



THE REPUBLIC OF UGANDA

NATIONAL MUSEUMS AND MONUMENTS POLICY, 2015

Theme:

**A Nation proud of its
Cultural Heritage**

**Ministry of Tourism, Wildlife and Antiquities
P.O. Box 4241,
Kampala,
Uganda.**

FOREWORD

Uganda is endowed with a rich cultural and natural heritage, with strong tangible and intangible values, that form the basic resource of scientific data and social enterprise about Uganda.

The National Development Plan for Uganda 2010/2011-2014/15 acknowledges the intrinsic value of culture and the importance of cultural identity as a form of capital, with the potential to move people out of poverty. However, in Uganda there is still lack of appreciation of the significance and value of cultural heritage and its incorporation and utilization in national development goals.

The National Museums and Monuments Policy proposes to address this challenge by identifying strategies and actions aimed at enhancing cultural education and sustainable development. These strategies include advocating for conservation and sustainable use of heritage, capacity building, research and dissemination of information, promoting collaboration with stakeholders and mobilizing resources for natural and cultural heritage promotion and development.

The formulation of this policy has been done through an extensive consultative process, involving the review of related policies, discussions with institutions of government, local authorities, academia, private sector, donor community, civil society and cultural institutions. It has therefore been possible to gain consensus on the best practices and strategies to adopt in the execution of this policy.

Government is committed to the implementation of this policy for sustainable conservation of Museums and Monuments for socio-economic transformation.

Therefore, I urge all Ugandans and development partners to support this policy in conserving the country's cultural assets for fostering national identity, wealth creation and national transformation.



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ABBREVIATIONS AND ACRONYMS

AFRICOM	African Council of Museums
AWHF	African World Heritage Fund
CBOs	Community Based Organizations
CSOs	Civil Society Organizations
EAC	East African Community
EIA	Environmental Impact Assessment
ICCROM	International Centre for the Conservation and Restoration of Monuments
ICOM	International Council of Museums
ICOMOS	International Council of Monuments and Sites
IDF	Institutional Development Facility
MCCD	Ministry of Culture and Community Development
MCY&S	Ministry of Culture, Youth and Sports
MPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labor and Social Development
MMD	Museums and Monuments Department
MOES	Ministry of Education and Sports
MOLG	Ministry of Local Government
MTTI	Ministry of Tourism, Trade and Industry
MTWA	Ministry of Tourism, Wildlife and Antiquities
NDP	National Development Plan
NEMA	National Environment Management Authority
NGOs	Non-Governmental Organizations
NHP	National Heritage Plan
NPA	National Planning Authority
PAMSU	Protected Areas Management and Sustainable Use
PCR	Physical Cultural Resources
UNCST	Uganda National Council for Science and Technology
UNESCO	United Nations Educational, Scientific and Cultural Organization

CHAPTER ONE BACKGROUND AND HISTORY

1.0 INTRODUCTION

Government of Uganda recognizes the important role of Museums and Monuments in providing society with cultural education and sustainable development. Considering the fact that the Tourism sector is fast growing with significant economic, social and cultural dimensions, there is increasing interest by the private sector, cultural institutions, communities and civil society to invest in community museums, private museums and cultural centers. This is evidenced from the annual visitor numbers at the National Museum which have increased from 34% in 2007 to 39% to date, and the creation and promotion of private and community museums.

Museums and Monuments are national treasures of our heritage composed of tangible and intangible realities that communities, groups and individuals recognize and cherish as part of their lifestyle. Cultural sites are man-made relics of human settlement such as earthworks, landscapes and capital groves of ancient kingdoms while natural sites are the rock shelters, the rocks, hot springs, lakes and forests whose intangible heritage society associates with human experience.

Uganda has 5 museums located in Kampala, Kabale, Soroti, and Moroto. There are plans to improve and modernize the National Museum, establish new ones and expand regional museums of Moroto, Soroti and Kabale. Some of the gazetted national cultural sites and monuments include; Bigo bya Mugenyi, Nshongezi Rock Shelter, Nyeru Rock paintings site, Patiko fort, Bweyorere capital site; Kasubi, Wamala, Nkokonjeru, and Mparo royal tombs, Uganda Martyrs shrine, the Independence Monument, the City square, the Source of the Nile and the Equator monuments.

Research initiatives in the field of Paleontology have led to major discoveries of important fossils hominoids at Moroto and Napak ranging between 16 m to 20 million years old, that share post cranial features with the current humans. The specimens are key in understanding the Evolution of humankind in Africa. Archaeological surveys and excavations have revealed prehistoric evidence of human settlement in Uganda. For instance the Rock art paintings in eastern Uganda, Earthwork that formed residences of the Cwezi Empire, Forts that signify the colonization and the slave trade activities by the Arabs in this country. Other sites signify important traditional places in this country.

1.2 Aim of the policy

The Museums and Monuments policy aims to create a frame work for preservation and sustainable development of Uganda's Museums and Monuments for the benefit of the people of Uganda and posterity.

1.3 Uganda's Museum and Monuments History

In 1901 the Special Commissioner Sir Harry Johnston of the newly created British Protectorate of Uganda issued a Circular to all the Collectors (Heads of Districts) to organize the collection of ethnographic objects throughout their districts and take them to Entebbe, the then Capital city of Uganda.

In 1908, the Protectorate Headquarters were shifted from Entebbe to Kampala, to establish the first Uganda Museum in the Greek Temple building within the former Captain Fredrick Lugard's Fort, Old Kampala.

During the 1920s research in the anthropological, archaeological and paleontological history were carried out by Missionaries including Reverend John Roscoe, and Government Officials such as A J Wayland and W. W. Bishop. In 1923 the Uganda Society was formed by Academicians from Makerere University College, Colonial Government Servants and other literate Ugandans who were interested in research in Uganda. From that date up to now, Uganda

Museum and Uganda Society have worked together to develop museums and monuments.

In the 1930s Margaret Trowel and K.P Wachsmann at Makerere University College made further collections of ethnographic and musical objects throughout the Protectorate. As collections expanded they could no longer be accommodated in the one roomed museum at Old Kampala. Margaret Trowel who was the Head of the School of Fine Art at Makerere University College decided to transfer the Uganda Museum to the School of Fine Art in 1942.

