6	60
13	Maharajgunj Campus	East : Main road (already under construction)	30	30	900
14	Tri-chandra Campus	North : Jamal side (already bid process for lease)	90	6	540
		East : Main road	90	4.5	405
15	Thapathali Campus	East : Frontal	90	6	540
16	Central Examination Section	Whole property being processed for lease			

Given current developmental trends, multipurpose commercial complexes can be developed in the areas that have been identified as being suitable for commercial exploitation. The height of the structures will depend on the volume of investment and on current building bye-laws. In certain cases, the height may have to be restricted to give due prominence to existing structures. Depending on the location of the properties, and in keeping with the current developmental trends, the following suggestions have been made:

Table 10.12: The Proposed Commercial Development for Possible Commercially Viable Campus Properties

SN	Property	Ground Area Proposed for Commercial Development (m2)	Proposed Floors (No)	Development Suggestions
1	Patan Multiple Campus	180	3	Ground floor + First Floor : Shops (Supermarket style) Second Floor : Office Rental
2	Public Youth Campus	90	2	Ground Floor : Shops First Floor : Office Rental
3	Saraswoti Multiple Campus	54	2	Ground Floor : Shops First Floor : Office Rental
4	Lalitkala Campus	27	2	Ground Floor : Shops First Floor : Office Rental
5	Padma Kanya Campus	675	3	Ground+First : Departmental Store First Floor : Office Rental
6	Shankar Dev Campus	135	3	Ground Floor : Shops First + Second : Rental
7	Ratna Rajya Laxmi Campus	144 Front	3	All 3 flrs : Shops (Departmental store)
		108 Back	3	Ground Floor : Shops First + Second : Office Rental
8	Nepal Law Campus	108 Front	3	All 3 flrs: Shops (Departmental Store)
		108 Back	3	Ground Floor : Shops First + Second : Office Rental
9	Campus of International Language	180 Front	3	All 3 flrs: Shops (Departmental Store)
		180 Back	3	Ground : Shops First + Second : Office Rental
10	Public Administration Campus	If possible, whole property to be leased out if some alternative arrangement can be made for existing campus.		
11	Pulchowk Campus	2250 (front)	2	Both floors : Departmental Store
		1800 (south)	2	Ground flr : Shops 1st Flr : Rental
		198 (east)	3	Ground+1st Shops,2nd: Office
		180 (north)	3	Already being planned.
12	Amrit Campus	60	2	Both floors : shops
13	Maharajgunj Campus	900	2	Ground floor : shops First floor : Office Rental
14	Tri-chandra Campus	540	2	Already on lease process
		East	2	Ground floor : Shops First floor : Office Travel Agency
15	Thapathali Campus	540	2	Ground floor: Shop First floor: Rental
16	Central Exams Section			Whole property to be leased

The tentative developmental costs and the tentative income from rentals are given below to give an idea of investment costs and income to make rational decisions:

Table 10.13: The Tentative Developmental Costs and the Income From Rentals

SN	Property	Ground Area Proposed for Commercial Development(m2)	Suggested Built up Area(m2)	Cost of * Construction Rs. (100000)	Average Rental per Sqm /month	Anticipated Annual Income from Rental Rs. (100000)
1	Patan Multiple Campus	180	540	54.00	100	6.48
2	Public Youth Campus	90	180	18.00	100	2.16
3	Saraswoti Multiple Campus	54	108	10.80	100	1.08
4	Lalitkala Campus	27	54	5.40	150	0.97
5	Padma Kanya Campus	675	2025	202.50	150	36.45
6	Shankar Dev Campus	135	405	40.50	125	6.08
7	Ratna Rajya Laxmi Campus	144 Front 108 Back	432 324	43.20 32.40	150 100	7.78 3.89
8	Nepal Law Campus	108 Front 108 Back	324 324	32.40 32.40	150 100	5.83 3.89
9	Campus of International Language	180 Front 180 Back	540 540	54.00 54.00	150 100	9.72 6.40
10	Public Administration Campus	whole area to be leased if possible				
11	Pulchowk Campus	2250 (front) 1800 (south) 198 (east) 180 (north)	4500 3600 396 540	450.00 360.00 39.60 54.00	115 75 100 115	62.10 32.40 4.75 7.45
12	Amrit Campus	60	120	12.00	100	1.44
13	Maharajgunj Campus	900	1800	180.00	90	19.44
14	Tri-chandra Campus	540 East	1080	108.00	150	19.44
15	Thapathali Campus	540	1080	108.00	125	16.20
16	Central Examination Section	whole area to be leased if possible				

* Cost of construction is based on Rs. 10,000.00 per sq. m.

