



International Council on  
Monuments and Sites  
Conseil International  
des Monuments et des Sites



**Mission report**  
on the preparation of the reconstruction of

# **Muzibu-Azaala-Mpanga**

## **Tombs of Buganda Kings at Kasubi**

A World Heritage property of Uganda



*Mission undertaken from 8<sup>th</sup> to 11<sup>th</sup> November 2010 by:*

**Sébastien Moriset**, architect, UNESCO

**Karel Bakker**, architect, ICOMOS

**Ishanlosen Odiaua**, architect, ICCROM

*In close collaboration with the Government of Uganda and the Buganda Kingdom*



**November 2010**





International Council on  
Monuments and Sites  
Conseil International  
des Monuments et des Sites



Mission report on the preparation of the reconstruction of

## Muzibu-Azaala-Mpanga

### Tombs of Buganda Kings at Kasubi

A World Heritage property of Uganda (C 1022)

This document is the result of the mission undertaken in Kampala from 8<sup>th</sup> to 11<sup>th</sup> November 2010,  
which involved the following experts :

For **UNESCO** : Mr Sebastien Moriset, architect, CRAterre, National Superior School of Architecture of Grenoble, France

For **ICOMOS** : Prof Karel Bakker, architect, Head of the Department of Architecture, University of Pretoria, South Africa

For **ICCROM** : Mrs Ishanlosen Odiaua, architect, Architecture Programme, Bauchi University, Nigeria.

The report was prepared by **Sébastien Moriset, Karel Bakker** and **Ishanlosen Odiaua**

For more information on the reconstruction project, contact:

Lazare Eloundou, Chief of Africa Unit  
UNESCO WORLD HERITAGE CENTRE  
7 Place de Fontenoy, 75352 Paris 07 SP FRANCE  
Tel: +33 (0)145 681 938  
email : [l.eloundou-assomo@unesco.org](mailto:l.eloundou-assomo@unesco.org)

Prof. Karel A Bakker  
Department of Architecture, University of Pretoria  
Lynnwood Road Pretoria 0001 South Africa  
Cell: +27 83 5640381  
email : [karel.bakker@up.ac.za](mailto:karel.bakker@up.ac.za)

Rose Nkaale Mwanja, Ag. Commissioner  
Uganda Museums  
Department of Museums and monuments, Ministry of Tourism, Trade and Industry  
P.O. Box 5718, Kampala, Uganda  
Telephone +256 (0)41 232707  
email : [mwanjankale@yahoo.com](mailto:mwanjankale@yahoo.com)

Sébastien Moriset  
CRAterre-ENSAG  
International centre for earth construction, National Superior School of Architecture of Grenoble  
BP 2636 38036 GRENOBLE Cedex 2 FRANCE  
Telephone + 33 (0) 4 76 69 83 35 Cell: +33 646 527 435  
email : [sebastien.moriset@grenoble.archi.fr](mailto:sebastien.moriset@grenoble.archi.fr)

Ishanlosen Odiaua  
Abubakar Tafawa Balewa University, Bauchi, Nigeria/Université de Paris 1, France  
103 avenue Verdier 92120 MONTRouGE France  
Telephone : +33 1 71 17 50 80 Cell : +33 6 12 04 80 29  
email : [iodiaua@yahoo.com](mailto:iodiaua@yahoo.com)

# Acknowledgements

We wish to thank all those who have contributed to the activities carried out during the mission:

## UNESCO

Francesco Bandarin, UNESCO Assistant Director-General for Culture and Director of World Heritage Centre

Lazare Eloundou, Head of the Africa Unit, UNESCO World Heritage Centre

## The Government of Uganda

Honourable Gabriel Opio, Minister of Gender, Labour and Social Development

H.E. Elizabeth Paula Napeyok, Ambassador of Uganda to France and Deputy Permanent Delegate of Uganda to UNESCO

Augustine Omare-Okurut, Secretary General of the National Commission to UNESCO, Member of the commission of Enquiry

Justice Steven George Engwau, Chairperson, Commission of Enquiry

Pamela Batenga, Acting Commissioner for Culture, Ministry of Gender, Labour and Social Development

Daniel Kaweesi, Uganda National Commission to UNESCO, Programme officer

David Kalanzi, Uganda National Commission to UNESCO, Member of the Reconstruction Committee

David Kyagulanyi-Ntwatua, Member of the Reconstruction Committee

Akullo Grace, Member of the commission of Enquiry

Anastasia Nakkazi, Former Secretary General, National Commission for UNESCO

Cheborion Barishaki, Lead Counsel, Commission of Enquiry

Damian Lubega, Member of the Commission of Enquiry

## The Buganda Kingdom

*Kabaka* Ronald Muwenda Kimeru Mutebi II

Oweek. Amb. Emmanuel L Ssendaula, First Deputy Katikikiro/admin. and Minister for Buganda Affairs abroad

Owekitiibwa Engineer John Baptist Walusimbi, *Katikikiro* (Prime Minister) of Buganda

Owekitiibwa Tonny Kuyimba-Kagwa, Minister of Lands and Public buildings

Moses Kayima, Ssabalangira, Head of the royal clan, Buganda Kingdom

John Herman Muganga, Personal Assistant to *Katikikiro*

Douglas Dunstan Mukiibi, Personal Private Secretary to Kabaka

William Naggaga, Permanent Secretary, Buganda Kingdom Administration

Architect Jonathan Nsubuga, architect of the reconstruction project

Architect Joel K. Kateregga, Member of the Reconstruction Committee

Engineer A. R. Kibuuka, Member of the Reconstruction Committee

Prince Ssuna Banda, Duke, Buganda Kingdom

Ssalongo Mulumba, Katikikiro of the Kasubi Tombs

Christopher Kawoya, Senior thatcher, Ngeye clan, Kasubi Royal Tombs

The custodians of the Kasubi Tombs site

The technical and administrative staff of the Kasubi Tombs site

Nicholas Ssewanyana, guide at Kasubi tombs site

Naara Nabagesera, Kasubi representative

Michael Nsareko, Member of the Reconstruction Committee

Nakayenga Danielle, Project Coordinator Administration

Shifah Namubiru, Admin. Assistant/Website

Gabriel Tomutogere, Personal Assistant, Minister

## The Department of Museums and Monuments

Rose Nkaale Mwanja, Ag. Commissioner, Department of Museums and monuments

Nelson Abiti, conservator, Department of Museums and Monuments

Remigious Kigongo, assistant conservator, Department of Museums and Monuments

Linda Neruba, conservator of Sites and Monuments, Department of Museums and Monuments

Sarah Musalizi, Conservator, Museums and Monuments Department

Ignatius Kibaba, librarian, Uganda Society library at the National Museum

Dr. Ephraim Kamuhangire, former Commissioner, Department of Museums and monuments

**The journalists**, in Uganda and abroad, for the quality of the press and other media coverage on the Kasubi fire, and for their interest in the reconstruction of the *Muzibu-Azaala-Mpanga*.

# Contents

<b>Acknowledgements</b>	4
<b>Executive Summary</b>	6
<b>1. Background information</b>	10
1.1. Inscription history	10
1.2. Criteria and World Heritage values	10
1.3. Retrospective statement of Outstanding Universal Value	10
1.4. Justification of the mission	12
1.5. Mission Objective and Terms of reference	13
1.6. Protected area legislation	13
1.7. Institutional framework	14
1.8. Intangible heritage	14
1.9. Research	17
<b>2. Achievement since April 2010 mission</b>	18
2.1. Draft Reconstruction strategy	18
2.2. Mobilisation and recognition	18
2.3. Response by State Party	20
2.4. Construction activities at the site	21
<b>3. Major Issues</b>	22
3.1. Current state of conservation of the property Boundary and Buffer Zone	22
3.2. Progress on the implementation of the 2009-2015 Management Plan	23
3.3. Review of the Reconstruction Strategy	24
3.4. Action Plan for reconstruction	24
3.5. Management and co-ordination system for reconstruction	24
3.6. Review of architectural design of the tomb building	25
3.7. Documentation of reconstruction – tangible and intangible	25
3.8. Risk preparedness	26
3.9. Status of craftsmen	27
3.10. Threats to Integrity, Authenticity and OUV	27
3.11. Pressure from stakeholders	29
3.12. Removing site from List of World Heritage in Danger	29
<b>4. Recommendations for the Overall Conservation of the Property</b>	30
4.1. Recommendations for conserving the property	30
4.2. Recommendations for implementing the Management Plan	31
4.3. Recommendations for management and reconstruction	37
4.4. Recommendations for a Reconstruction approach	38
4.5. Recommendations to the documentation team	41
4.6. Recommendations for the development of a Risk Preparedness Strategy	43
4.7. Recommendations for reinforcing Authenticity, Integrity and OUV	44
4.8. Recommendations for releasing barriers to construction start-up	48
4.9. Recommendations for a desired state of conservation to remove the site from List of World heritage in Danger	49
<b>5. Appendices</b>	51
5.1. Newspaper articles	51
5.2. List of people met	53
5.3. Decision: 34 COM 7B.53 / Tombs of Buganda Kings at Kasubi (Uganda) (C 1022)	56
5.4. Mission programme	57
5.5. Pre-reconstruction Work Plan	58
5.6. New flow chart and Action Plan for reconstruction	60
5.7. Records and design drawings for the reconstruction of the <i>Muzibu-Azaala-Mpanga</i>	62



*Meeting with the Katikikiro*



*Meeting with the Pre-Construction Committee*



*Visit of the Kasubi Tombs site and meeting with the custodians*



*Discussions with architect Nsubuga in the newly erected structures at Kasubi*

*Inspection of the site boundary*



*Working sessions at the National Museum on the technical drawings, on the authenticity, and on the site management*



*Visit of the Wamala Tombs site and discussion with the Nalinnya*

*Press Conference*

## Executive Summary

This joint WHC-ICOMOS-ICCROM mission was instigated by the World Heritage Committee (See Appendix – decision 34COM 75.53) to assess the proposed reconstruction strategy for *Muzibu-Azaala-Mpanga* and ensure that all conditions are met for a successful restoration of the lost structure, and the revitalisation of the Outstanding Universal Value of the entire site. The mission also had to ensure that adequate management would be provided for the site during the reconstruction, as well as after completion.

Following the terms of Reference for the joint Mission (See Chapter 1.5 below), the mission Report states that:

- A
  - 1) There has been a thorough review, involving the State party, the Buganda Kingdom and the mission experts, of the Reconstruction Strategy (as submitted by the State party at the 34<sup>th</sup> Session) and the revised Reconstruction Strategy will be submitted by the State party shortly;
  - 2) There is clarity with all parties concerned on the implementation of activities to be funded through International Assistance, as well as the urgency of installing fire protection infrastructure and removing any fire hazards on site but especially in the existing historic buildings built solely from vegetative materials;
  - 1) All the required management structures and tools are in place for a satisfactory management of the site. The Terms of Reference for a Site Manager are currently being drafted and, according to the Action Plan for the Reconstruction, and there is the intention of procuring a Site Manager in December 2010. A suitable coordination mechanism is now in place to enable the Buganda Kingdom and other stakeholders to work together and share responsibilities during the reconstruction process;
  - 2) While the crisis around the gutting of the *Muzibu-Azaala-Mpanga* has revised priorities somewhat, an augmented management Plan 2011-2015 - which incorporates all aspects relating to the reconstruction process as well as the new requirements around site management – while already implemented on the ground, will be officially launched during a National Workshop in January 2011.
- B
  - 1) The mission worked with all stakeholders to meeting all the required conditions for a suitable Reconstruction Strategy, draft corrective measures to address the threats to the Outstanding Universal Value as well as a time frame for their implementation, and formulate a Desired State of Conservation for the removal of the property from the List of World Heritage in Danger.

In summation, the mission has come to the conclusion that sufficient progress has been made with outstanding items, and/or issues raised at the 34<sup>th</sup> Session, to allow the State party and Buganda Kingdom to immediately start with the site preparation and the Emergency & Initial Works funded through the International Emergency Fund. The mission also concludes that the revised Reconstruction Strategy - that will be submitted to the World Heritage Committee - together with the revised design drawings, as well as the updated Action Plan, Management structure and appointment of a Site Manager, will result in a reconstruction of a quality that will allow for the site to be revitalised and regain any authenticity and integrity of the material culture lost as a result of the fire, and also allow the site to, if all stipulations of this Report are adhered to, in future be taken off the List of World Heritage Sites in Danger. The mission would like to underline the importance of the intangible dimension on this site, directly bearing on the spiritual well being of peoples and also forming the most important part of the heritage of the site, and therefore suggest that a systematic policy for the safeguarding of the intangible heritage is formulated for the future management of the site.

The mission team was impressed with the level of expertise brought on board to recreate *Muzibu-Azaala-Mpanga*, and restore an efficient management mechanism for the site. The meetings held during the four days of the mission were very efficient and revealed the extensive work achieved by the various national committees after the fire outbreak. The committees have done commendable work to ensure the avoidance of mistakes in the future. It should be noted that all the meetings held during the mission were tripartite: Government + Kingdom + International experts, and that the architect who designed the reconstruction project, Jonathan Nsubuga, devoted the entire week to the mission team. The cordial working relations between the central government representatives and the Buganda Kingdom experts as observed during the mission, are encouraging for the proper management of the site in the future.

Regarding the architectural details for the reconstruction of *Muzibu-Azaala-Mpanga*, the 1938 model was accepted as the basis of the reconstruction. Based on study of historical plans and photographs of various models of the tomb roof, minor changes (that can be supported from historical examples) to the current reconstruction design were introduced to ensure the sustainability of the structure as well as the visitor experience of a traditional construction. The only two changes proposed to the current design are:

- A slight increase in the roof height, to achieve a roof gradient in line with that of earlier models, to ensure more efficient roof drainage, and avoid the fast decay of the thatch layer due to the infiltration of water that was an attribute of the 1938 model with a roof of insufficient gradient.
- Due to the negative visual impact of the concrete columns visible at the entrance and in the main public space, it was decided to investigate the possibility of substituting 4 of the (reconstruction of the 1938 model's) concrete columns at the entrance with wooden columns. The other concrete columns are invisible to visitors due to the bark cloth screen that hides the 'sacred forest' from the public, and can remain.