By the Order of Council, an Ordinance of 1943 was promulgated in which the Uganda Museum became a Semi-Autonomous Body with a Board of Trustees to spearhead the development of the museum. Through the efforts of Margaret Trowel and K.P Wachsmann together with members of the Uganda Society, funds were raised for the construction of a permanent home at Kira road in 1952 and completed in 1953. The Uganda Museum was then transferred from its site at Old Kampala to Kira road in 1954. Because of the predominance of the objects of ritualistic nature, the new Museum was referred to as *Enyumba y'Amayembe* (the House of Fetishes) and this made the Uganda Museum to survive the lootings and destruction that, Kampala suffered during the turbulent periods of 1971, 1979 and 1986.

The new Museum consisted of galleries for Ethnography, general History, Archaeology, Natural History, Musical instruments, Stone Age, Temporary Exhibition Through funds raised by the Uganda Society and a grant from the Ford Foundation, the Education, Science and Industry wings were added in 1962 to coincide with the independence of Uganda.

By the efforts of Margaret Trowell, K.P Wachsmann, Capt. Charles Pitman, Professor Merrick Posnansky, Roland Oliver, H. B Thomas, Kenneth Ingham and E C. Lanning the Uganda Museum became renowned throughout Eastern and Central Africa for its extensive research collections.

In 1965 the Inspectorate of Monuments was established to regulate the research component and this was followed by the enactment of the 1967 Historical Monuments Act to provide for the preservation and protection of historical monuments, sites and objects of archaeological, paleontological, ethnographical and traditional importance. In 1972 Statutory Instrument gazzeted 22 historical sites and monuments for preservation and protected them as national objects.

From 1973 to 1976, the Uganda museums experienced a number of challenges including the loss of several curators and key staff due to the turbulent political atmosphere and insecurity in the country at the time and structural faults of the national museum building resulting in the closure of certain section of the museum.

Rather than close the Uganda Museum completely, government through Decree No. 12 of 1977 abolished the board of trustees and amalgamated the Uganda Museum with the Inspectorate of Monuments to form a Department of Antiquities and Museums headed by a Chief Conservator. The two Regional Museums of Kabale and Soroti were also amalgamated into the Department of Antiquities and Museums.

From 1977 to date the Antiquities and Museums function has operated as a Government Department under the Ministries of Culture and Community Development; Culture, Youth and Sports; Tourism Wildlife and Antiquities; Tourism Trade and Industry and currently under Tourism, Wildlife and Antiquities.

1.4. Rationale for the Museum and Monuments Policy

Museums and Monuments provide opportunities for society to recognize and cherish lifestyle and history with an immense potential to foster revenue generation, employment creation and social transformation through enterprise development.

It also contributes to the promotion of peace, mutual respect and understanding of peoples through documentation of histories and cultural exchanges.

Heritage sites provide opportunity for rural development and rational use of marginal lands for research and monitoring; for conservation, education; and for recreation and tourism. Indeed, in Uganda, heritage sites are important international tourist attractions.

The National Development Plan emphasises the formulation of the Museums and Monuments Policy, the review of its legal frame work and set up mechanisms towards the structural development, conservation and promotion of the cultural and natural heritage of Uganda. This is in line with National Vision of 2040 to cause economic growth through tourism industry development.

In Uganda and throughout the world, increasing populations and development are leading to the destruction of heritage resources. Therefore, a sound heritage management policy is of critical importance for Uganda to preserve and conserve its cultural and natural heritage.

The policy therefore aims at promoting, preserving and developing Uganda's diverse cultural and natural heritage through formulation and implementation of policies, documentation and dissemination of information for improved livelihood of the Ugandan people.

It is anticipated that the policy will lead to transformation of the heritage sector as the country moves towards expanding its tourism resources for sustainable development.

1.5. The Museum and Monuments Review Process

The policy was developed through a consultative process involving key stakeholders, within and outside Uganda. Views were obtained from individuals and groups that have interest in the undertakings of this policy. Regional stakeholder meetings included local government officials, cultural institutions, private sector, civil society and interested community members. Consultations held in Kampala were attended by UNESCO, KCCA Physical planning office, Buganda kingdom representative and other representatives from NEMA as well as members of the academia. Experts with knowledge in the management of Museums and Monuments resources were also consulted. During the consultations, significant concerns were raised regarding ownership of cultural sites since most of the sites are located in private land and revenue sharing arising from the proceeds collected at these cultural sites.

Last but not least, a taskforce was formed to review the various recommendations, synthesize and analyze the information and draft the policy. The draft policy was presented to the top management of the Ministry of Tourism Wildlife and Antiquities and their comments incorporated.

CHAPTER TWO: THE MUSEUM AND MONUMENTS DEVELOPMENT IN UGANDA

2.1 Introduction

Museums, art galleries and monuments are spaces where children enjoy the vibrant cultural heritage, and leisure facility to provide maximum benefit to the economy and thus provide real value for money.

Museums are spaces which enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artifacts and specimens, which they hold in trust for society.' This definition includes art galleries with collections of works of art, as well as museums with historical collections of objects. (Museums Association 1988)

A monument is an area or a site of interest to the public for its historical significance, preserved and maintained by Government.

Historic monuments are fixed assets that are identifiable because of particular historic, national, regional, local, religious or symbolic significance. They are usually accessible to the general public, and visitors are often charged for admission to the monuments or their vicinity.

An art gallery is a place where art work is displayed for others to see. The artwork is done by multiple different artists. It can be any type of art.

An art museum is a public, non-profit institution primarily concerned with the exhibition of works of art, staffed by professionals, governed by a Board of Directors, and led by a director or CEO. Art museums vary in size and some are specialized. Whether small or large, art museums all present works of art to the public. Art museums are often distinguished by the unique character of their collection or a particular specialty such as textiles, ceramics or art of a certain time period or style.

2.2 Importance of the Museum and Monuments sub sector

Museums and Monuments are heritage resources that illuminate the pride of our historic environment and cultural identity of the priceless and irreplaceable assets of the nation and humanity in general. Because of their exceptional qualities, parts of that heritage are considered to be of "outstanding universal value" and as such worthy of special protection against increasing threats and challenges.