Table 10.14: Inventory & Value of T.U. Campuses Real Estate

Campus	Total Area of Land	* Legal Status of Land	Recommended Average Rate of Land	Total Value of Land	Total Floor Area of Buildings	Total Value of Buildings	Value of Total Property	Remarks
	Ha.		Rs./Ha. (x 100000)	Rs. (x100000)	sq.m. (x 1000)	Rs. (x100000)	Rs. (x 100000)	
Central Development Region	650.84			75648.65	267.85	7101.39	82750.04	
INSIDE KATHMANDU VALLEY	227.09			69478.96	190.51	5034.87	74513.83	
GROUP I CAMPUSES:								
C-1 Patan Multiple Campus(#)	2.95	PA	711.42	2099.39	4.90	116.78	2216.17	
C-2 Nepal Commerce Campus	1.07	Av	402.96	430.50	4.12	106.79	537.29	
C-3 Ayurved Campus	5.09	Included in C22	0.00	0.00	Rented	0.00	0.00	
C-4 Public Youth Campus(#)	0.44	Av	1218.70	539.84	3.06	76.23	616.07	
C-5 Saraswoti Multiple Campus(#)	0.56	Av	1179.39	656.02	1.97	57.10	713.12	
C-6 Lalitkala Campus(#)	0.09	Av	3184.36	283.50	1.19	8.37	291.87	
C-7 Padma Kanya Multiple Campus(#)	1.90	Av	2358.78	4477.03	8.93	256.83	4733.86	
C-8 Shankar Dev Campus(#)	0.45	Av	1749.43	789.18	2.58	55.54	844.72	
C-9 Ratna Rajya Laxmi Campus(#)	0.41	Av	2083.59	847.17	2.47	72.74	919.91	
C-10 Nepal Law Campus(#)	0.40	Av	2083.59	826.05	3.30	67.17	893.22	
C-11 Campus of International Language(#)	0.41	Av	2083.59	845.93	0.99	30.01	875.94	
C-12 Public Administration Campus(#)	0.52	Av	2457.07	1265.63	0.55	6.32	1271.95	
C-13 Mahendra Ratna Campus	2.58	NA	461.93	1190.79	3.91	57.00	1247.79	
GROUP II CAMPUSES:								
C-14 Bhaktapur Campus	2.63	PA	98.28	258.44	2.46	60.77	319.21	
C-15 Sanothimi Campus	18.17	Av	108.11	1964.27	8.78	176.43	2140.70	
C-16 Pulchowk Campus(#)	19.95	PA	982.83	19603.13	39.76	966.24	20569.37	
C-17 Amrit Campus(#)	1.14	PA	1346.47	1539.11	7.68	172.14	1711.25	
C-18 Maharajgunj Campus(#)	9.87	NA	450.55	5335.00	28.70	999.92	6334.92	
C-19 Nursing Campus, Maharajgunj	0.00	Included in C18	0.00	0.00	6.32	295.33	295.33	
C-20 Tri-chandra Multiple Campus(#)	1.90	Av	3184.36	6043.36	10.05	126.40	6169.76	
C-21 Thapathali Campus(#)	1.78	NA	825.57	1470.00	6.02	128.28	1598.28	
C-22 Kirtipur Multiple Campus	154.78	Av	122.85	19014.62	42.77	1198.48	20213.10	
OUTSIDE KATHMANDU VALLEY	423.38			5255.63	77.34	2066.52	7322.15	
GROUP III CAMPUSES:								
C-23 Ramswarup Ramsagar M. Campus	74.98	Av	2.41	181.02	7.78	180.26	361.28	
C-24 Thakurram Multiple Campus	15.55	Av	50.78	789.71	10.94	287.28	1076.99	
C-25 Birgunj Campus	3.51	Av	17.92	62.90	3.85	116.48	179.38	
C-26 Hetauda Campus	87.01	PA	29.87	2599.18	12.15	308.00	2907.18	
C-27 A.N.M. Campus, Bharatpur	4.87	NA	9.86	47.97	2.32	42.77	90.74	Land owned by Ministry of Health.
C-28 Birendra Multiple Campus	12.72	Av	74.84	952.00	3.48	82.41	1034.41	
C-29 Rampur Campus	224.74	Av	2.77	622.85	36.82	1049.32	1672.17	
C-30 Central Exam. Section, Jamal(#)	0.37	NA	2457.07	914.06		0.00	914.06	
Eastern Development Region	328.08			1407.54	73.39	1900.56	3308.10	
GROUP IV CAMPUSES:								
E-1 Mahendra Ratna M. Campus, Ilam	6.71	Av	1.93	12.93	4.02	72.36	85.29	
E-2 Mechi Multiple Campus, Bhadrapur	95.07	Av	1.08	102.42	4.36	148.48	250.90	
E-3 Mahendra Bindeswori M. Campus	68.05	Av	3.41	232.37	4.82	96.09	328.46	
E-4 Shree S. S. M. Y. M. Campus, Siraha	7.54	Av	9.56	72.12	3.84	85.41	157.53	
E-5 Mahendra Morang Multiple Campus	12.36	Av	16.73	206.75	12.14	309.78	516.53	
E-6 Snatakottar Campus, Biratnagar	16.67	Av	7.17	119.52	3.39	126.22	245.74	
E-7 Nursing Campus, Biratnagar	0.50	NA	119.49	60.00	3.12	59.15	119.15	Land owned by Ministry of Health.