All discrepancies between the 1938 model and the design for the reconstruction are clearly identified and motivated in the Reconstruction Strategy and will be clearly documented in the reconstruction drawings and a drawing that will have the 1938 layer visible.

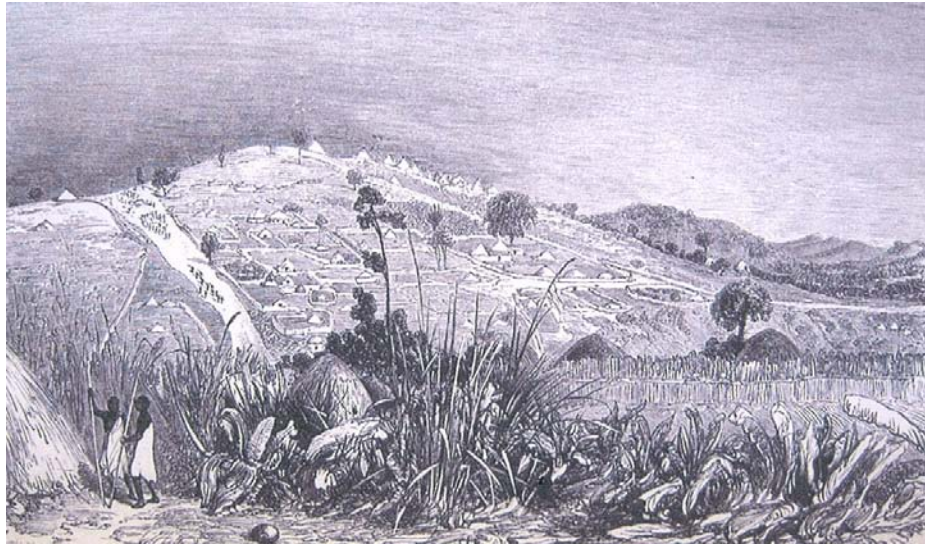
Regarding management, the mission appreciates that the Buganda Kingdom has taken serious action to organise the revision of the 2009-2015 management plan, following the March 2010 fire incident. All stakeholders recognised that the site had suffered from years of poor management, thus the mission welcomes the decision taken at the highest level of the Kingdom to enhance management quality through the appointment of a new Nalinnya and that the revised management mechanism is geared to reinforce the role and status of every custodian at the site. The tasks assigned to each individual at the site are well defined through traditional custom, and we hope that with the new system, each person will be rewarded according to his/her level of responsibility and involvement in the site conservation, and will be able to live in more decent conditions. The mission also emphasised the need for an overall site development plan that takes into consideration future projects on the site and that will serve as a guide for site development in the long term.

Regarding the documentation process agreement was reached that:

- Documentation is a vital step of the reconstruction process and should accompany the entire reconstruction. The project is a unique opportunity to record all the tangible and intangible aspects linked to the construction process.
- Since very little documentation is left from the 1938 reconstruction, the 2010 reconstruction should aim at the publication of a very detailed report, and if possible a well illustrated book, explaining in details how this entire process was organised and successfully implemented.

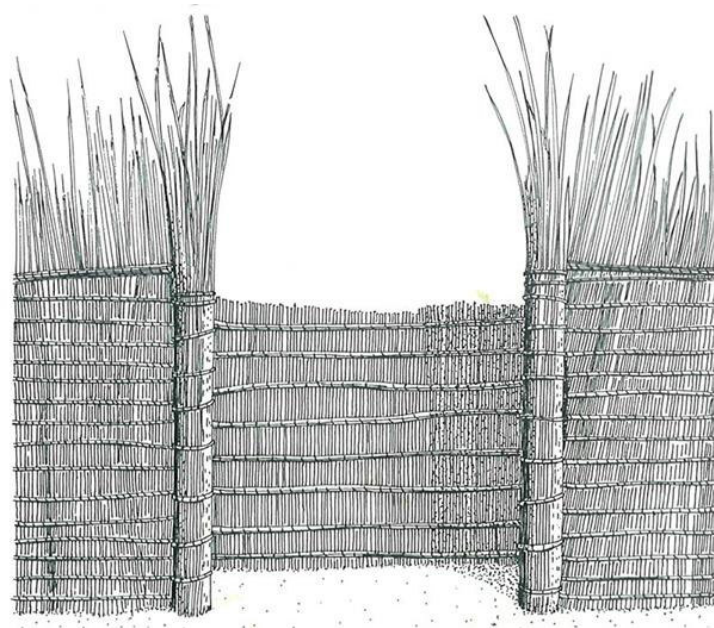
The mission strongly recommends that UNESCO WHC be kept up to date with final design drawings and progress reports on the reconstruction, and be informed when important decisions are taken during the process.

The mission wishes the technicians and other stakeholders who received us in Kampala, as well as the State party and His Excellency Ssabasajja Ronald Muwenda Mutebi II, all success in this challenging reconstruction process.



**Muteesa's Palace 1864**

*Engraving extracted from J.H.Speke's book: "Journal of the Discovery of the Source of Nile"*



**'Gate of Ganda Palace, ca 1910'**. This example indicates the fence type that was used for the palace of the Kabaka only, and to be built by the District chiefs – it was replaced every four years (Denyer, 1978. *African Traditional Architecture*. Fig 200).

# 1. Background information

## 1.1. Inscription history

The Tombs of the Buganda Kings at Kasubi (Ref 1022) were inscribed on the World Heritage List in 2001 (Decision 25COM X.A).

After the destruction of a portion of the site by fire on 16<sup>th</sup> March 2010, the site was placed on the List of World Heritage in Danger by the World Heritage Committee (Decision 34 COM 7B.53) during its 34<sup>th</sup> session, in July 2010.

## 1.2. Criteria and World Heritage values

In 2001 the Committee inscribed the Tombs of Buganda Kings at Kasubi on the World Heritage List under criteria (i), (iii), (iv), and (vi):

*Criterion (i):* The Kasubi Tombs site is a masterpiece of human creativity both in its conception and in its execution.

*Criterion (iii):* The Kasubi Tombs site bears eloquent witness to the living cultural traditions of the Baganda.

*Criterion (iv):* The spatial organization of the Kasubi Tombs site represents the best extant example of a Buganda palace/architectural ensemble. Built in the finest traditions of Ganda architecture and palace design, it reflects technical achievements developed over many centuries.

*Criterion (vi):* The built and natural elements of the Kasubi Tombs site are charged with historical, traditional, and spiritual values. It is a major spiritual centre for the Baganda and is the most active religious place in the kingdom.

The Committee noted that the site combines the historical and spiritual values of a nation.

The Mission team would like to bring to the attention of the Committee that the intangible dimension of the Kasubi heritage site influence every decision made regarding the reconstruction of the material remains, and that the decisions and recommendations in this report bear testimony to this reality.

## 1.3. Retrospective statement of Outstanding Universal Value

A retrospective Statement of Outstanding Universal Value for the World Heritage property “Tombs of Buganda Kings at Kasubi” (Uganda) was adopted by the World Heritage Committee at its 34<sup>th</sup> session (Brasilia, Brazil, 25 July to 3 August 2010), and additional statements, made by the State party regarding the Integrity and Authenticity of the site, are included.

## **Retrospective Statement of Outstanding Universal Value (2010)**

“The Tombs of Buganda Kings constitute a site embracing 26.8 hectares of Kasubi hillside within Kampala City.

The site is the major spiritual centre for the Baganda where traditional and cultural practices have been preserved. The Kasubi Tombs are the most active religious place in the kingdom, where rituals are frequently performed. Its place as the burial ground for the previous four kings (Kabakas) qualifies it as a religious centre for the royal family, a place where the Kabaka and his representatives carry out important rituals related to Buganda culture. The site represents a place where communication links with the spiritual world are maintained.

Its spatial organization, starting from the border of the site marked with the traditional bark cloth trees, leading through the gatehouse, the main courtyard, and culminating in the large thatched building, housing the tombs of the four Kabakas, represents the best existing example of a Buganda palace/burial site.

At its core on the hilltop is the main tomb building, locally referred to as the “*Muzibu-Azaala-Mpanga*” which is a masterpiece of architecture. A tomb building has been in existence since the 13<sup>th</sup> century. The latest building was the former palace of the *Kabakas* of Buganda, built in 1882 and converted into the royal burial ground in 1884. Four royal tombs now lie within the *Muzibu-Azaala-Mpanga*.

The main tomb building, which is circular and surmounted by a dome, is a major example of an architectural achievement that was raised using vegetal materials only: wooden poles, spear grass, reeds and wattle. Its unusual scale and outstanding details bear witness to the creative genius of the Baganda and as a masterpiece of form and craftsmanship, is an exceptional surviving example of an architectural style developed by the powerful Buganda Kingdom since the 13<sup>th</sup> Century.

The built and natural elements of the Kasubi Tombs site are charged with historical, traditional, and spiritual values. The site is the most active religious place in the kingdom. The structures and the traditional practices that are associated with the site are one of the exceptional representations of the African culture that depict a continuity of a living tradition. The site main significance lies in its intangible values of beliefs, spirituality, continuity and identity of the Baganda. The site serves as an important historical and cultural symbol for Uganda and East Africa as a whole. “

## **Integrity (2010)**

“The boundary of the land on which the tombs are located is clearly marked with the traditional bark cloth tree (*Ficus natalensis*) and coincides with the 1882 traditional boundary. The live markers have been useful in keeping away land encroachers for housing construction and other developments, thus maintaining the original land size. The architectural palace design that comprises the placement of the buildings, and tombs/grave yards of members of the royal family around the *Muzibu-Azaala-Mpanga* reflecting the traditional palace structure is still being maintained in its original ensemble.

Although the recent fire tragedy, that destroyed the main tomb building, means that one key attribute is now missing, the cultural traditions associated with building in poles, spear grass, reeds and wattle are still vibrant and will allow the recreation of this tomb building.

The other traditional structures are still in place and the key attributes related to traditional ceremonial and religious practices and land tenure and land use practices are still being maintained. “

#### **Authenticity (2010)**

“The authenticity of the Tombs of the Kings of Buganda at Kasubi is reflected in the continuity of the traditional and cultural practices that are associated with the site. The original burial system of the *Kabakas* of Buganda is still being maintained. The placement of *Muzibu-Azaala-Mpanga* in the middle of other buildings around the large central courtyard (*Olugya*), with a forecourt containing the drum house and entry gate house, are a typical ensemble of the *Buganda* Kingdom palace. The practice of using grass thatched roof resting on structural rings of palm tree fronds is still being maintained as well as the internal elements and finishing materials such as the long wooden poles wrapped in bark cloth decoration. Although the authenticity of the site has been weakened by the loss to the fire of the main tomb structure, the traditional architectural craftsmanship and the required skills are still available to allow it to be recreated. This factor, coupled with the extensive documentation of the building, will allow an authentic renewal of attributes. “

### **1.4. Justification of the mission**

At its 34th session, the World Heritage Committee examined the state of conservation of the Tombs of Buganda Kings at Kasubi. The main focus of this Session was to understand the impact of the fire incident of March 2010 that resulted in the destruction of the *Muzibu-Azaala-Mpanga* (Tomb of the *Kabakas*) building, the main edifice of the ensemble of buildings on the site.

After considering that this unfortunate destruction had made the property face a serious deterioration of its architectural components which has threatened the integrity and Outstanding Universal Value of the property, as defined in Para 179 of the *Operational Guidelines*, the World Heritage Committee decided to inscribe the property on the List of World Heritage in Danger. It also considered that the reconstruction of the *Muzibu-Azaala-Mpanga* could be justified, provided, that the new structure is based on authenticity in design, materials, and techniques as well as continuing use; and that:

- clear rationale for the overall project is set out and agreed in advance that sets out the basis for the chosen approach,
- due consideration is given to the various options, such as re-building as in 2010, 1938, 1911 or as in the 1880s, based on sound documentation and traditional materials and techniques.

The proposed mission was instigated by the World Heritage Committee in order to assess progress made since the April 2010<sup>1</sup> Mission, the state of conservation of the site and also to assist the State party in meeting all the required conditions for a proper Reconstruction Strategy that should not impair the remaining Outstanding Universal Value, and also to ensure that adequate management would be provided for the site during the reconstruction, as well as after completion.

---

<sup>1</sup> Mission undertaken in Kampala from 7th to 9th April 2010, by Mr Lazare Eloundou (Head of the mission), Chief of Africa Unit, World Heritage Centre; Mrs Fumiko Ohinata, Programme Specialist for Culture at UNESCO Nairobi Office; Mr Sebastien Moriset, CRAterre, National Superior School of Architecture of Grenoble (France); Mr Donatius Kamamba, Director of Antiquities of Tanzania and Advisor to the African World Heritage Fund

## 1.5. Mission objective and Terms of reference

### Objective

The objective of the mission was to assess the state of conservation of Kasubi Tombs and advise the State Party on how to ensure a proper reconstruction of *Muzibu-Azaala-Mpanga* and improve the management and overall state of condition of the property. Additionally assistance was provided in completing the review of the Reconstruction Strategy - this document will be submitted to the World Heritage Committee by the State party after the Mission.

### Terms of reference

**A.** In close collaboration with the Ugandan Government (all concerned relevant institutions), the mission will:

- 1 discuss with relevant stakeholders, the recommendations following the review of the reconstruction strategy submitted by the State party at the 34th session;
- 2 advise the relevant stake holders on the implementation of activities to be funded through International Assistance [Hoping that the Chairperson would have approved the request before departure of the mission];
- 3 assess progress in ensuring conditions for a satisfactory management, notably the requested appointment of a site manager and the establishment of a coordination mechanism which will enable the Buganda Kingdom and other stakeholders to work together and share responsibilities during the reconstruction process;
- 4 Progress made in implementing the 2009-2015 management plan submitted at the 34th session;

**B.** In close collaboration with all relevant stakeholders including the Buganda Kingdom, the mission team will develop the corrective measures to address the threats to the Outstanding Universal Value as well as a time frame for their implementation, a Desired State of Conservation for the removal of the property from the List of World Heritage in Danger.

**C.** The mission team will prepare a joint mission report which will be examined at the 35th session of the World Heritage Committee. The mission team should agree on the content of the mission report before drafting. The final report will be reviewed by all the members of the mission before finalization by ICOMOS.