Its functions provide opportunities for society to recognize and cherish its lifestyle and history. Museums and Monuments also present an immense knowledge about cultures, history and sciences that fosters social transformation, popular education, and cultural expression, creation of employment and generation of revenue to the country.

Cultural heritage is an essential element that makes it possible for a people to show their uniqueness, to manifest their own way of perceiving the world and to express their capacity for cultural creativity. The culture of a community is an original creation, which manifests itself in every dimension of life – the everyday activities and the periodic events, involving the use of ordinary objects as well as the most sophisticated productions.

A significant role of Museums and Monuments is its contribution to the promotion of peace, cultural exchanges, mutual respect and understanding of peoples through collections and documentation of histories and of cultural values.

Museums and Monuments are heritage places with an excellent local educational resource for people of all ages. They are a collective property through the creation of a common understanding amongst the people with shared history, a city or a territory, and that is transmitted from one generation to the next.

Learning about the history of a place is a good way of bringing communities together through a shared understanding of the unique cultural heritage in an area.

Museums all over the world are evolving as dynamic centers of socially vital and relevant research activities. This is a bold move away from the age-old concept of museums as places where material and non-material heritage of the past is stored. Museums are now important centers of research and other academic engagements. As a result, they are finding themselves in a world of technical advancement and rapidly changing cultural and socioeconomic environment. The Uganda Museum has over the years engaged in research, education and other activities that have socio-cultural and economic implications thus contributing to the development of various communities in the country.

Museums also generate income from a range of sources including core funding, grants, trading, fundraising, membership schemes, admission fees, corporate sponsorship and investment income. The balance between each of these sources may differ depending on the museum's scope and collection.

2.3 Definition of Museum and Monuments Services

2.3.1 The Museum services

A museum is a nonprofit making, permanent institution, in the service of society and its development, and open to the public, which acquires, conserves researches, communicates and exhibits for the purposes of study, education and enjoyment of material evidence about man and his environment.

Museums are repositories of movable cultural heritage. These are the ethnographic, musical, historic anthropological, archeological and paleontological objects stretching through millions of years of human evolution to this day. While the paleontological (fossils) and archeological objects excavated

represent humankind's ancient remains, the other cultural objects used in every aspect of human livelihoods. Some of the specimens depict rich scientific evidences of the natural transformation on the environment.

2.3.2 Monuments services

Monuments are the immovable cultural representations of humankind's existence on earth. The Monuments Services are responsible for research, update of National Heritage data Inventory, inspection and planning for development of the cultural sites. From the 650 cultural sites recorded, 300 are fully inventoried into the National Data base system. These include a cross section of types of cultural resources;- Rock shelters with paintings and engravings, caves, forest groves and Earthworks. Old settlements such as palaces, colonial forts are associated with legend, human occupation and colonial presence, memorial site related to massacres during the troubled times of the country, pre-historic early occupations of apes and man.

2.3.3 The Research Services

The research Services is crosscutting in both the Museums and Monuments section which involves the search for more knowledge about the existence, evolution and development of man and his environment, the way he lived and the things that were used in his environment. Through Paleontological, archeological, ethnographical studies, such knowledge is very useful for better planning for future development of the country.

2.4 Link between Museum, Monuments and Development

Museums and Monuments coexist in the development of the nation through community participation, cultural heritage product development and services investment by the private sector in the Tourism industry. Heritage is the spirit of a nation's identity that positively influences the way community development through regeneration, education, economic growth and historic environment. They exhibit sources of benefit to local economies, particularly through tourism. It also ensures an attractive heritage environment thriving

to attract foreign investment as well as maintaining existing businesses of all types, not just tourism-related. They thus contribute to boost the local economy through the implementation of new activities such as industries and developments projects.

In the context of development, it is evident that projects that do not take into account aspects of the local cultural identity, knowledge and know how have little chance of succeeding. On the other hand, heritage has today become a powerful instrument in the economic and territorial development of a community, when properly valorized and promoted, often in the context of tourism related activities.

2.5 Uganda's cultural heritage environment

Museums and Monuments provide opportunities for society to recognize and cherish lifestyle and history with an immense potential to foster revenue generation, employment creation and social transformation through enterprise development. It also contributes to the promotion of peace, mutual respect and understanding of peoples through documentation of histories and cultural exchanges.

2.5.1 Preservation and conservation of cultural heritage

Currently there are 5 public and about 10 private and community museums in Uganda and 14 gazetted cultural sites. On the other hand there are over 650 sites and monuments (in number) that have been documented but many of these are yet to be mapped and gazetted. The inadequate data and research on artefacts combined with limited awareness of the economic and social value of cultural heritage by the communities poses a big challenge for promoting, conserving and preserving these cultural heritages.

It is also increasingly becoming clear that protection of urban historic landscapes and buildings, religious places with unique and aesthetic architectural and cultural values are threatened by population pressure and destruction through urban development. The monuments are also being

threatened by vandalism and unauthorized alterations.

2.5.2 Legal and regulatory

The Museums and Monument assets in this country are protected under 1995 Constitution of Uganda. The 1967 Historical Monuments Act also offers legal frameworks for preservation, protection and promotion of cultural heritage to monument object. The lack of a policy and regulatory guidelines for Museums and Monuments has led international crime of illicit trade in antiques of national interest such as Sculptures, paintings, and ethnographic materials. The current law on Museums and Monuments is weak on issues of penalty for vandalizing cultural sites and monuments, preventing illicit trafficking of antiques and encroachment on land of cultural assets.

2.5.3 Human resources development for the Museums and Monuments sub-sector

Human resources are vital for any development to take place. Whereas the country has a young population and increasing desire by young people to visit museums and cultural sites during school tours, this is not matched by what is on the ground. Staff under the Department of Museums and Monuments are few. There are currently 2 training institutions of Makerere University and Nkozi University offering few knowledgeable subject areas in archaeology and anthropology. This has led to inadequate skills both in strength and numbers required for management of cultural heritage both at the Department of Museums and Monuments and site level. Also the education programs offered by educational institutions are quite limited in area of cultural heritage.