Campus	Total Area of Land	* Legal Status of Land	Recommended Average Rate of Land	Total Value of Land	Total Floor Area of Buildings	Total Value of Buildings	Value of Total Property	Remarks
	Ha.		Rs./Ha. (x 100000)	Rs. (x100000)	sq.m. (x 1000)	Rs. (x100000)	Rs. (x 100000)	
GROUP V CAMPUSES:								
E-8 Tehrathum Campus	4.58	NA	3.34	15.30	1.91	21.53	36.83	Approximate land area.
E-9 Bhojpur Multiple Campus	8.73	Av	2.95	25.74	2.25	16.66	42.40	
E-10 Eastern Region Campus, Dharan	23.96	Av	8.66	207.59	15.02	486.34	693.93	
E-11 Mahendra Multiple Campus, Dharan	1.37	PA	65.72	89.77	2.47	47.31	137.08	
E-12 Kendriya Prabidhi Campus, Dharan	11.31	Av	13.44	152.06	7.38	172.18	324.24	
E-13 Dhankuta Multiple Campus	68.83	PA	1.55	106.96	3.92	76.33	183.29	
E-14 C.M.A. Campus, Dhankuta	2.40	Av	1.67	4.01	4.75	182.72	186.73	
Western Development Region	137.46			2840.21	93.35	2516.63	5356.84	
GROUP VI CAMPUSES:								
W-1 Mahendra Multiple Campus, Baglung	4.48	Av	24.57	110.20	1.68	24.34	134.54	
W-2 Western Region Campus, Pokhara	15.87	PA	17.69	280.80	27.76	888.85	1169.65	
W-3 Nursing Campus, Pokhara	5.48	NA	31.45	31.45	5.22	166.84	198.29	
W-4 Central Campus (JOF), Pokhara	11.32	Av	16.71	189.13	15.99	587.79	776.92	
W-5 Prithivi Narayan M. Campus, Pokhara	25.64	PA	39.31	1008.00	8.05	208.90	1216.90	
W-6 Gorkha Campus, Gorkha	1.96	Av	11.40	22.34	0.95	11.14	33.48	
W-7 Lamjung Campus, Sundar Bazar	16.70	NA	11.36	189.67	6.02	130.53	320.20	
GROUP VII CAMPUSES:								
W-8 Tribhuvan Multiple Campus, Palpa	11.42	Av	18.67	213.29	4.56	95.40	308.69	
W-9 C.M.A. Campus, Palpa	2.46	Av	27.52	67.58	Rented	0.00	67.58	
W-10 Anami Bistar Campus, Palpa	0.69	Av	23.59	16.22	1.97	41.98	58.20	
W-11 Butwal Multiple Campus, Rupandehi	4.37	Av	104.56	456.93	4.07	87.83	544.76	
W-12 Paklihawa Campus, Paklihawa	30.15	PA	2.69	81.06	14.85	211.75	292.81	
W-13 Bhairahawa M. Campus, Rupandehi	6.92	Av	25.10	173.54	2.23	61.28	234.82	
Mid-Western Development Region	76.48			467.85	15.65	396.84	864.69	
MW-1 Mahendra Multiple Campus, Dang	57.67	Av	1.16	43.95	3.13	70.89	114.84	
GROUP VIII CAMPUSES:								
MW-2 Mahendra M. Campus, Nepalgunj	10.81	Av	26.89	290.57	5.52	121.54	412.11	
MW-3 Nursing Campus, Nepalgunj	1.23	Av	25.39	31.20	2.36	57.77	88.97	
MW-4 Education Campus, Surkhet	1.36	Av	32.86	44.83	Rented	0.00	44.83	
MW-5 C.M.A. Campus, Surkhet	5.10	PA	10.16	51.77	4.31	142.41	194.18	
MW-6 Jumla Education Campus, Jumla	0.31	Av	17.69	5.53	0.33	4.23	9.76	
Far Western Development Region	18.86			255.56	5.24	129.39	384.95	
FW-1 Doti Multiple Campus	2.12	Av	2.63	5.56	1.30	4.57	10.13	
FW-2 Siddhanath Sc. Campus, Kanchanpur	16.74	Av	14.94	250.00	3.94	124.82	374.82	
TOTAL	= 1211.72			80619.81	455.48	12044.8	92664.62	

(#) Campuses with commercially very high value.

43.14

47534.40

122.15

3140.07

50674.47

* Av = Available; NA = Not Available; PA = Partly Available