## 1.6. Protected area legislation

Following the restoration of kingdoms in 1993, the Kasubi tomb site was returned to the King of Buganda, who is the private legal owner of the site, as trustee for the Buganda Kingdom (see Restitution of Assets and Properties Act Cap.247).

Managed by the Buganda Kingdom, the property was gazetted as a National monument with the Department of Antiquities and Museums under Statutory Instrument No. 163 of 1972 and under the Historical Monument Act (Act 22 of 1967). This legal status was further strengthened by the National Constitution (1995). Under the provision of this Act, the site: "shall not be used for any use inconsistent with its character". The Historical Monument Act protects the Kasubi Tombs from residential encroachment or any other purpose inconsistent with its character.

In the 1995 constitution of the Republic of Uganda, objective XXV of State Policy states that: “The State and Citizens shall endeavour to preserve and protect and generally promote the culture of preservation of public property and Uganda’s heritage”.

Budgetary provision has been made for the revision of the existing heritage legislation, and the revised law is expected to be ready for 2012.

The land that hosts the Tombs is titled under the Land Act (1998). The land title is registered in trust of the *Kabaka* (King) on behalf of the Kingdom. Significant protection is also provided through the religious beliefs attached to the site. There is a strong traditional protection as everyone fears the powerful Kings’ spirits. The preservation of sacred values and the respect for age-old traditions also ensure protection. This spiritual protection has freed the site from urban modernisation in the 20th Century, despite the booming development which has occurred all around it.

The protection of the site is further strengthened by the various Tourism Policies of Uganda.

Kasubi was inscribed on the World Heritage list in 2001. World Heritage status has proved to be an additional protection for the site, which should comply with the 1972 World Heritage Convention concerning the protection of the World Cultural and Natural Heritage.

## 1.7. Institutional framework

As indicated in the Management Plan (2009-2015), the management of the heritage site is currently under the responsibility of the Buganda Kingdom, which looks after the conservation of the tombs and saves the funds for materials. The conservation activities are carried out at the site level. The Kabaka’s (king’s) widows, the guards and the thatchers, who permanently stay on site, do the monitoring and inform the Nalinnya (titular ‘sister’ of the Kabaka and spiritual guardian of the site), when problems occur, or when maintenance or repairs are needed.

## 1.8. Intangible heritage

For Kasubi as a World Heritage property, what is crucial is the link between intangible heritage and the framework of the building that creates the sacred spaces that are essential for the various rituals that are described – additionally, the traditions of building and maintenance are parts of the intangible heritage that need to be sustained.

Together with other sites in the realm, the site of Kasubi is a space and place of memory whose existence is vital for expressing the intangible cultural heritage of the Buganda kingdom and its peoples - the proper expression of this cultural heritage is pivotal for the well-being of the Buganda kingdom. The intangible components of cultural expression are of utmost importance at this site, due to the fact that the proper and full observance of the complete and complex cycle of rituals connected to the interment of the *Kabakas* (kings) as well as the subsequent caring and honouring of the ancestral spirits of the four deceased *Kabakas* interred in the *Muzibu-Azaala-Mpanga* (which is the *malalo* (abode of the spirit of the king - this term is wrongly translated as “tomb” (See Ray (1997 ‘*Sacred space and royal shrines in Uganda*’, History of Religions, Vol.16, No.4: 363-73)), as well to the maintaining of their “kingdom” (ie the whole site delineated as a tomb site by a king during his lifetime or by the *Mugema* (earl of Busiro) after the *Kabaka*’s “fire has gone out”), are central

components of maintaining the metaphysical order, wholeness and prosperity of the totality of the Buganda culture and of preventing disorder and calamity.

In most traditional African sub-Saharan societies the sacred world of the ancestors is an extension of the world of the living. As indicated by Ray (1977) - and as corroborated by the Mission's understanding of the sanctity of the tombs at Kasubi and Wamala as explained by the *Nalinnya*'s of the sites and other representatives of the kingdom at both sites – in the culture of the Baganda the royal *malalo* is a sacred place that is an extension of the binary opposite of the profane world of the living, a space of revelation that reflects the cosmology of the Baganda, that is expressive of a mythic paradigm that provides cosmic orientation to those dwelling in the profane world, and that is a place which balances the binary world of the living and of the dead (the ancestors). In this sacred place, the interned *Kabaka* is not dead, but is dwelling in the 'forest' sanctuary at the far end of the *malalo* (his abode) – this forest is a sacred realm in the earthly kingdom. Apart from the *Kabaka*, the territory of the Baganda is also inhabited by *lubaale* (legendary heroes, with sacred attributes, that are revered as gods), who are in service to the kingship – this relationship between the *Kabaka* and the *lubaale* was concentrated in the capital of the realm, in the *mbuga* (court) space around the royal palace.

In the beginning of the Buganda kingdom, Busiro was the centre of the empire – it is also here where the shrines of the *Kabakas* whose 'fires have gone out', were originally located. In time the *Kabakas* moved out of Busiro to build their palaces on the hills surrounding it, always facing the centre that was Busiro. According to custom, the palace of the *Kabaka* would eventually become his *malalo* or abode in the sacred world. Accordingly, the palace of *Kabaka Mutesa I* at Kasubi (1882) became his tomb in 1884.

At the sacred *malalo* at Kasubi there is a resident group of people whose role is to maintain the cycle of rituals and whose presence at the site has been sanctioned through custom and by the authority of the Buganda king and his officials and who are 'sustained' by the kingdom. This group includes the *Mugema* (the earl of Busiro – which is the ancient centre of the kingdom - in charge of royal burials and guardian of the royal tomb, and as 'father of the *Kabaka*', important in his selection and investiture), a *Nalinnya* or queen's sister who is in charge of cultural protocol and observance of ritual, the *Mlandwa* (priest) and medium of the late king, selected widows of the deceased kings' who maintain the tombs and look after the deceased kings' needs on a rotational basis, the *Bambo* or royal guards to protect the site as well as thatchers and builders who maintain the structures, which activity is inclusive of ritual observances. While the State party has no authority or responsibility as regards the proper and full observance of rituals and royal protocol on the site, it does take responsibility for the "safeguarding, development, and promotion of the intangible cultural heritage present" (Article 13 of the UNESCO WHC (2003) "*Convention for the safeguarding of the intangible cultural heritage*" – document MISC/2003/CLT/CH/14)

In terms of the material conservation approach, in earlier times the temporary dwelling used to prepare the body of the *Kabaka* for interment was left to decay – However, the *malalo* itself is conserved through maintenance and, as a national heritage site and later a World Heritage site, even opened for visitation by the people and public at large – in this circumstance the ritual life is sustained beyond the normal use the *malalo* building. After the death of a *Kabaka*'s wives women who were not alive at the time of death of a *Kabaka* are appointed to look after the *malalo*, with its related buildings and structures and surrounding site. The buildings on the site all have to be maintained over a time span exceeding the natural life span of a building made of vegetative materials. In a fast acculturating society, safeguarding the knowledge of rituals and of construction, maintenance and decorating techniques becomes increasingly important.

The Mission team realises that the kingdom keeps deep knowledge of the identified intangible heritage connected to the site, and that the knowledge is transmitted to a new generation in the

time honoured oral tradition. Yet, due to the pace of acculturation in society, there is a need for additional safeguarding. As is stated in Section 13 of the 'Convention for the safeguarding of the intangible cultural heritage', in the endeavour to 'ensure the safeguarding, development and promotion of the intangible cultural heritage present ....., [the] State party shall endeavour to:

- a) adopt a general policy aimed at promoting the function of the intangible cultural heritage in society, and at integrating the safeguarding of such heritage into planning programmes;
- b) designate or establish one or more competent bodies for the safeguarding of the intangible cultural heritage present in its territory;
- c) foster scientific, technical and artistic studies, as well as research methodologies, with a view to effective safeguarding of the intangible cultural heritage, in particular the intangible cultural heritage in danger;
- d) adopt appropriate legal, technical, administrative and financial measures aimed at fostering the creation or strengthening of institutions for training in the management of the intangible cultural heritage and the transmission of such heritage through forums and spaces intended for the performance or expression thereof;
- e) ensure access to the intangible cultural heritage while respecting customary practices governing access to specific aspects of such heritage;
- f) establish documentation institutions for the intangible cultural heritage and facilitating access to them.

Because the knowledge of rituals and intangible aspects of construction and decoration are only to be made known to the initiated and/or those traditionally entrusted with special or even secret knowledge, such knowledge will of necessity be safeguarded by the kingdom rather than the State party. The need for a systematic safeguarding, development and promotion of the intangible heritage, as envisaged above, remains unaltered and the responsibility for that has to be taken up by the vessels of culture, the carriers of meaning, ie by the designated individuals and groups of the kingdom.

In terms of the reconstruction of the Muzibu-Azaala-Mpanga, the Mission can report that the kingdom has clearly identified and defined all the rituals and other intangible aspects connected to the reconstruction process. The National technical team and pre-construction team have ensured that the reviewed Reconstruction Strategy contains a clear, detailed work plan and timeline for the integration of the intangible aspects in the construction process, up to delivery of the completed project, and the kingdom is ready to give effect to every ritual and observe all intangible requirements for the protection and sustenance of the sacredness of the heritage place.

In the light of the above, the Mission team is satisfied that the sacredness of the Muzibu-Azaala-Mpanga, and the authenticity of the function of the place that has been defined by continuous use from its inception, can be retained during the reconstruction period due to the continued observance of its sacredness and continued observance of ritual, and that this authenticity of function can continue without break after the reconstruction.

One of the achievements of this Mission was that the kingdom acquiesced to the suggestion of recording all rituals related to the mourning period, the pre-construction preparations and the construction period, to safeguard such documentation in the kingdom, and to share as much knowledge of the rituals and intangible aspects of the construction and decoration of the tomb as is deemed transferable to outsiders, as part of the site interpretation and presentation. Outstanding is

a policy and work plan for the safeguarding, development and promotion of the intangible cultural heritage of Kasubi, jointly prepared and administered by the State party and the kingdom.

## 1.9. Research

The knowledge about Kasubi is vested in both written knowledge as well as orally transmitted knowledge vested in a cultural ecology connected to the Buganda system of kingship. A certain amount of the body of written knowledge on Kasubi available in Ugandan libraries and archives, and necessary for the management of the heritage of Kasubi, has been included in the Nomination Dossier. Similarly available local knowledge regarding the intangible component of the kingship system as it relates to the Kasubi heritage site, the rituals connected with building and maintaining the tombs, as well as the local knowledge of building materials and construction, have similarly been used to construct the Nomination Dossier and the Statement of Outstanding Universal Value.

In the process of drafting a Reconstruction Strategy for the *Muzibu-Azaala-Mpanga* there was a realisation that there is a gap of knowledge regarding historical *Ganda* architecture and its production prior to the colonial era, as well as evolution of *Ganda* architecture during the colonial era up to the middle of the 20<sup>th</sup> Century. For example there is no record of construction details of the structure and interior elements of the first few versions of the *Muzibu-Azaala-Mpanga* before the 1938 change in layout and structural system. The details of the *Bujjabukula* (gate house) and the *Ndoga-Obukaba* (drum house) exist as witness to historical design and execution of architectural form, structure, materials and detail at Kasubi.

Before the destruction of the *Muzibu-Azaala-Mpanga* in March 2010 there was little concern with retrieving lost knowledge regarding historic *ganda* architecture. However, since the fire, there is a shared realisation of the loss of historic knowledge, and there is a real concern to revive building knowledge and skills among the younger Buganda clans involved with building. The National Technical Committee for the reconstruction of the *Muzibu-Azaala-Mpanga* and the Buganda Kingdom have committed themselves to document the tangible and intangible components of the reconstruction process from before construction up to completion of the project. However, there is no stated policy of directed further research of historic materials, construction, detailing and decoration.

There are a larger number of Buganda tombs around the kingdom (ie *Wamala*, *Kiyimba*, the tomb of *Kanyange*, *Naggalabi*, to name a few) that contain knowledge that can be researched and recorded to create a full picture of evolution of Buganda tomb typology and detailing. In terms of written knowledge on this topic, the Ugandan libraries and archives have been exhausted as a source - the Mission team suggests that a focussed research effort be directed to British and other European libraries, and that a research partnership be established with institutions that hold archival records pertaining to Buganda architecture and related material and intangible aspects of *Ganda* culture.

## 2. Achievements since April 2010 mission

### 2.1. Draft Reconstruction strategy

In order to launch the process of the reconstruction, the State Party submitted a Reconstruction Strategy to the World Heritage Centre at the 34<sup>th</sup> Session for review by the Advisory Bodies. The strategy is a detailed 57-pages document, prepared by the Technical Committee for the Reconstruction of the Tombs of Buganda Kings at Kasubi (Uganda Government, Buganda Kingdom, UNESCO National Commission). The document presents the site and its values, and suggests a reconstruction programme. It also contains many technical elements including detailed drawings, technical specifications and a preliminary estimated cost. Immediate feedback on the content of the Reconstruction Strategy was communicated to the State party's team at the World Heritage Committee meeting, with the request from the WHC to complete the review. The State party communicated that assistance was required to complete the review. They were informed of the possibility of applying for international emergency assistance from World Heritage, which they subsequently did.

### 2.2. Mobilisation and recognition

The central government and the Buganda Kingdom have reacted swiftly to the tragedy and mobilised various experts to work for the preparation of the reconstruction. The unexpected level of mobilisation reveals the importance of the site for all Ugandans. Never has the site received so much attention from such a wide group of people. Several representatives of the Kingdom have confessed that the fire helped them realize how much they cared for this site and all its values. This is also true at the international level. This sad event has drawn worldwide recognition thanks to the worldwide media coverage.

#### **Committees**

Mobilisation started immediately after the fire. The government and the Kingdom have set-up 13 committees and a commission for Enquiry to prepare for the reconstruction (see organization chart on following page). Each has a specific role and the committees have already achieved substantial results. Most of these committees are temporary and will only be needed during the reconstruction process. However, the National Technical Committee anticipates the creation of a permanent site management committee, which will be needed on the long term, to guide the implementation of the management plan and ensure respect for the Outstanding Universal Value.