With the increasing importance of tourism in the national economy, there is room for expanding these programs offered by various education institutions and skills exchange programs by regional and international bodies. In addition, the presence of cultural institutions, older and resource persons promote the

knowledge transfer of indigenous skills for cultural heritage development.

2.5.4 Infrastructure for the Museums and Monuments

The current museums and monument infrastructure is characterised by one National Museum, 2 regional museums in Kabale and Moroto, 10 private museums distributed across the country. Majority of the monuments and cultural sites we have are on land that is not tilted. Further to that, there is limited access in terms of roads to these cultural sites and artifacts which limits visitation to these sites. The Monuments throughout the country lack facilities for interpretation of the history to the public.

2.5.5 Management information system

Museums and Monuments information has records of past history that are well archived. The knowledge and experience of oral traditions are source of information that has provided strength to cultural and historical knowledge about the nation. The existing information system is characterized by paper based files, low ICT equipment, high degree of ICT illiteracy and poor data management practices. This results into scarcity of reliable and accurate data for planning, monitoring and decision making at all levels for the Museums and Monuments.

2.5.6 Management, leadership and governance

The functions of the Museums and Monument are at the level of a Department within the Ministry of Tourism Wildlife and Antiquities. The Department has about 60 staff members with a few of them located upcountry at regional museums and sites.

2.5.7 Research, Documentation and Dissemination

Research, documentation and dissemination are key factors for promoting Museums and Monuments. Research initiatives in the field of Paleontology have led to major discoveries of important fossils hominoids at Moroto and Napak ranging between 16 m to 20 million years old, that share post cranial features with the current humans. This was as a result of collaborative initiatives with international institutions. This is also being witnessed at national and regional level. Recently Makerere and Kyambogo universities have invested in teaching of Archaeology and Heritage Studies. However the research skills in the area of heritage are limited due to inadequate research centers in the country.

2.6. Strategic setting of Museums and Monuments

To take action in favour of heritage is a necessary step for the perpetuation of the cultural tourism industry that influences the socio-economic development and the existence of a society. A strategic setting for the Museums and Monuments in the development agenda is to ensure institutional and infrastructure capacity building. This reflects an integrated approach on key areas of developing conservation programs, product development and involvement of local community to be responsible for management and development of sustainable cultural tourism.

To preserve the heritage, the community must work towards the recovery of a collective memory and identity. Hence this collective effort creates social cohesion. To valorize the heritage means to contribute to a better mutual knowledge and understanding among the communities present within a territory. This results finally in the maintenance of social harmony, recognising and respecting the differences of each community is a determining factor in the implementation of a sustainable development policy.

2.7 Risks to Museums and Monuments

The main risk associated with the Museums and Monuments properties is the illegal traffic of cultural property. This is due to a weak legal and regulatory frame work and thus Illicit trade in cultural artifacts of national interest is increasing crime in Cultural properties (Sculptures, paintings, ethnographic materials etc.). Recovery or restitution of the cultural properties are expensive and cause political tensions. The losses of cultural antiques are irreplaceable and damages heritage resources of the nation.

The preservation of cultural objects, monuments and sites are at risk of vanishing due to illegal possession of cultural objects in the hands of private owners. Secondly historic buildings are being demolished by private developers without considering the preservation of known heritage properties. The land belonging to heritage properties are being encroached on by the individuals and groups of people as a result of lack of land titles for the monuments.

There is increasing urbanization and population growth leading to destruction of artifacts as well as expansion of infrastructural development at cultural centers that are in disregard of likely negative social and environmental impacts that cause degradation to the historic environment.

Natural calamities such as fire, floods and climate change are a major cause of destruction to cultural heritage properties reducing the authentic value associated with national heritage and loss of cultural tourism development in the country.

There is also general lack of awareness of the importance of these monuments among the peoples of Uganda resulting in damage, negligence and disregard of the value and importance of the diverse cultural heritage that Uganda is endowed with.

2.8 Risk assessment and Ranking

Museums and monuments have potential risks associated with socio, economic and environmental factors. The risk assessment considers the level of potential risk, the vulnerability levels and the impact of the associated risk caused on the heritage collections and monuments.

Global vulnerability of risks is associated with loss of cultural heritage resources through fire hazards that have destroyed several heritage properties. This loss affects the increased number of visitor arrivals thus leading to low revenue generations for the country.

CHAPTER THREE: ADDRESSING THE MUSEUMS AND MONUMENTS CHALLENGE

3. 1 A comprehensive approach to Museums and Monuments

The Museums and Monuments sector envisions a proactive national heritage redevelopment agenda. The intervention policy is to protect and ensure sustainable management of the resources by mobilizing the cultural heritage for tourism with a framework that protects and preserves, as a tool for wider economic and social development.

3. 2 Integrating Museums and Monuments in the Development Framework

Museums and Monuments cannot be dealt with as an isolated component but needs to be fully integrated into the wider economic, social and environmental policy frame work at nation level. Designing an integrated approach to support the diversification of tourism product to achieve development should ensure conception, measurement, and practice of development with a view to advancing inclusive, equitable, and sustainable development. It requires a shift in the regulatory framework and institutional governance of the heritage sector.

3.3 The Museum and Monuments Policy and Regulatory Framework

3. 3.1 Museums and Monuments and the Constitution

The 1995 Constitution of the Republic of Uganda, under National Objectives and Directive Principles of State Policy XXV, obligates the state to preserve and protect Uganda's heritage. The Constitution further, in article 189(1) schedule

6(10), mandates the Central Government to manage national monuments, antiquities and archives as Parliament shall determine. Article 178 (13) also provides for enactment of laws by Parliament to gazette national cultural heritage sites.

3.3.2 National Policies

There are several Government policies and planning frameworks that provide for the preservation and sustainable development of Uganda's heritage. These include the National Environment Management Policy of 1999, the Tourism Policy of 2003, the Uganda National Culture Policy of 2006, the Wildlife Policy 1999, the Library and Archives Policy and the National Development Plan for Uganda 2010-2015.