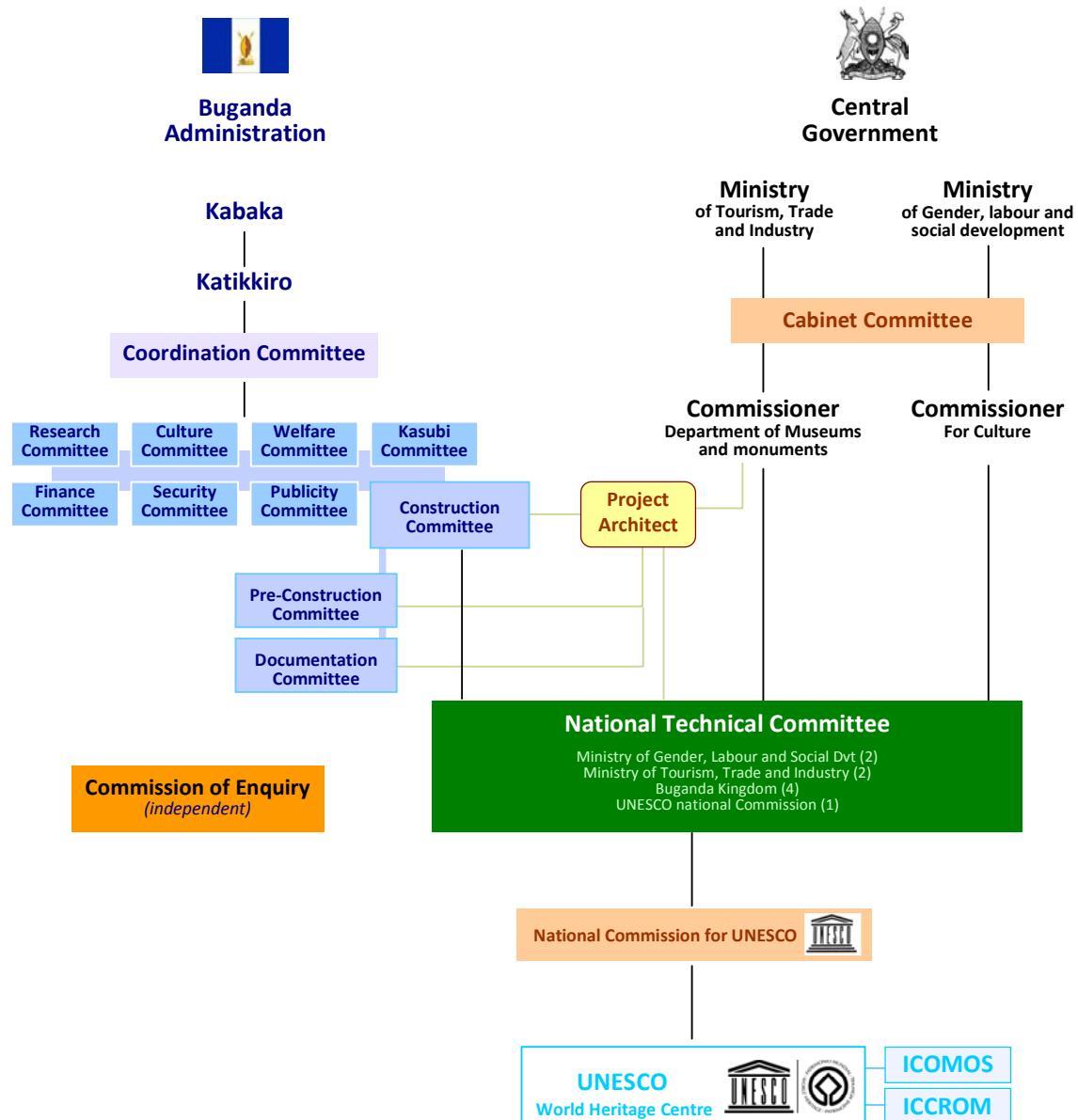
#### **World Heritage Meeting, Brasilia**

The State Party mobilised a delegation of 8 people to be represented at the 34<sup>th</sup> session of the World Heritage Committee meeting that was held in Brazil from 25<sup>th</sup> July to 3<sup>rd</sup> August 2010. The Ugandan delegation included:

- Hon. Gabriel Opio, Minister of Gender, Labour and Social Development (Head of Delegation),
- Hon. Serapio B Rukundo, Minister of State for Tourism, Wildlife and Museums,
- Ambassador Elizabeth Napeyok, Permanent Representative to UNESCO,
- Rose Mwanja Nkaale, Ag. Commissioner, Museums and Monuments,
- Jonathan E. Nsubuga, Architect,
- Kayima Musa Ssegamwenge, Engineer,

- Daniel Kaweesi, Principal Programme Officer, UNESCO
- Ms. Pamela Batenga, Principal Culture Officer/ Ag. Assistant Commissioner, Culture.

This wide ranging mobilisation proved to be extremely beneficial for the management of the site as the delegation realised how important the site is to the international community. They also understood that real collaboration between the State Party, the Buganda Kingdom and International organisation was the key to success.



**Organization chart showing the relation between the various committees set up after the fire.**  
 This chart does not include the Kasubi site manager who has not been appointed yet.

## 2.3. Response by the State Party

Following the destruction of the tombs building on the 16<sup>th</sup> of March 2010, the following strategy was adopted by the State Party:

- On 17<sup>th</sup> March, 2010, the Government constituted a Cabinet Committee for the Kasubi Tombs. The Committee is chaired by Hon. Gabriel Opio, Minister of Gender, Labour and Social Development. Other members are: the third Deputy Prime Minister and Minister of Internal Affairs, the Attorney General/ Minister of Justice and Constitutional Affairs, the Minister of Education and Sports, the Minister of Finance, the Minister of Local Government, The Minister of State for Finance (General Duties), the Minister of State for tourism, wildlife, the Inspector General of Police. The Secretary of the Committee is the Secretary General of the Uganda National Commission for UNESCO. The Committee has met 3 times.
- In June 2010, Government organized a two days workshop that was held with key stakeholders to discuss the reconstruction of the Kasubi Tombs. The ideas from this workshop were inputted into the Reconstruction Strategy.
- The Government put into place a National Technical Committee on the Reconstruction of Kasubi in June 2010. It is chaired by the Permanent Secretary of the Ministry of Gender, Labour and Social Development and its membership is drawn from, the Department of monuments and museums (2), Ministry of Gender, Labour and Social Development (2), Buganda Kingdom (4) and the Uganda National Commission for UNESCO. So far the Committee has met 6 times and it produced the Reconstruction Strategy for the tombs. The Strategy was used to request for the enlisting of the site on the Danger List.
- In July 2010, Government facilitated two Ministers and three officers from Government to attend the World Heritage Committee meeting that was held in Brazil. The Ugandan delegation included: Hon. Gabriel Opio, Minister of Gender, Labour and Social Development (Head of Delegation), Hon. Serapio B. Rukundo, Minister of State for Tourism, Wildlife and Museums, Ambassador Elizabeth Napeyok, Permanent Representative to UNESCO, Rose Mwanja Nkaale, Ag. Commissioner, Museums and Monuments, Jonathan E. Nsubuga, Architect, Kayima Musa Ssegamwenge, Engineer, Daniel Kaweesi, Principal Programme Officer, UNESCO and Ms. Pamela Batenga, Principal Culture Officer/ Ag Assistant Commissioner, Culture.
- Government prepared two emergency requests i.e. under the 1972 Convention and the 2003 Convention. So far, funds under the 1972 Convention have been approved by the World Heritage Committee.
- In August 2010, Government invited a joint Mission i.e. WHC, ICCOMOS and ICCROM to guide the reconstruction of the Tombs. The Mission was in Uganda from 8th-11th November 2010.
- In September 2010, the Commission of Inquiry into the Kasubi Fire, which was constituted by Government, began its work and it is expected to submit its report to the Minister by 23<sup>rd</sup> February 2011.
- Government, through the Department of Museums and Monuments, has been monitoring and documenting what is happening at Kasubi Tombs including the documentation of the construction of two huts for the twins (i.e. representations of the Kings).
- Government, through the Department of Museums and Monuments, has prepared a questionnaire to research into various components of the reconstruction including; materials and their sources, roles of the Baganda in the reconstruction of the tomb, traditional architecture of the Buganda Kingdom among others.

## 2.4. Construction activities at the site

Three thatched huts were under construction at the site during the mission. Two of them were refurbishments of existing huts, which were previously covered with iron sheets, and the third one is a new structure. The refurbished huts are the twin houses (*balongo basimbiri* and *balongo bawenda*) and the new building is the dress house (*kajjaga*). The houses are used to store the “twins” (umbilical cords) that were rescued from the *Muzibu-Azaala-Mpanga* during the fire.



*One of the twin houses with its new thatched roof.*



*November 2010*

*July 2009*



*The dress house and the other twin house under construction*

### 3. Major Issues

#### 3.1. Current state of conservation of the property

The state of conservation as at the time of the visit was generally poor. The mission is concerned for the integrity of the site especially with the inclusion of non-traditional buildings such as the interpretation centre and the toilet block whose architectural forms and building materials do not conform to Buganda architecture in terms of form and materials.

The mission also notes with some concern that the new construction/learning tools of the twins' houses and the dress house have a cylindrical wall configuration that rises well above the usual wall height for traditional *Ganda* architecture. The creation of these cylindrical "drums" pose technical questions in the long term and these are outlined below:

- The new height of the walls is almost 3m high from the finished internal floor level, raised on a dais of approximately 45 cm from the ground level with a finished roof height from the ground of about 1.5 metres from the ground.
- This necessitates the use of scaffolding or ladders for any external work on the thatch roof, which was not the case in traditional times when the roof nearly touched the ground. This permitted the thatchers to climb on the roof for maintenance, using only the roof structure as support as it could easily be climbed.
- The new method introduced creates the need to rethink the maintenance and construction techniques on the site (ladders and scaffoldings), and exposes the thatchers to new risks (falling off). It means that maintenance will be far more complicated to organise.

Other than the drum house and the gatehouse on the outer periphery of the site, the remaining buildings in the inner courtyard bear little resemblance to authentic Buganda architecture. This creates some concern for the authenticity of the ensemble that is cited as representative of an ancient kingdom. Inquiry shows that, apart from thatchers, there were no known remaining skilled craftsmen who still hold knowledge of historical construction methods and details of monumental architecture prior to the 1938 version of the *Muzibu-Azaala-Mpanga*,

However, the mission notes with satisfaction that the pre-construction action plan clearly indicates that a master plan layout for the site will be prepared. The action plan also includes consideration for the remodelling of all the courtyard houses.

The mission also noted the following:

- The main structure of the *Muzibu-Azaala-Mpanga* has been completely cleared of debris from the fire incident;
- The standing carcasses of the deformed concrete columns have not been demolished as the national technical committee awaits agreement on its reconstruction strategy by all the stakeholders;
- The brick walls in *Muzibu-Azaala-Mpanga* are still standing;
- The reed fence around the inner courtyard has yet to be replaced or repaired as necessary;
- The reed fence on both sides of Bujjabukula has yet to be replaced;

- The religious ceremonies on the site are currently taking place;
- The tombs which had been exposed to the elements following the fire have since been covered over with a temporary wood and tarpaulin structure;<sup>2</sup>
- The external site boundary marked with these is still in a deplorable state of conservation with more than 120 trees missing;
- Over 50% of the site boundary is demarcated by refuse heaps, especially to the southern and eastern portions edge of the site where the site borders are not defined by roads;
- The refurbishment of the twin houses (*balongo basimbiri* and *balongo bawenda*) and the dress house (*kajjaga*) is presently underway. The houses are used to store the “twins” (umbilical cords) that were rescued from the *Muzibu-Azaala-Mpanga* during the fire;
- The technical committee in charge of the reconstruction is also using these buildings as a learning tool for the eventual reconstruction of *Muzibu Azaala Mpanga*.

The mission is relieved to hear that the Kingdom has shelved plans to cut off parts of the site for commercial redevelopment - a commitment must be made not to sell off portions of the site and/or commercialise the site as such actions could threaten the integrity and OUV of the property. A future site Master Plan should focus on the cultural content of the site, not remove any portion of it and be developed to set out ways to preserve the integrity and OUV of the property.

In conclusion, the mission brings to the attention of the WHC that the site interpretation and presentation is largely lacking, and does not help to enhance the national educational potential as well as the tremendous national and international tourism potential of the site (being in a dense urban environment with good access and a large tourism audience). Also, visitor comfort (in terms of refreshments and access to information brochures) and quality of footpaths leave much to be desired.

### 3.2. Progress on implementation of the 2009-2015 Management Plan

A General Site Management Plan (2009 - 2015) was drafted in 2008-2009. The State Party indicated the approved status of this plan in its submission to the 34<sup>th</sup> session of the World Heritage Committee in 2010. Following this approval, the national parties have planned a formal launch but were overtaken by the events of 16<sup>th</sup> March 2010.

The fire and the subsequent inscription on the Danger List have changed the priorities for the effective management of the site. The 2009-2015 Management Plan for the site is currently being revised to include for the effects of the destruction of the tombs, their reconstruction and the restructuring of the management mechanism on the site. According to the technical committees work plan, a Site Manager will be appointed at the end of 2010.

The management plan for the 2009-2015 cycle was completed through consensus between a large group of stakeholders including Buganda representatives, UNESCO and state party representatives in 2009. Its revision should also follow a participative process with the involvement of the new manager and the new *Nalinnya*.<sup>3</sup> Recommendations for the revision of the plan content are provided in chapter 4.2.

---

<sup>2</sup> The mission was unable to gain access to this portion of the building as it is generally out of bounds.

<sup>3</sup> A new *Nalinnya* (king's sister) was appointed by the Kabaka on the 12th of November 2010

### 3.3. Review of the Reconstruction Strategy

The Reconstruction Strategy presented to the World Heritage Committee at the 34<sup>th</sup> session in Brasilia served as a reference for all discussions held during the mission with the various committees. Considered incomplete by the World Heritage Committee, the mission ensured that the Strategy was thoroughly discussed during the mission and revised with the stakeholders and architect who currently finalises the new version with the National Technical Committee. The reconstruction strategy was discussed under the following main headings: Authenticity, Documentation, Management, Responsibilities, Technical drawings and Technical specifications.