3.3.4 Laws

The Historical Monuments Act 1967 Cap 46 provides for preservation and protection of historical monuments and objects of archaeological, paleontological, ethnographical and traditional interest. This law however has since been overtaken by events and requires urgent review. Other legislations relevant to the management and development of cultural heritage in Uganda include; The Tourism Act 2008, The Land Act of 1998, The Traditional Rulers Act (restitution of assets and properties) Cap 247 of 1993, Forestry and Tree Planting Act 2003 and the Local Government Act Cap 243 of 1997.

3.3.5 Relevant International Conventions.

International and regional co-operation is an important conservation tool. Uganda is a signatory to and has ratified a number of international and regional cultural heritage conservation treaties. The provisions in the various treaties encourage and help individual countries to meet their respective obligations.

The UNESCO Convention for the protection of the World Cultural and Natural heritage, 1972 encourages the State Parties to protect objects of cultural and natural heritage, which are of outstanding universal value to the present and

future generations.

The convention urges state parties to integrate the protection and conservation of natural and cultural heritage into national planning and development programs. Uganda has three World Heritage sites namely; Bwindi Impenetrable National Park, Mount Rwenzori National park and Kasubi Tombs. Kasubi Tombs, the only cultural site is now listed as Sites in Danger World Heritage Site 2011 after the fire disaster of 16th March 2010.

The UNESCO convention for safeguarding of intangible cultural heritage 2003 recognizes the importance of intangible cultural heritage as a mainspring of humanity and a guarantee for sustainable development. The communities, cultural groups, individuals play important role in the production, safeguarding, maintenance and recreation of the intangible heritage thus helping to enrich cultural diversity and human creativity. Through the convention, Bark cloth making skills was nominated as master piece of Oral and Intangible Heritage of humanity in 2005.

3.4 Government roles and responsibilities

The Government of Uganda has responsibility over the heritage resources of the Nation and therefore shall;

- i. Recognize, respect and enhance the Museums and Monuments development in the country by creating education programs and awareness-raising and information programs of cultural heritage aimed at the public. Training of the staff, local governments, Tourism agents and the community.
- ii. Identify, gazette, preserve, conserve and protect the cultural heritage properties of Uganda including sites, monuments and museum collections.
- iii. Mobilize resources for conservation and development of Museums and Monuments to spur cultural tourism industry in the country.
- iv. Foster scientific, technical and artistic studies as well research methodologies with view of preserving, protecting and promoting the cultural heritage of the nation

- v. Ensure inventories of cultural heritage resources are recorded with view of safe guarding them, measures and registers will be regularly updated.
- vi. Establish a body responsible for the preservation and development of Museums and Monuments present in the country.
- vii. Promote the participation of private sector investments in Museums.
- viii. Update and reform the existing legislative framework to ensure protection of cultural heritage resources.
- ix. Enhance existing legal framework to fulfill international obligations on conservation.

3.5 Contribution of Museums and Monuments to national growth and Development

Globally, World tourism has considerably increased over the past years, and this phenomenon will likely continue and expand in the future. Tourist arrivals and contribution to foreign exchange earning to Uganda's economy have increased over the years from 350million US\$ in 2005 to 662million US\$ by 2010. The share of tourist arrivals in the cultural tourism Uganda National Museum, Nyero Rock Art sites, Kasubi Royal Tombs has doubled over the past years.

The development of tourism is a potential source of many types of financial gain, regarding the entrance fees to sites and museums, guided tours and visitors, sales of handcrafts, documents and photos, and the development of the craft industry. It is also a source of more important financial linkages in areas such as the hospitality industry, transportation and restaurant services. For local governments tourism is also a potential source of revenue through service taxes.

The preservation of heritage can also generate new employment opportunities: creation of jobs in the areas of rehabilitation and maintenance of heritage sites (for local craftsmen and construction companies), its exploitation for research and management purposes (researchers, administrators, marketing and communication professionals, gardeners and guardians), but also in hotel trade and tourism management.

CHAPTER FOUR: UGANDA'S VISION FOR MUSEUMS AND MONUMENT SERVICES

4.1 Vision,

A nation proud of its Cultural Heritage

4.2 Mission

To establish, promote, conserve, preserve and present Uganda's heritage through museums and monument services.

4.3 Goal

Conserve and impart knowledge of the Heritage to the present and future generations for sustainable development.

4.4 The objectives of the policy

- i. To establish leadership, management and governance structure for Museums and Monuments sub-sector.
- ii. To strengthen the legal and regulatory framework for sustainable development and management of Uganda's Museums and Monuments.
- iii. To establish the Capacity building on heritage conservation and development for Museums and Monuments services.
- iv. To increase access to and availability of museum's collections and monuments to the public.
- v. To promote heritage education and awareness campaigns on the conservation and sustainable development of museums and heritage resources of Uganda.
- vi. To increase community involvement, stakeholder's participation, private public partnerships for conservation and sustainable development of museums and monuments

- vii. To promote international cultural relations and diplomacy.
- viii. To establish cultural heritage documentation and research dissemination.
- ix. To manage and generate adequate funds for conservation and sustainable development of museums and monuments.

4.5 Guiding principles

The success of the Museums and Monument Policy will depend on the way it adapts to the environment created by the Government macro-economic variables, other policies as well as international trends. The Museums and Monument Policy is therefore guided by the following principles:

Environmental sustainability: Management of the tangible heritage resources of Uganda shall be carried out to meet the development and environmental needs of present and future generations.

Equitable distribution of benefits: Museums and Monuments development activities shall take the form that maximizes benefits for all stakeholders while maintaining socio-cultural and ecological integrity.

Transparency, accountability and fair competition: The policy shall promote high standards of transparency, accountability and fair competition

Research guided decision making: The management and sustainable development of museums and monuments shall be based on sound scientific and or indigenous knowledge.

Gender responsiveness and equal Opportunities for All: The policy shall promote gender equality and involvement of the youth in the development and management of heritage resources. The older persons shall be considered human treasures of cultural resources, and all facilities shall as much as possible meet the needs of PWDs in cultural heritage conservation and development.

Public-Private Partnership: The government shall partner with the private sector in implementation of the Museums and Monuments Policy. Government shall put in place the necessary supportive infrastructure, regulate and provide technical support for the activities of museums. The government shall promote synergies with the local communities, private sector, government institutions, academia, international bodies and civil society in the implementation of the Policy.