A Revised Reconstruction Strategy is to be presented by the SP to the WHC for review by ICOMOS and approval by the World Heritage Committee.

### 3.4. Action Plan for reconstruction

The State Party has set in place an Action plan to ensure that the *Muzibu-Azaala-Mpanga* is fully restored by the end of 2012. It recognizes that this will require the full cooperation of the tripartite group of stakeholders – the Buganda kingdom, the central government, and the international community through UNESCO WHC. The technical committee has established a work plan for the burnt building as well as for the refurbishment of other buildings within the central courtyard of the site. The target hand over date is 15<sup>th</sup> November 2012 as outlined in the national technical committee's work plan for the reconstruction of *Muzibu-Azaala-Mpanga*. This document makes full and appropriate provision for intangible components of the reconstruction and is included in the revised reconstruction strategy.

The Action Plan can be seen in the appendix 5.3 of the report.

### 3.5. Management and co-ordination system for reconstruction

#### **Architect**

The project architect, who already plays a central role, will mainly supervise the reconstruction. He will consult with, and report to, the National Technical Committee for major decisions that might impact on the Outstanding Universal Value of the site. The mission team believes that despite the complexity involved, the reasonable scale of the project will not require a reconstruction project manager above the architect. However, a site manager, who will manage the site even after reconstruction, should be identified to implement the Management Plan.

The project architect of the reconstruction fulfils the task of project management over and above design specification, site inspection, quality control and certification of work. The project architect therefore has the responsibility to co-ordinate the completion of the project according to the approved design, specification, standards of quality, cost constraints, intangible inputs from the Buganda Kingdom and the project timeline. For major changes in the approved specification and design, variation orders will be issued by the architect after consultation with the National Technical Committee and the World Heritage Centre.

The Technical Committee at National level will be charged with providing technical advice to the reconstruction process to ensure that the guidelines and standards of the World Heritage Centre are followed. Furthermore, the technical Committee will provide guidance on the way finances mobilised by the World Heritage Committee will be disbursed, used and accounted for.

### **Site Manager**

The Mission team brings to the attention of the Committee that a Site Manager is not currently employed on the heritage site, but that the Terms of Reference for a Site Manager are currently being drafted and that, according to the Action Plan for the Reconstruction, there is the intention of procuring a site manager in December 2010 ahead of the launch of the revised Management Plan (2011-15) in January 2011.

### **Trust fund**

The State party will set up a Trust Fund for the central collection and disbursement of all future funds received and allocated to the Reconstruction project.

## **3.6. Review of architectural design of the tomb building**

The Recommendation by the World Heritage Committee in Brazil (Item 7 of Decision 34 COM 7B.53; See Appendix) states that:

*“the reconstruction of the Muzibu-Azaala-Mpanga could be justified, provided, that the new structure is based on authenticity in design, materials, and techniques as well as continuing use, and that:*

- a clear rationale for the overall project is set out and agreed in advance that sets out the basis for the chosen approach,*
- due consideration is given to the various options, such as re-building as in 2010, 1938, 1911 or as in the 1880s, based on sound documentation and traditional materials and techniques.”*

The Reconstruction Strategy that the State party provided to the WHC Committee at the 34<sup>th</sup> Session contained certain deficiencies regarding the rationale for the reconstruction approach, as well as discrepancies between the new design and that of the chosen option of the 1938 tomb model. The Mission team had a focussed work session with the project architect and representatives of the State party and the Buganda kingdom resulting in a reworked rationale for the reconstruction approach for the project as well as changes to the design that are motivated from the reconstruction approach. The reworked Reconstruction Strategy as well as changes to the specification of works for each architectural element and related design details were completed during the work session, and will be submitted to the WHC by the SP before any work commences.

## **3.7. Documentation of reconstruction – tangible and intangible**

Documentation was widely discussed during the mission. Current technology will make it easier than in 1938 to document both the tangible and intangible aspects linked to the documentation process. Many interesting documents have already been found, and the architect has redrawn all the ancient plans available to facilitate the preconstruction studies.

The Building Committee has assigned a team led by architect Jonathan Nsubuga to document the entire reconstruction process. This team comprises:

- Jonathan Nsubuga, architect of the project
- David Kalanzi, Documentalist
- Stephen Mukkibi, Head of the architecture Department, Makerere University

The objective of this documentation team is to produce a comprehensive and fully illustrated report on the reconstruction process. Recommendations to this team are provided in chapter 4.7.

This team should be reinforced with a Muganda (i.e. a person from Baganda parents and having deep knowledge of Ganda culture) who is given access to all relevant intangible issues. Although Jonathan Nsubuga might be able to document some of the ceremonies, he will not be able to find the time to record everything, and he might not be given permission to witness some rituals.

### 3.8. Risk preparedness

The main risks threatening the site are:

**Mismanagement • Fire • Encroachment • Pollution • Security**

The lack of a clear management structure for the site is an ever-present threat. The non-implementation of the assigned roles and tasks to ensure adequate monitoring of the site needs to be urgently addressed. Poor management is also visible in poor compensation for the custodians of the site.

Avoiding another fire is a top priority in order to avoid any further loss of integrity. The need for the development of a Risk Preparedness Strategy (separately or as part of the Management Plan) is stressed as a high priority, and must be reflected in the corrective measures document by the SP).

The Reconstruction Strategy of the national Technical Committee pays close attention to the management of fire outbreaks and has laid out fire management and security system. Details of these will be presented with the final reconstruction strategy for broad-based consultations. The use of incandescent electric bulbs and faulty wiring remains a fire threat to the thatched buildings on the site, especially the *Bujjabukula* and *Ndoga-Obukaba*. The situation needs to be addressed as soon as possible. As this is foreseen in the 2011 action plan, it is **imperative** that it will be duly considered.



*Electric wiring in the Bujjabukula.*

Encroachment and pollution due to garbage dumping remains a constant threat. The garbage heaps are constantly increasing on the eastern and southern boundaries of the site. The site is protected under the provisions of the Historical Monument Act that protects the Kasubi Tombs from residential encroachment or any other activity inconsistent with its character. It also has additional protection under the Land Act (1998). However this legal protection is useless if there is no regular monitoring of the site boundaries.



*Southern boundary*



*Eastern boundary*



The presence of rubbish heaps on the site pollutes the site in terms of view and smell. The health hazard is also ever present.

The security of the site is important and needs to be addressed. The lack of clear security markers makes the site porous and prone to looting of artefacts.

Since the fire incident of March 2010, there is a higher level of consciousness of all these risks. The positive relations between the stakeholders and the eagerness to launch the revised management plan before the end of January already is a positive step towards risk preparedness.

### 3.9. Status of craftsmen

The necessary skills needed for the conservation of the site, especially the thatching, are still very present and the craftsmen are willing to work. To ensure that there is adequate motivation for continuity, there is a need to ensure that they are properly recognised and compensated for their skills. Discontent with low wages could eventually threaten the site and even though this had been duly stressed in the 2009 - 2015 Management Plan, it has yet to be implemented. The recent change in the overall management structure of the site by the removal of the *Nalinnya*, at the end of the mission's assignment in Kampala, should hopefully see the implementation of the necessary changes to uplift the status of the craftsmen. Efforts developed by architect Jonathan Nsubuga to better recognise the role of the thatchers should be sustained.

### 3.10. Threats to Authenticity, Integrity and OUV

#### **Authenticity and Integrity**

The tangible and intangible heritage of a property are inextricably intertwined. It is of the utmost importance that the integrity and integrity of the tangible heritage, , is protected to remain as the 'vessel of value' for the intangible heritage to reside in it.

#### **Authenticity of the intangible heritage**

In assessing the authenticity of the site as at the time of the November mission and beyond the reconstruction phase, it is important to note that when the ICOMOS evaluation of 2000 was carried out, it was clearly stated that "the **most important** value associated with the Kasubi Tombs site are the strong elements of **intangible heritage**". It can be inferred that without the intangible aspect linked to the site, it loses all meaning that it might have had. This was very evident in the different discussions with the different stakeholders. The religious ceremonies that take place on the site are still ongoing. The greatest concern that has been expressed by the Buganda has been with respect to the fact that the tombs of the Kabakas, the fathers of the Buganda kingdom, are exposed to the elements.

#### **Authenticity of the tangible heritage**

In protecting the authenticity of the buildings, structures and architectural features and details there is a need to refer to the SoOUV that states that traditional practices are still flourishing. All buildings, structures and architectural features and details therefore must reflect the traditional building practices for maintenance as well as renewal, to ensure that the overall property is a reflection of living traditions in terms of ceremonies, and building traditions.

In terms of the deliberations re the authenticity of the shape of a reconstructed Muzibu-Azaala-Mpanga, the solution favoured by the Buganda for the shape of Muzibu-Azaala-Mpanga is what will be called a 'hybrid' form that combines the 1938 spatial configuration, along with its inclusion of concrete columns and steel beam, with the 1905 roof profile. This choice will be further explained in the revised reconstruction strategy to be submitted by the State Party. Discussions with the technical committee on the obligations to uphold the outstanding universal value for which the site was inscribed brought up the following points:

- An acknowledgement in allowing the construction of the toilet block and the visitors' centre was a mistake;
- The traditional system of division of labour, along clan lines, needs to be taken into consideration in assuring the long term conservation of the site. The clans should be given the opportunity to regularly maintain the roof. Regular maintenance will be more cost effective than ad-hoc repairs.

### **Integrity**

The property has suffered a serious loss of integrity due to the loss of the main building of the property, ie. The Muzibu-Azaala-Mpanga. The Reconstruction Strategy must be guided by the objective of regaining the integrity that was lost, and base any decision on trustworthy evidence of the form, material, construction and detail of the lost structure. In terms of future loss of integrity on the property, there is need to further recognise the vulnerability of the other smaller buildings to fire, and the vulnerability of the property to commercial encroachment and insensitive site development (eg. Subdivisions, inappropriate fencing, inappropriate design of new structures and site elements like lighting, paths, seats etc) .

### **New buildings**

Building houses on the hill is part of the site history and can not be avoided, especially if the buildings are needed to house rituals or protect sacred elements. However, authenticity is vulnerable, and there is a need to strengthen the idea that in the design and construction of new structures one must ensure that knowledge and practice of traditional ceremonies and building practices are sustained over time. Various new inappropriate buildings on the property are compromising authenticity – there must be an approach that new buildings can actually reinforce authenticity in terms of providing further opportunities to display traditional practices.

To guard against a loss of integrity and authenticity, new constructions should be inspired from the spirit and detail of the traditional Ganda hut to reinforce the Outstanding Universal Value as defined in criterion (i).

New buildings should:

- make use of plants (trees, bark cloth, reeds, fibres...)
- involve specialised skills and allow traditional maintenance systems to be performed
- recreate the atmosphere of traditional ganda huts, characterised by a healthy dry atmosphere and the smell of dried grass.



*New buildings should be inspired by the traditional ganda huts*

### 3.11. Pressure from stakeholders

A recurring theme throughout the different visits made during the mission was the expressed desire for the reconstruction of the Kasubi Tombs. On the part of the State Party, political imperatives and financial prudence requires a prompt conclusion of the project financial details in order to contribute appropriately to the reconstruction process. The Buganda kingdom, has on its part, raised the sum of 500,000,000 Shillings (215,000 USD/160,000 €) for the reconstruction.

The traditional institutions as represented by the Buganda Kingdom Prime Minister, the site custodians and other members of the Kingdom hierarchy continuously expressed concern at the delay in reconstruction. For this group of stakeholders, the current situation is unacceptable as the fathers of the kingdom (the kings who lie at the tomb) are currently “homeless”.

This pressure is also palpable amongst other stakeholders. Members of the general public regularly make inquiries of the guides who work on the site. Site workers, including the guides whose livelihoods are directly dependent on the site have seen their revenue base diminished because of the fewer visits to the site by tourists. To deal with this situation, some of the guides have solicited tour operators to maintain their patronage of the site as it has not lost all its cultural value, in spite of the fire.

The guides also requested that information be made available to them on the architecture of Muzibu-Azaala-Mpanga and the reconstruction project to facilitate their presentation of the site to visitors.

### 3.12. Removing site from List of World Heritage in Danger

The World Heritage Committee has considered that the inscription of the site on the List of World Heritage in Danger was justified by the destruction of the *Muzibu-Azaala-Mpanga*, which represents a serious deterioration of the architectural components that threaten the integrity of the property and its OUV.

Reconstructing *Muzibu-Azaala-Mpanga* is a necessary step to remove the site from the Danger List, but more should be done to convince the committee that the site is gradually recovering its lost tangible values. The Buganda Kingdom has understood that the reconstruction needs to be integrated in a wider action plan to restore the overall integrity of the site, and strengthen its architectural values. Three thatched roofs have already been restored. While this is a positive step, there was a lack of authenticity of building form and structural materials in these actions that have to be relooked. Restoring the tree fences and implementing a more efficient management system to restore confidence amongst the custodians are necessary further actions in taking the property of the List of WH in Danger. Apart from the Management Plan, the Reconstruction Strategy and corrective measures to be provided by the SP has to clearly address the protection of authenticity and integrity.

The loss of the *Muzibi-Mzaala-Mpanga* has focused attention on the overall vulnerability of the property as a result of the decline of traditional architectural practices, of the potential loss of traditional knowledge and skills and of pressures for development. In order to revive the attributes that convey Outstanding Universal Value, there is a need for the *Muzibi-Mzaala-Mpanga* to be reconstructed as a demonstration of the revival of traditional architectural practices and for its re-birth to be accompanied by management structures that allow for these practices to be used throughout the property – so that the property as a whole can be seen as a vivid demonstration of the ongoing fusion between tangible and intangible practices over time.

## 4. Recommendations for the Overall Conservation of the Property

### 4.1. Recommendations for conserving the property

In terms of the conservation of the property, the mission recommends the following:

- That the Reconstruction Strategy is completed, inclusive of the items listed below, and be presented by the SP to the WHC for review by ICOMOS and approval by the World Heritage Committee;
- That a Risk Preparedness Plan be drafted immediately for approval and implementation as a first action in the Reconstruction works on the property.
- That a Master Plan is drafted for the development of the property - all new works on the property must be of a nature to ensure the retention of integrity and authenticity, and to sustain the OUV.
- That the standing columns of the burnt Muzibu-Azaala-Mpanga can be cleared to prepare the site for the reconstruction while the final technical details are worked out and agreed to by all parties;
- That demolition and rebuilding of remaining brick walls should only be carried out on the basis of proven strength and stability rather than outright destruction;
- The reed fence around the inner courtyard should be replaced or repaired as necessary; The traditional reed fence design should be respected.
- The reed fence on both sides of Bujjabukula should be replaced or repaired as necessary;
- Provision should be made for the religious ceremonies on the site to continue even during the reconstruction process;
- The refuse dumps around the site should be cleared immediately;
- It will be necessary to rebuild the twin houses (*balongo basimbiri* and *balongo bawenda*) and the dress house (*kajjaga*) in the long term. The cylindrical drums that the walls of these buildings form do not conform to the traditional Buganda architecture;
- The live tree markers at the site boundary are indispensable elements of the site's integrity. They must be replanted immediately.
- The line of live trees marking the inner courtyard also needs to be replanted to recreate the lost intimacy of the courtyard and hide the modern structures around (mast, towers on surrounding hills)
- The interpretation centre must be rebuilt based on a more traditional architecture. The new building should not overlap on the border line of the inner courtyard.

## 4.2. Recommendation for implementing the Management Plan

The Management Plan prepared in 2008-2009 needs to be revised to include all recent changes. Here are some recommendations for updating the document:

**Cover :** *(a new cover proposal has been sent to the architect)*

- Change date, 2011-2015 instead of 2009-2015.
- Insert Buganda flag.

**Foreword, page 4:** .....

- The foreword by the Kabaka should be updated.
- An additional foreword by a top government representative should be inserted (President, Prime Minister, Minister of Gender, Labour and Social Development).

**Authors, page 6:** .....

- The names of those who will work on the updated version should be added.

**History, page 23-25:** .....

- Archive photographs found by Ishanlosen Odiaua could be inserted here.

**Intangible Heritage, page 26:** .....

- This part needs to be more developed.

**Organisation Chart, page 39:** .....

- Add the site Manager. *(see proposal on next page)*

**Responsibilities, pages 40-42:** .....

- Revise responsibilities with the concerned stakeholders preferably.

**Vision, pages 52:** .....

- Should be revised with the stakeholders.

**Action Plan, pages 54-57:** .....

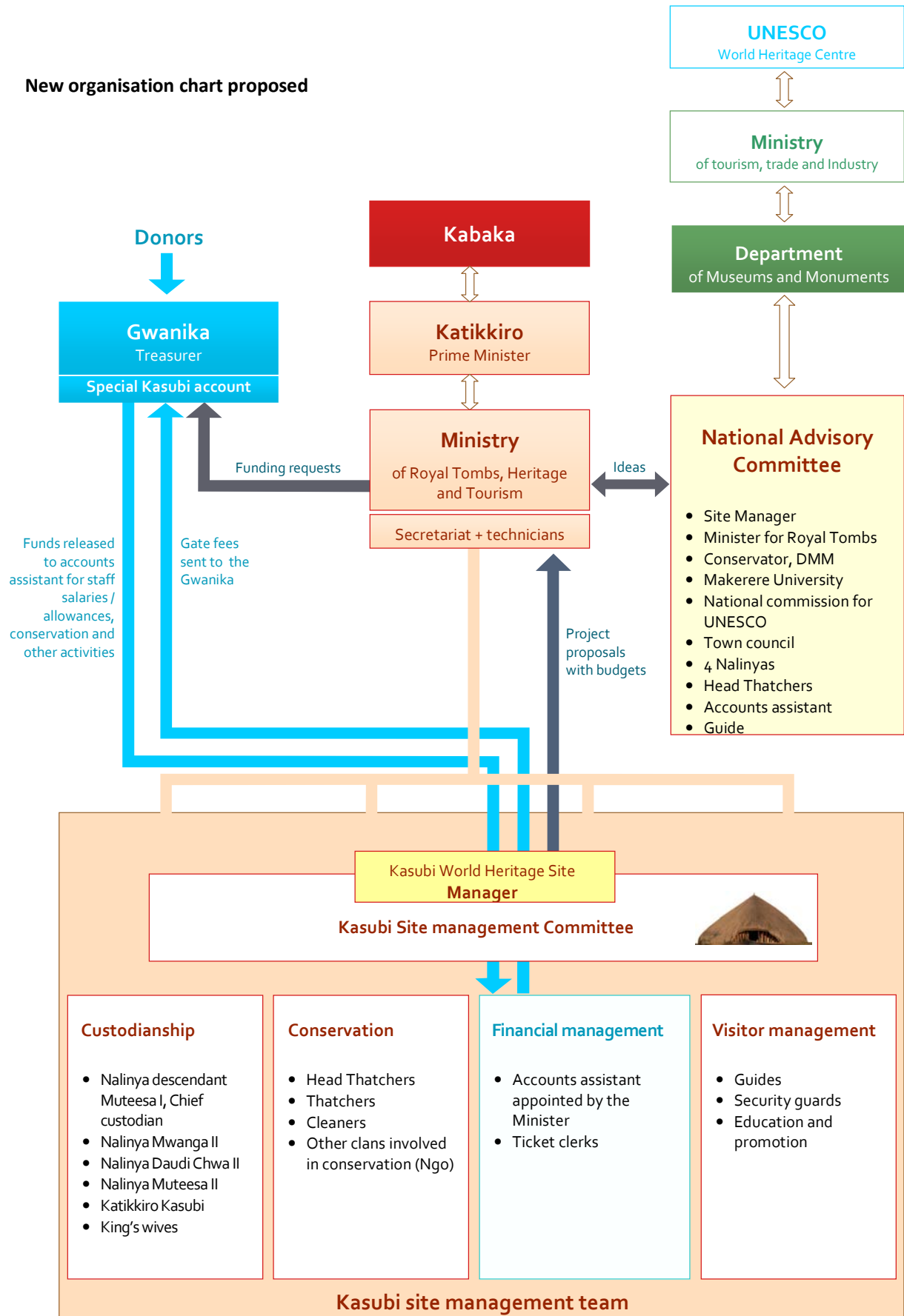
- Should be updated once the vision will be revised.
- Should integrate the reconstruction.  
*(see comments on implementation below)*

**Appendixes:** .....

- Some elements might not be necessary anymore.
- The list of stakeholder and contacts needs to be updated.
- The complete set of drawings of Muzibu-Azaala-Mpanga should be integrated in the appendixes



## New organisation chart proposed



**Note:** The following 4 pages look at the level of implementation of the Action Plan during the 2009-2010 period.

**ACTION PLAN** to achieve Objective 1

**Improve on the management practices**

	Planned actions for 2009 - 2010	Comments on Progress
<b>Administrative management</b>	Completion of the Management Plan	Yet to be revised following the fire
	Agreement on new management mechanism	Agreed in principle. Details to be worked out and included in revised MP
	Launching and wide distribution of the Plan	Planned for January 2011
	Creation the advisory committee	Not yet definite but the national technical committee set up since the fire has been acting in this capacity
	Addition of the Management Plan to Web sites ( <i>Kabaka</i> Foundation/ Min Culture / UNESCO WHC)	Not yet implemented
	Assignment of new responsibilities	Efforts underway
	Implementation of new management mechanism	Not yet implemented
	advisory committee meetings	Held regularly on basis of national technical committee described above
	Assess efficiency and adjust	Underway: revisions to be carried out to existing management plan ahead of formal launching
<b>Financial management</b>	Design new financial management system	Underway, certain measures have been taken under the framework of the reconstruction project
	Finalisation of the management system and insertion in the document	Finalisation under way
	Open special account for Kasubi Tombs	On-going
	Set level of fixed allowances for custodians and staff according to responsibilities	Not yet implemented, on-going
	Appoint accounts assistant at the site	Not yet implemented, on-going
	Implementation of new financial management mechanism	On-going
	Collection of gate fees	On-going
	Fixed allowances	Yet to be implemented
	Transparent accounting	Can start now with new staff
	Cost estimates for repairs	Ongoing under reconstruction project
	Release of funds for repairs	On-going under reconstruction project
	Financial reports site expenses	Non-existent. Can start now with new staff
	Assess efficiency and adjust	On-going under reconstruction

## ACTION PLAN to achieve Objective 2

### Sustain OUV

	Planned actions for 2009 - 2010	Comments on Progress
Maintenance	Improvement of craftsmen allowances	On-going
	2 Young thatchers employed to learn from Wabula Akayole	On-going
	Cost estimates for repairs	Overtaken by events. To be adjusted
	Release of funds for repairs	On-going
	Regular maintenance implemented	On-going
	Remove fluorescent tubes in <i>Muzibu</i> and replace with discrete lighting system	No longer relevant, but considered for new design
	Check wires and install energy saving bulbs	Still relevant for Bujjabukula and Ndogo-Obukaba
	Metal roofs around the courtyard gradually replaced by thatched roofs	Has started
Garbage	Liaise with city council and surrounding populations to discuss alternative dumping options	Yet to be implemented
	Organise meetings with the surrounding community to discuss the garbage problem	
	Remove 5 garbage heaps	
	Improve garbage collection	
	Organise regular cleaning campaigns	
	Include the open land in monitoring visits	
New projects	Prepare impact assessments for new projects	To be addressed in future
	Liaise with MUK architecture HoD to organise exercise on interpretation centre	
	Design interpretation centre with students	
	Finalise Design for interpretation centre	
	Send proposal to WHC for comments	
	Secure funds for new interpretation centre	
	Build interpretation centre	
Trees	Identify experts to help set up a tree Nursery	Expedite action and make it a priority in the revisions
	Find a space to install a tree nursery	
	Fence the tree nursery (natural fence)	
	Plant new trees	
Law	Revision of the 1967 Law	Need to expedite action and ensure that the buffer zone is secured and site encroachment minimised
	Circulation of the draft for comments to heritage professionals	
	Send Buffer zone map to town council	
	Set law for the buffer zone	

**ACTION PLAN** to achieve Objective 3  
**Sustain Intangible Heritage**

	Planned actions for 2009 - 2010	Comments on Progress
Management	Roles and responsibilities of the custodians better defined and shared on site	This is an urgent task that needs to be addressed
	Select Kasubi Tombs scientific committee	Partially addressed with the National Technical Committee. The committee should have an official status and could be opened up to university researchers for example
Allowances.	Fixed allowances regularly paid	Needs to be addressed as soon as possible
	Allowances increased if sufficient revenues	N/A
Craft and food market	Meetings held with the custodians to develop more detailed action plan with them	Needs to be addressed as soon as possible
	Training of Custodians by UCOTA on business skills and crafts	
	Production of sample craft products to “test” them on the tourists (crafts and snacks)	Can start immediately and is independent of reconstruction
	Creation of a brand “made at the Kasubi Tombs” for products made by the wives	This is advisable within the scope of a larger schematic plan of the entire site, assigning all functions/buildings to be included on the site and to facilitate informed decision making in the long term
	Second training on crafts and marketing	
	Discussions on the small Kasubi craft and food market (where, design...)	
	Preparation of specifications for the shed design (materials allowed, price limit...)	
	Design of a simple shed to host the market (exercise with MUK)	
	Finalise Design for the shed and discuss with advisory Commit.	
	Construction of the shed and launching of the market	
	Increase of the shed size	
Document Intangible Practices	Prepare proposal to seek funds for listing the Intangible heritage of Kasubi Royal Tombs	Currently being addressed under reconstruction strategy
	Prepare nomination file for listing the Intangible heritage of Kasubi Royal Tombs	
	Document the intangible heritage	
	Training of young people on thatching skills by principal Thatcher	
Houses	prepare cost estimates for the houses in need of repairs	There might be a need for a displacement in the timeline
	start repairs on the houses which need repairs in priority	
	Implement repairs	

# **ACTION PLAN** to achieve Objective 4

## **Improve the visitors' experience**

	Planned actions for 2009 - 2010	Comments on Progress
<b>Diversify range of services offered</b>	Design and Photocopy the visitors questionnaire and keep at the site	To be addressed after reconstruction.
	Ask visitors to fill satisfaction questionnaires (both foreign visitors, Ugandans and pupils)	
	Use feedback from the questionnaires to adjust the action plan	
	Distribute results of the questionnaires to the advisory committee once a year	
	work with guides and artists on the diversification of products	
	training of guides on craft production	
	Production of new craft products	
	Discuss the possibility to demonstrate music and dances near the entrance	
	Implement music and dances	
<b>Booklet</b>	request cost estimate for reprinting booklet	Yet to be implemented
	seek funding for the reprinting	
	prepare English/ <i>Ganda</i> version	
	printing	
	start the sale of the booklets and postcards once the new management system will be in place	
<b>Botanical path</b>	Liaise with the Botanical Department, MUK to work on the natural values	Yet to be implemented
	Seek funding for the preparation of the botanical path	
	Create a botanical path inside the farmland to show various herbs, plants and trees, explain their use in cooking and traditional healing	
	Label trees and plants along path	
	Train the guides to improve botanical knowledge	
<b>Site Interpretation</b>	Identify expertise to work on the interpretation plan	Yet to be implemented
	Seek funding for the preparation of the interpretation plan	
	identify interactive activities to increase visitor's length of stay	
	organise meetings to work on the content of the signage	
	prepare a new interpretation plan for the entire site	
	prepare exhibition for new interpretation centre	
	Design new signs for the site (for building + for botanical path)	
	Remove Chogm signs and replace with new ones	

### 4.3. Recommendation for management and reconstruction

This management system needs to be improved to acknowledge the more complex management process required currently (before WH Inscription the site was far less complex), to reduce the maintenance costs on the thatch structures, and set funding aside for other activities. Considering the increasing complexity of managing the site, inclusive of protecting the OUV, implementing site presentation, facilitate collaboration between stakeholders, co-ordinating the tripartite partnership, dealing with conflicts between foreign tourists and local culture, communicating with donor organisations, managing urban control and development pressures, managing school tours, taking responsibility for site services and maintenance and the like, there is need to amend the current management system.