Ethical conduct and mutual respect of human rights: The policy shall consider professional ethics in cultural heritage conservation and provide for mutual respect of human rights 'principles' in cultural heritage conservation.

Access to Public museums: The policy shall encourage all the public have universal access to Museum galleries and public monuments in support of conservation, research, education and enjoyment.

4.6 Museum and Monuments requirements

Museums and Monuments requires appropriate conservation facilities, trained personnel, laboratory equipment, interpretation facilities, local community involvement and participation, research based data for public dissemination through exhibitions and books publications.

4.7 Challenges of developing the Museum and Monuments Services

- i. Inadequate legal framework
- ii. Inadequate financing of the museums and monument services.
- iii. Lack of awareness of the importance of museums and monuments in the development agenda.
- iv. Lack of implementation structures at local government level.
- v. Inadequate information on museums and monuments.
- vi. Limited professional skills for museums and monuments.

The main challenges on Museums and Monuments arise from broader policy issues of inadequate regulatory framework to enable efficient operations of museum and national monuments sub sector.

There is also a glaring gap in the definition of heritage as a resource to diversify the economic base within the existing policy framework. The gap is further demonstrated in the lack of national policy guideline for Museums and Monuments through tourism in which proactive agenda of development and need for poverty alleviation can be addressed.

Museums and Monuments face the problem of inadequate infrastructure facilities that are desirable to provide for protection, promotion and enhancement of the heritage through services of research, documentation, exhibitions, laboratory tests and educational programs. The limited infrastructure affects the competitive context of tourism development in the region, prestige and maximisation of economic benefits arising from the cultural tourism diversity.

The legal ownership of heritage resources particularly the land upon which monuments and heritage sites exist are contested because of lack of land titles. Delays in acquiring Land and granting of permission of space to develop heritage properties are difficult and this culminates into loss of cultural heritage resources and thus destruction of the environment.

There is lack of clear guideline for the involvement of stakeholder particularly the Universities, NGO's and the private sector whose role in the development agenda is highly recognized in the unique knowledge and skills for the conservation and management of Museums and Monuments.

4.8 Operational challenges

- i. Limited knowledge and skills in the workforce to foster development of museums and monuments
- ii. The staff has limited professional trainings in the disciplines of museology and research,
- iii. The Museums and Monuments solely depend on Government for funding its operations.
- iv. Preservation of infrastructure
- v. Preservation of relics
- vi. Regulatory framework and mandate for revenue collection
- vii. Facilitation for interface with communities

4.9 Relationship between Museums and Monuments Services and the private sector and the public

The Museums and Monuments services have a collaborative relationship with the communities by adopting holistic approaches of bottom up initiatives for effective decision makings. Communities are essential in maintaining and interpreting cultural heritage that can be packaged for cultural tourism products. Wider stakeholder involvement in the field of museum and galleries has initiated investment in the Museums under the private sector scheme.

CHAPTER FIVE: MUSEUMS AND MONUMENTS STRATEGIC FOCUS

5.1 Introduction

5.1.1 Legal and regulatory framework

The existing legal framework for Heritage conservation in Uganda is not sufficient to regulate the conservation and promotion of Museums and Monuments sub-sector according to International Standards. It is also the case that the institutions within the cultural heritage sector are fragmented with limited coordination.

5.2.1 Policy Objective:

Strengthen the legal and regulatory framework conservation and sustainable development Uganda's Museums and Monuments.

5.2.2 Strategies:

- i. Revise the 1967 Historical Monuments Act to provide an appropriate legal framework for management of museums and monuments.
- ii. Develop and disseminate guidelines and fact sheets to operationalize the revised Act on museums and monuments management.
- iii. Develop and implement a national strategy for conservation and regulation of museums and monuments.
- iv. Ratify and domesticate the International Convention of UNESCO on illicit import, export and traffic of cultural properties to prevent international crime of cultural heritage properties. To reinforce repatriation of Uganda's cultural treasures, prevent illicit trade and trafficking in artefacts and other materials of national importance through enforcement officers and migration check points.
- v. Demarcate and preserve the historical landscapes/buildings and urban heritage properties.

- vi. Enforce Cultural Heritage Impact Assessment to safeguard historical and archaeological sites.
- vii. Harmonise and align existing policies, mandates of different ministries handling cultural and natural heritage

5.2.3 Capacity building of Museums and Monuments infrastructure

The infrastructural facility, ICT, Conservation laboratory and equipment's required for the National Museums and Monuments services are inadequate to support conservation and development of Heritage investment in the country.

5.2.4 Policy Objective :

Build the infrastructural capacity of heritage conservation and development for Museums and Monuments services

5.2.5 Strategies

- i. Develop modern infrastructure to support conservation of Museums and Monuments services.
- ii. Expand and upgrade the Uganda National Museum to International standards.
- iii. Create enabling environment for development of private Museums and Monuments
- iv. Establish and maintain a network of regional/community museums and cultural centres in the country.
- v. Equip the Museums and Monuments sub-sector conservation laboratory services
- vi. Develop an ICT component and promote the cultural heritage conservation and sustainable development.

5.2.6 Human Resource Skills development

5.2.7 Policy Objective:

To strengthen human resource capacity needed for conservation and Development of Museums and Monuments

5.2.8 Strategies

- i. Support development of staff skills and re-skilling in Museology, Exhibition designs, curatorship's, Conservation, Archaeology, Anthropology, Natural History, Strategic and Corporate management of Museums.
- ii. Strengthen skills exchange program nationally, regionally and international
- iii. Subscribe regularly to professional international bodies to strengthen knowledge development and skills capacity
- iv. Build capacity of local governments in cultural heritage conservation and management.
- v. Funding skills

5.2.9 Management, leadership and governance

The inadequate institutional capacity and lack of implementation structures at local governments are a setback to protection, conservation, development and promotion of cultural heritage

5.2.10 Policy Objective:

Establish leadership, management and governance structure for Museums and Monuments

5.2.11 Strategies

- I. Establish a Museums and Monument Authority.
- II. Increase number of conservators.
- III. Increase publicity and marketing of museums and monuments services in order to enhance and promote synergy between culture and nature-based tourism.
- IV. Strengthen the collaboration with government ministries, institutions, stakeholders, private sector and development partners.
- V. Establish cross-border networks for sharing experiences and best practices.