The Kasubi tombs will experience two simultaneous events in 2011: the reconstruction and the installation of a new management system. These are two different events which should be handled by to different managers:

- **The architect** for coordinating the reconstruction. The architect concentrates on the Muzibu-Azaala-Mpanga and ensures that the reconstruction does not interfere too much with the site activities;
- **The site manager** for installing a new management system and implementing the management plan, beyond the reconstruction.

#### Site Manager

The Mission team brings to the attention of the Committee that a Site Manager is not currently employed on the heritage site, but that draft Terms of Reference for a Site Manager have been produced for the consideration of the National Technical Committee. It also brings to the Committee's attention that, according to the Action Plan for the Reconstruction, there is the intention of procuring a site manager in December 2010 for the launch of the revised Management Plan (2011-15) in January 2011.

**The following terms of reference for the post of site manager were drafted during the mission:**

#### Profile:

*The manager should:*

- be familiar with Ganda culture and language
- know the customary practices associated with the site
- have proven successful experience in managing multidisciplinary teams
- have heritage management skills
- be able to maintain transparency and demonstrate ethical behaviour at all times
- understand the technical conservation issues
- work with all stakeholders and be able to negotiate solutions acceptable to all parties
- have experience in generating reports and using computers
- demonstrate ability to plan and manage financial budgets

#### Responsibilities:

##### **Administration**

- Ensure efficient administrative and technical management of the site
- Be on site at least 4 days per week
- Prepare monthly reports about activities at the site
- Prepare a report every 6 months on the state of conservation of the site
- Contribute to the preparation of the periodic reporting for UNESCO (every 6 years)
- Ensure that transparent recording and expenditure of all finances associated with the site are carried out by the accounting team Develop an effective system for recording visitor's statistics
- Ensure that funding is released on time for the purchase of materials and repairs on the roofs and other physical assets by coordinating with the *Gwanika* (Treasurer)

- Prepare budgets based on the conservation needs expressed by the site craftsmen
- Forward the budgets to the *Gwanika* and *Ssabalangila*
- Supervise the preparation of financial reports of all activities implemented at the site and ensure their inclusion in the site reports

#### **Planning**

- Ensure that the overall management plan is implemented
- Prepare yearly action plans for the site, based on the management plan

#### **Monitoring**

- Monitor the entire site once a week with the staff (tour the boundaries)
- Monitor the entire site and its buffer zone quarterly with the Museum representatives
- Develop a system for the storage of all site monitoring records
- Record all problems observed at the site (fill maintenance book and take photographs)
- Report problems observed (deterioration, misbehaviours, encroachment, ...)
- Undertake project reviews and lessons learnt studies with the staff and stakeholders, to maintain continuous improvement on site management
- Carry out visitors satisfaction surveys during peak seasons
- Make a monthly photographic survey of the site
- Take photographs of all changes occurring

#### **Coordination**

- Attend all meetings concerning the site
- Coordinate the various actors who play a role in conserving the Outstanding Universal Value
- Ensure that the site staff come on time and perform their duties (guide visitors, collect gate fees, clean, ...)
- Hold formal and informal meetings with the surrounding population, to ensure protection of the boundaries
- Maintain good relations with the city council to ensure that new buildings erected in the buffer zone do not exceed 8 meters for pitched roofs and 6 meters for flat roofs
- Facilitate the well-being of custodians, by allowing them to produce crafts or cooking snacks to be sold to visitors
- Assist the *Nalinnyas* and other custodians in the performance of their duties
- Facilitate the work of University lecturers, researchers and students who want to carry out research on the Kasubi Tombs
- Explore training activities for the staff (e.g. training of guides)

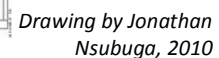
#### **Conservation of the Outstanding Universal Values (OUV)**

- Ensure that the visitors and tourists do not interfere with the implementation of traditional rights
- Ensure that materials for maintenance are made available
- Listen to the craftsmen when problems and needs (materials) are reported
- Ensure that guides convey valid information to the visiting public

## **4.4. Recommendation for a Reconstruction approach**

The Reconstruction approach is that there would be no form, material or detail that cannot be substantiated from existing documentation, from orally based local knowledge or from extant remnants of the burnt tombs (namely the floor, walls, concrete columns, steel roof structure and openings in walls for lost timber structural elements). The work session brought the realisation that the size of the tomb was steadily decreased over time, most probably due to structural problems associated with the monumentalisation of the basic cone form of the Buganda palace/tomb typology. The 1911 plan shows the insertion of a dense array of columns in the entrance, from analysis most probably to prop up structural failures in the roof. The resultant decrease in the amount of public open space between the entrance and dais was resolved in the 1938 model through the use of a hybrid concrete column and steel roof structure for the high inner roof. Of course the 1938 model relinquishes traditional materials and techniques in lieu of western materials and techniques – however, in the discussions with representatives from the Buganda kingdom it transpired that these materials and techniques have been accepted and “authenticated” by the previous Kabaka and the required rituals. Substantial changes to this model would require having to establish contact with the deceased *Kabaka* via a spirit medium. Based on the reconstruction approach, the use of the 1882 and 1911 models of the tombs was excluded due to the lack of detailed documentation and knowledge of detail on materials, construction and decoration.

The only exception to the above was that there was enough documentation of the roof shape and pitch of the post 1905 and pre-1938 model, for which there is a photograph taken in 1911 model, to provide knowledge of a sustainable form for the thatched roof that would provide a solution to the continuous water ingress and rotting of thatch of the low pitched 1938 roof. It was agreed that the slope at the top should be not less than 45°, which means increasing the proposed height by approximately 4 meters.



39

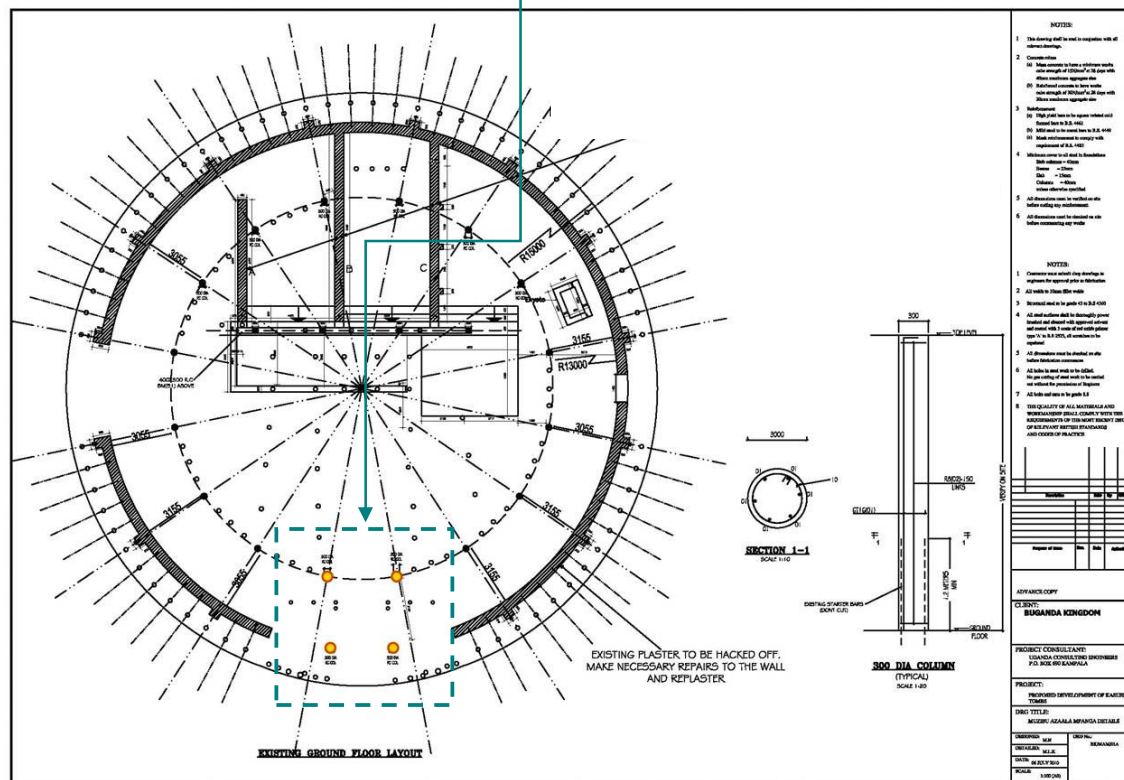
## Columns and structure

There is no detailed knowledge on the construction details of the timber column, ring beam and roof of the model of the tomb for which 1911 photographs exist. Rather than to rely on conjecture it was decided to reconstruct the 1938 model's concrete inner ring columns and steel inner ring roof structure (keeping of course all known detail of the thatch outer covering and customary suspended inner ceiling with rings), the rectangular planed timber beams of the outer ring roof, as well as the inner ring of concrete columns and the concrete beam of the entrance portal of the tomb. The steel structure should be coated with a layer of gypsum to increase fire protection.

The only exceptions to this decision are the four concrete columns at the entrance – it is being investigated if these can be replaced by wooden columns while still adequate for required structural support of the roof. The other concrete columns which are invisible to visitors will remain.



*Investigate the possibility that the 4 concrete columns at the entrance can be replaced with timber ones*



## 4.5. Recommendations to the documentation team

Documentation is a vital step of the reconstruction and should accompany the entire reconstruction process. The project is a unique opportunity to record in a systematic manner all the tangible and intangible aspects linked to the construction process. Since very little documentation is left from the 1938 reconstruction, the 2010 reconstruction should aim at the publication of a very detailed report, and if possible a well illustrated book, explaining in details how this entire process was organised and successfully implemented.

### Who should document?

The documentation team should agree on the role of each team member:

- **Architect Jonathan Nsubuga:** As the project architect, he will be in a better position to document how the process is organised (meetings, distribution of roles and responsibilities, construction phases, problems faced). He should draw sketches and take notes on a daily basis in a note book.
- **Site supervisor:** The person supervising the working team should also keep records of all activities held at the site. This should be done systematically every day in a log book: number of people employed, quantity of materials used, etc. (see recommendations below)
- **Architect Stephen Mukiibi:** The architect from the Department of architecture, Makerere University, should pay regular visits to the site to document the physical construction process, make sketches and drawings, and take photographs of the building + photographs of details. We encourage him to work with the students, who could eventually prepare a model of the building.
- **David Kalanzi:** Charged with documentation, he should gradually write the reconstruction report. Some elements of the report can serve as press releases to be sent to journalists.
- **Other:** We suggest a Muganda be identified to record all intangible issues related to the installation of the new Nalinnya and the reconstruction of the building
- **Journalists** should also be invited on site during the process. Press conferences should be organised at the site to explain what is happening.

### Photographing

Systematic photographic recording of the entire process from the beginning of the demolition to the opening ceremony is needed. A series of photos should be taken systematically from the same point at strategic intervals. In addition, the photographic recording should show all the critical components and procedures.

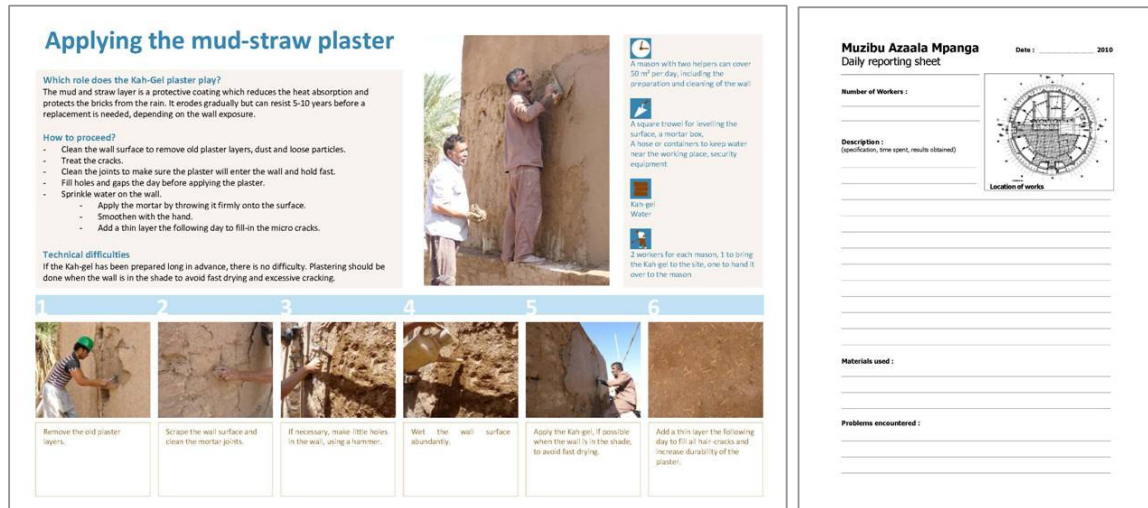
### Written descriptions

Photographic evidence should be accompanied by textual description of the process. A site log book should be kept for this purpose. The pro-forma sheet should contain records on:

- number of workers,
- date,
- description,
- specifications,
- materials used,
- problems encountered (co-ordination, workflow, inclement weather, etc).

### Data on construction materials

All data on the quantities, quality, costs, provenance (inclusive of GPS if possible), suppliers should be kept in writing.



Example of physical works documentation

Example of logbook

## Intangible

Records of rituals performed during the reconstruction process should be kept. Where sensitive data can not be recorded or published by the construction team, the recording and archiving should be performed by authorised people. Taboos and rules related to craftsmanship must also be recorded. The intangible components associated with the building construction need to be documented. However, in view of the necessary restrictions placed on the divulging of such sensitive information, the hierarchisation of the documentation and storage methods is imperative. Thus the stakeholders, through the National committee, will have to work out a system in which each interested party to the site is privy to which partner is in possession of what information. The modalities for this storage system – who keeps what? Where is it kept? – will have to be carefully worked out, bearing in mind that for most researchers the national heritage institution is often the first port of call for the retrieval of heritage-related information. The national and Kingdom authorities will have to give the necessary support to facilitate this information storage.

In terms of the State party's responsibilities regarding ensuring the proper protection of the heritage site, there has to be a mechanism put in place in which the kingdom can officially notify the State party of the continued recording, documentation, indexing and safe storage of the intangible heritage, not only as part of the duty to keep and transmit this knowledge for future generations, but also as part of the prerequisites for proper management of the site.