5.2.12 Preservation and Conservation of Cultural Heritage Assets

Care for Cultural heritage resources supports the sustainable development of socio cultural and environmental needs of the future generations.

5.2.13 Policy objective:

To increase access to and availability of museum's collections and monuments to the public

5.2.14 Strategies

- i. Map, identify, grade and gazette the heritage properties of Uganda in a holistic manner through regularly updates of a national heritage Register and listing of all local, regional and national heritage properties.
- ii. Equip and develop a conservation laboratory for preventing object deterioration, treatment and restoration of cultural properties
- iii. Regularly develop interactive Exhibition displays to increase visitors figures and enjoyment
- iv. Mainstream Environmental Impact Assessment processes to ensure

conservation of Cultural heritage resources

- v. Establish monitoring measures to prevent the negative impacts of development on cultural heritage resources.
- vi. Develop and disseminate guidelines for mitigating negative impacts of development on tangible cultural heritage.
- vii. Conduct predevelopment impact assessment for cultural heritage aspects
- viii. Build the capacity of the department of museums and monuments to undertake cultural impact assessments

5.2.15 Awareness creation and education on Cultural heritage sector

National Cultural heritage education and awareness through the Museums and Monuments builds National identity, pride, recognises memorable and enhances conservation efforts of cultural properties.

5.2.16 Policy Objective:

To promote heritage education and awareness campaigns on the conservation and sustainable development of museums and heritage resources of Uganda.

5.2.17 Strategies

- i. Strengthen the Museums and monuments education outreach programmes to sensitise public,
- ii. Establish a mechanism with relevant institutions to promote cultural heritage education,
- iii. Build relationships with various media sector to promote cultural heritage information dissemination,
- iv. Mainstream cultural heritage education in national curricula.

5.2.18 Partnership and collaboration

Partnerships in Conservation and sustainable development of Museums and Monuments increases community involvement, provides for private sector investment opportunities and cultural exchange programs through international touring exhibitions.

5.2.19 Policy Objective:

To increase Community involvement, stakeholder's participation, private – public partnerships and international cultural relations and diplomacy

5.2.20 Strategies

- i. Build mechanisms for Museums and Community relations with traditional institutions, religious through involvement and participation in conservation and development of cultural resources
- ii. Encourage and support the conservation and development of cultural centres, religious shrines and cathedrals.
- iii. Support Private-Public partnership for sustainable development of tangible cultural heritage by providing guidelines and standards for investment in conservation and development of Museums and Cultural sites
- iv. Establish mechanisms to effect inter-sector programs for promoting sustainable management of cultural heritage resources in the ministries, departments and agencies.
- v. Establish Regional and International partnerships for conservation and management of Museums and Monuments.
- vi. Participate in events and activities of relevant international cultural heritage conventions, regional and international exchange ties in the development of Museums and Monuments.
- vii. Promote peace and reconciliation in cultural heritage sites through memorial developments

5.2.21 Cultural Heritage Documentation and Research dissemination

Cultural Heritage documentation is a significant tool in preservation of heritage assets and helps in auditing of the heritage resources the country holds. Appropriate documentation is useful to provide information about the cultural heritage of Uganda national and internationally.

5.2.22 Policy Objective:

To establish cultural heritage documentation centre and research dissemination

5.2.23 Strategies

- i. Establish research centre for cultural heritage management and development
- ii. Exploit ICT technologies in undertaking research and dissemination of the heritage documentation.
- iii. Establish a research fund for archaeology, paleontology, ethnography, history and natural history.
- iv. Training staff.

5.2.24 Financing of the Museums and Monuments

Implementation of the Museums and Monuments policy will be accommodated within the medium term expenditure framework. The core funding shall be sourced from the government, internally generated funds and subsidiary sources will be secured from research, private sector and international partners.

5.2.25 The Policy Objective:

To effectively manage and generate adequate funds for conservation and sustainable development.

5.2.26 Strategies

- i. Levy a minimum fee collections for conservation services
- ii. Develop fundraising strategies for conservation and development of Museums and Monuments services
- iii. Establish a conservation fund for Museums and Monuments services
- iv. Amend the legislation to permit fundraising initiatives.

CHAPTER SIX: CROSS CUTTING ISSUES

6.0 Introduction

The Museum and Monuments Policy is cognizant of Governments action on gender, environment, culture and HIV/AIDS. Therefore, the policy will deliberately plan for and ensure gender sensitivity in all its programs, projects and activities to promote equity and participation of all Ugandans.

6.1 Cross-cutting issues

(Gender, Environment, culture, HIV/AIDS, children, people with disabilities and vulnerable persons)

Specific efforts will be undertaken to ensure that women who are the majority of people working in the crafts, maintenance, and cultural heritage activities are encouraged and supported to continue, participate and to improve on the livelihoods.

The participation of children will also be a specific area of concern with the Museums and Monuments Services planning and developing specific programs that take into consideration the interests and needs of the boy and girl child.

Furthermore, the Museums and Monuments Policy will specifically plan and develop programs that will promote the sustainable use of the natural heritage for the benefit of the current generation and posterity.

The Policy also aims to address concerns and needs of people living with HIV/AIDS, vulnerable groups, orphans and disabled persons and any person who is at the risk of exclusion and participation in the promotion and development of the national cultural heritage. Therefore, specific measures will be put in

place to reach all affected person within and outside Uganda to enjoy these tangible and intangible cultural benefits.

6.2 Cost of implementing the Museums and Monuments Policy

Implementation of the Museums and Monuments policy will be within government policy of public private partnership arrangement which will build on the work already being undertaken by the private sector in developing private museums, monuments, artifacts, crafts and other products. This will be further supported by the medium term expenditure framework for the Ministry of Tourism, Wild Life and Antiquities. Additional financing will be sourced from development partners and well wishers.

6.3 Coordinating the Museums and Monuments Policy

Effective coordination of the Museums and Monuments Services will be the responsibility of the Ministry of Tourism, Wild Life and Antiquities. A Multi sector working Group will be established to ensure that all key stakeholders play an active role in the implementation of the policy. Technical committees and sub committees will be established at various levels for various activities as the need arises to ensure that the planned work is executed and planned outputs and objectives are realized. The Ministry will ensure that at all times stakeholders are informed of progress of implementation and critical information is provide on time to enables the full participation of all stakeholders. In addition to the above listed agencies, the Department of Museums and Monument Services will undertake a stakeholder analysis and ensure that all key stakeholders are brought on board and a clear coordination structure/mechanism defined for the smooth operation of the sub sector.

CHAPTER SEVEN: IMPLEMENTATION, MONITORING AND EVALUATION

7.0 Introduction

In order to implement the Museums and Monuments Policy, a public-private partnership approach shall be adopted. An implementation plan will be developed to guide the implementation of the Museums and Monuments Policy. The plan will focus on the eight objectives of the policy. This Plan will form a framework for turning the Museums and Monuments policy into actions with short, medium, and long-term goals and programs which will address critical issues in their order of priority.

7.1 Implementation Plan

The implementation of the policy shall be a responsibility of the ministry and relevant stakeholders involved in the conservation and development of Museums and Monuments whose roles are defined below:

7.1.1 Ministry responsible for Museums and Monuments will:

The Ministry responsible for Museums and monuments shall lead in the implementation of the Museums and Monuments Policy with the following responsibilities:

- i. Revise and disseminate the Law about Monuments and Museums conservation and sustainable development.
- ii. Ratify international instruments.
- iii. Develop and enforce regulations regarding standard guidelines for Museums and Monuments services.
- iv. Mobilize resources for conservation and development of Museums and monuments.
- v. Ensuring coordination and strengthening institutional capacity for Museums and Monuments sector.

- vi. Promote the participation of private sector investments in conservation and development of museums and monuments.
- vii. Inspecting and monitoring the implementation of the policies, legislation, plans and guidelines on development of museums and monuments.
- viii. Implement the law.
- ix. Establish the authority.

7.1.2 Ministry responsible for Social Development:

The Ministry has a direct involvement in culture and shall therefore;

- i. Support the promotion of the Intangible heritage expressions within the communities living around the sites, museums and monuments.
- ii. Support cultural and traditional institutions in conserving traditional practices.
- iii. Creating awareness on the link of intangible cultural elements to the museums and monuments.

7.1.3 Ministry for Local Government will:

- i. Support conservation and development of museums and monuments sector
- ii. Work with the Ministry responsible for Museums and monuments in protecting and promoting the preservation of historic buildings, historic parks, monuments and museums.
- iii. Support the mobilization and awareness creation on the significance of cultural sites, monuments and museums.

7.1.4 Ministry for Finance, Planning and Economic Development will:

- i. Disburse funds for Museums and Monuments subsector.

7.1.5 National Planning Authority shall:

- i. Integrate the conservation and development of museums and monuments in the National Development Plans (NDP)

7.1.6 Ministry for Internal Affairs will:

- i. Enforce the laws on the protection of cultural objects, Museums, monuments and cultural sites.
- ii. Detect and develop measures to defeat the illicit traffic of moveable cultural materials.

7.1.7 Ministry for Education will:

- i. Mainstream Cultural heritage education by integrating Museums and Monuments in the curriculum.
- ii. Support the design of capacity building programs for cultural heritage conservationists in collaboration with schools, universities and other tertiary institutions.

7.1.8 Ministry for Works and Transport will:

- i. Provide access roads to cultural sites, museums and monuments.
- ii. Advise and supervise the infrastructural development of museums and monuments

7.1.9 Ministry for Foreign Affairs will:

- i. Support the ratification of International and regional instruments that promote conservation and development of Museums, cultural heritage and Monuments.
- ii. Participate in negotiation and clearance of agreements.

7.1.10 Ministry responsible for East African Community affairs will:

- i. Support the development and promotion of museums and monuments in the East African region.

7.1.11 Uganda Bureau of Statistics (UBOS) will:

- i. Support the develop Geographical Information System (GIS) about cultural objects, sites, monuments, historic landscapes/buildings.
- ii. Support the collection and dissemination of information about Museums and Monuments.

7.1.12 Information and Communication Technology Authority will:

- i. Support the promotion of Museums and Monuments through the use of ICT facilities.

7.1.13 National Environment Management Authority will:

- i. Ensure appropriate environmental assessments/audits are carried out for developments likely to impact on the tangible Cultural Resources

7.1.14 Uganda National Commission for UNESCO will:

- i. Provide advice on the implementation of UNESCO conventions for the conservation, protection, promotion of museums and monuments.

7.1.15 private sector and the civil society will:

- i. Support the conservation and sustainable utilization of cultural heritage sites, museums and monuments.
- ii. Initiate designs, plans and invest in the services for commercial gains to finance conservation efforts.
- iii. Manage private cultural Sites, Museums and Monuments.

7.1.16 Academia

- i. Support scientific research on archeology, national history, anthropology, history architectural landscapes and buildings, museology and conservation.
- ii. Promote the use of heritage resources for creative and imaginative learning skills.

7.2 Monitoring levels (Ministry, Regional, Local Government/District)

The Museums and Monuments Services with its stakeholders will conduct regular monitoring of the activities of the sub sector and to ensure that agreed strategic objectives are on track and planned outputs are being achieved. Monitoring will be conducted at the Ministry level consistent with the overall objectives of national policy, the Ministry goals and objectives, departmental objectives and outputs and district level activities and outputs to ensure that effectiveness and tracking of planned activities. The Department of Museums and Monuments will develop a monitoring design, monitoring plan and monitoring schedules in the period of implementation and maintain a functional database of all the activities of the sub sector.

7.3 Review and Evaluation

The Museum and Monuments Services will conduct periodic reviews bringing together all stakeholders from Government, private and civil society sectors, public, traditional and cultural institutions, academia, research agencies and development partners to assess and plan for the Museums and Monuments and the promotion of Uganda's natural and cultural heritage for sustainable growth, development and fostering national values and identity. The Museums and Monuments Services review will be conducted annually and a midterm and end of five year evaluation conducted during the implementation of the Museums and Monuments five year strategic investment plan. The review process will assess the effectiveness, efficiency, sustainability, relevance and impact of the Museums and Monuments activities on the achievement of national development objectives.



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