Due to the extreme importance of the intangible dimension at Kasubi, it is strongly recommended that a policy be drafted for the systematic safeguarding of the intangible heritage of Kasubi, in the spirit of Section 13 of the 'Convention for the safeguarding of the intangible cultural heritage'.

## Craftsmanship

Photographic records should show the processing of the raw materials and its placement on the building structure.

Text descriptions should also be included (description and duration of each step, tools used, finished product and problems encountered).

Performance levels should be measured (e.g. Number of grass bundles laid / day by a thatcher).

## Archiving

While the extensive effort made in researching the subject matter is highly commendable, the mission strongly emphasises the need for the results of the research to be archived, in a retrievable manner, within a designed system, both at the National Museum and at Kingdom levels.

## Research

The mission emphasises the need to continue research regarding the evolution of traditional Ganda architecture. In terms of written knowledge on this topic, the Ugandan libraries and archives have probably been exhausted as a source<sup>4</sup> - due to this scarcity of resource material, it is suggested that research partnerships be established with institutions that hold archival records pertaining to Buganda architecture and related material on intangible aspects of *Ganda* culture.

## 4.6. Recommendation for the development of a Risk Preparedness Strategy

The **management** of fire risks is of the utmost importance on this site.

Firstly there is an urgent requirement to develop a defined Risk preparedness Strategy that is directed towards the exigences of the recent catastrophic events as well as the protection of integrity of the tangible property, in order to protect the OUV.

The recommendations from the previous mission in April 2010 are still valid for the management of fire risks on the site:

- If a hidden steel structure is necessary for the structural frame of the *Muzibu-Azaala-Mpanga* (to be justified), it should not be made of steel alone, as steel starts deforming at around 500°C. The mission recommends that a protective coating of gypsum plaster or any other sustainable fire-retardant, be applied to the steel structure;
- The ground staff needs to be trained on how to react in case a building catches fire;
- The entire wiring system has to be changed in the two remaining thatched huts (*Ndoga – Obukaba* and *Bujjabukula*).
- The incandescent bulbs also need to be replaced with fluorescent bulbs to avoid excessive heat near the thatch - ideally lighting should be indirect, e.g. from small built-in floor units.

It is recommended that the installation of a well-designed fire fighting system is achieved as a very first step in the reconstruction process, specifically one that does not in anyway negatively impact on the authenticity of the site. The fire management plan should take into consideration the following points, amongst others:

- Develop the objectives of a fire management plan based on the minimum evacuation time expected on site
- Identify the possible fire flash points all across the site and develop appropriate intervention measures;
- Identify a fire point at the site is necessary, since access for fire trucks is too risky (traffic, crowd).
- The fire point should as close as possible to the buildings for more efficiency (max - 100m);
- Identify the types of equipment to be used for fire control
- Outline, in detailed manner, how the fire system will be incorporated discretely on site without
- tampering with the values for which the site was inscribed;

---

<sup>4</sup> The library of the Uganda Society located in the premises of the National Museum may still contain unexploited data.

- Outline basic considerations for the design of electrical lighting systems on the site;
- Identify and establish the availability of site custodians who can be given the responsibility for carrying out the fire safety issues throughout the site
- Assign specific roles to each of the site custodians with respect to fire management;
- Develop a fire fighting system that is sustainable within the carrying capacity of the site and its immediate environment;
- Specify equipment with respect to the long term sustainability within the available resources and technical capacities;
- Outline the routine monitoring inspections to ensure measures, equipment are in place and are being maintained regularly;
- Identify points for fire control 'first aid' at strategic points on the site;
- The fire management plan should either be included in, or cross referenced, from the general site management plan;

The most visual disruption on the site, in regard of the fire management plan, will be the overhead water tank. This is best placed at the highest point of the site, towards the entrance, to ensure the proper height for free flow.

The security of the cultural property on the site must be assured and the mission notes with satisfaction the inclusion of a security post in the projections for the reconstruction activity.

Finally, it is recommended that a fire prevention expert be sent to the site to work in partnership with the National technical committee on the details of the fire fighting system.

#### 4.7. Recommendation for reinforcing Authenticity, Integrity and OUV

Improving on the level of authenticity of the site can only be achieved through good management, regular training and consistent documentation. The management plan aims to federate efforts by all stakeholders to achieve a common vision. It needs to be widely distributed, especially to the custodians and staff working at the site. Once the plan will be launched, regular meetings to discuss the site evolution and evaluate the impact of every action on the Outstanding Universal Value should be held to avoid compromising the authenticity in the future. Major mistakes such as the construction of the interpretation centre in 2007 should not happen again.

To gradually restore the authenticity of the Kasubi Tombs site, the following issues should be addressed:

##### **Restoring the authenticity of design**

Archive photographs should be well studied to restore the authenticity in the form of the buildings, the fences and the general site layout. Any modifications to site buildings should be done with reference to archival materials, to understand the original shape of the traditional buildings and in order not to affect the authenticity of the ensemble. The photos on the following page give an indication on archival analysis.

The development of a Master Plan for the site should be strengthened as an essential component of the Corrective measures. Any plans to construct new buildings (e.g. cultural village/museum) should be carefully located in a master plan for the site, designed, and the design sent to the WHC for review by ICOMOS.

### **Restoring the authenticity in materials**

Replacing the green iron roofs with thatched roofs can be done gradually. This should only be done once the status of the thatchers has been clarified (salaries increased and regularly paid), and the regular maintenance mechanism put in place (grass constantly available at the site for repairs).

Ganda architecture is characterised by the use of vegetal materials exclusively, brick walls and cement plasters should be avoided. Partition walls should be made of bark cloth curtains as done traditionally in *Muzibu-Azaala-Mpanga*.

### **Encouraging the survival of the crafts and other traditional knowledge**

Crafts at the site include thatching, mats weaving and maintaining the reed fences. But the knowledge of the custodians is not limited to these technical crafts.

Some of the custodians at the site are also experts in farming, preparing bark cloth, weaving baskets, playing drums or using medicinal plants, and can play an active educational role in this urban context. The site custodians engage in mat weaving (this was also observed at the Wamala tombs), and the production of bark cloth.

The custodians are proud of their skills and should be encouraged to keep them alive. Craftsmen should be given a prominent role in the management of the site and should be duly remunerated for this important contribution to the Buganda building tradition. Recognising these roles and reinforcing the transfer of knowledge to the younger generation is essential in keeping the life authentic at the site. Paying a more decent salary to the custodians, or allowing the them to sell their crafts at the site, near the entrance for example, will help in keeping this important Buganda tradition alive. Reviving and developing the traditional crafts and other traditional knowledge will be a major task for the new site manager.

### **Controlling the site boundaries to keep the authenticity in relation to location and setting**

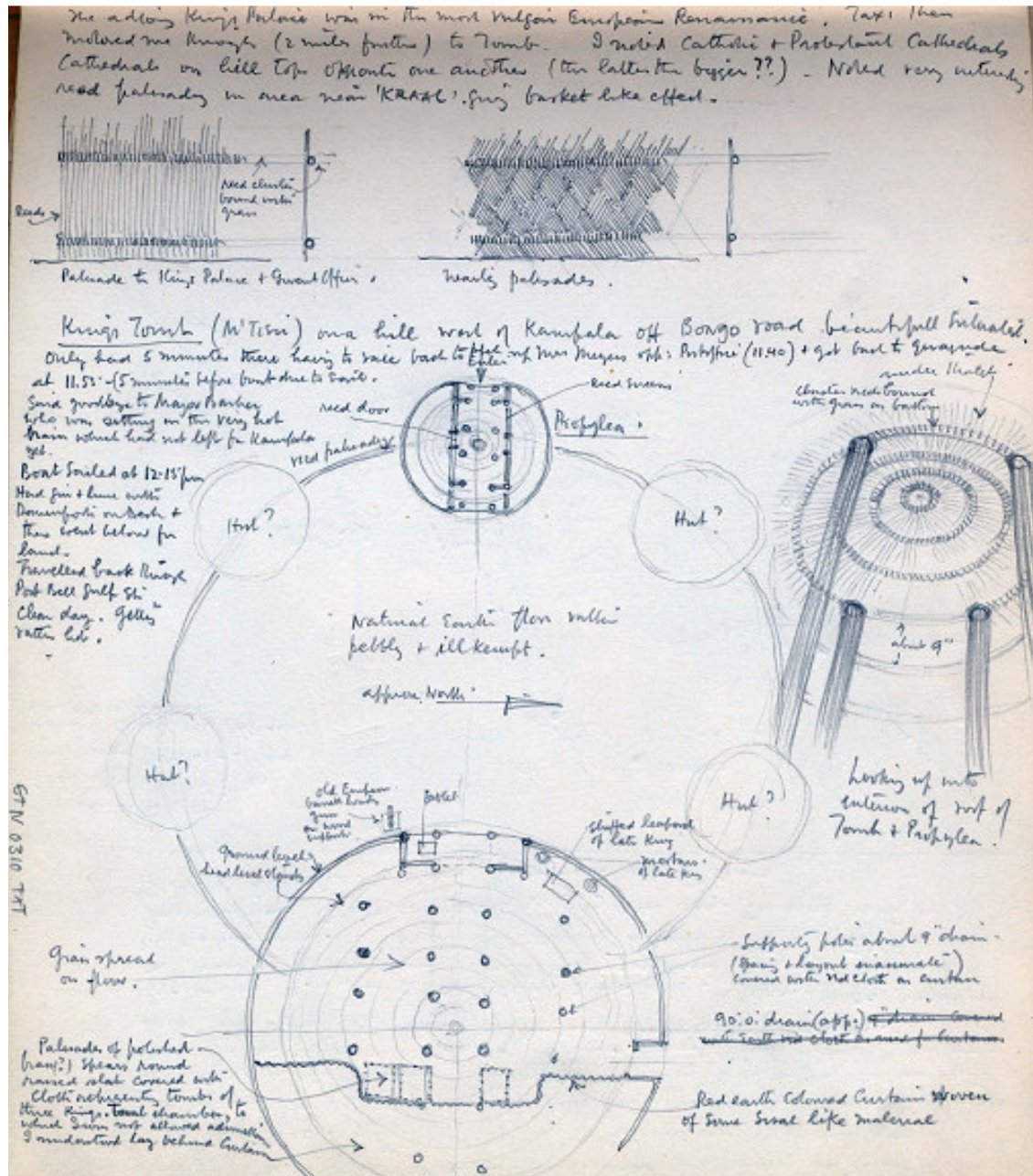
The boundaries have gradually vanished over the past decades, giving space to different forms of encroachment and pollution. Trees will take years to grow, but they are necessary to enclose the site properly and recreate the lost intimate atmosphere of a sacred place.

### **Restoring the authenticity of architectural elements and decoration**

As regards the loss of authenticity of the site due to use of modern materials and techniques, it should be recognised that there are other levels of craftsmanship needed at the site, apart from the thatching of the buildings. These include the interior decorations, the production of bark cloth and mats. The presence of the ‘widows’ on the site introduces a dimension that has to be considered. These women often engage in mat weaving to pass the time (this was also observed at the Wamala tombs) and this often involves the use of dyes obtained from plants. This activity needs to be enhanced and the craftsmen and women should be duly compensated in recognition of the important role they play in keeping this important Buganda tradition alive. Transmission of know how should also be considered in time, in order to ensure that the traditional crafts and building processes associated with the site are maintained over time. The skilled craftsmen at the site are mostly old people and young ones should be trained.

## Authenticity in relation to Traditional practices/ritual

The required rituals or customary practices have already been revived after the fire. The new Nalinnya should be given the capacity to perform her duties in good conditions.



Drawing of the palace and its fences at M'Tisu in 1943 - from Norman Eaton's travel diary page 11

(<http://repository.up.ac.za/upspace/handle/2263/2490>).

**Note:** The archive photographs below that were sourced by the mission are added to the Report for use (where the record is shown to be authentic) in the motivations re authenticity of the shape of the buildings, the fences and the general site layout.

### Muzibu-Azaala-Mpanga

Extracted from Reverend J. Roscoe's book:  
*"The Baganda. An account of their natives  
 customs and beliefs"*  
 Published in 1911



### Muzibu-Azaala-Mpanga

Photos by Ernest Gedge, 1891  
 Royal Geographic Society, London

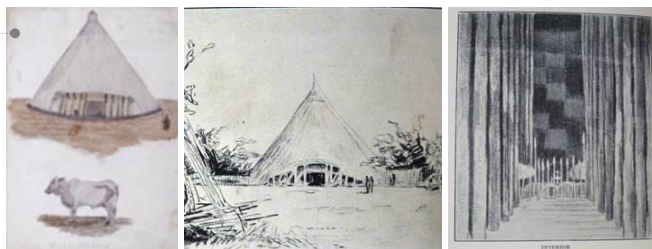


### Muteesa's Palace

Watercolour by Speke (left)  
 1862, (20 years before 1882, the date of  
 construction of Muzibu-Azaala-Mpanga)

### Muzibu-Azaala-Mpanga

Sketches by Bishop Tucker (2 drawings on the right)  
 Published in 1914 in Norman Maclean's book:  
*"Africa in transformation"*



### Muteesa's Palace

1864  
 Engravings extracted from J.H.Speke's book :  
*"Journal of the Discovery of the Source of Nile"*



### Unknown building and Bujjabukula

Photo on the left by Ernest Gedge, 1891  
 Royal Geographic Society, London

Photo on the right by Richard Storch, 1900-1909  
 Musée du Quai Branly, Paris



## 4.8. Recommendation for releasing barriers to construction start-up

There is a lot of pressure for reconstruction to begin: both from the point of view of its cultural significance and economics as a means of sustenance for some members of the immediate community. While the mission appreciates this, it is however needful that this pressure not be allowed to translate into a haphazard reconstruction.

It is recommended that preliminary work for the reconstruction process can start immediately. Preliminary work of the reconstruction can start by immediately preparing the site for construction, appointing a contractor and initiating the works funded by the International Emergency fund. After submission of the Revised Reconstruction Strategy by the SP and interim approval by ICOMOS, agreed-upon sections of the main works can also proceed in advance of the approval of the Reconstruction Strategy by the WH Committee, on the basis of the Action Plan and with the proviso that a working fire protection system as included in the Fire prevention Strategy is in place before reed work and thatching commences on site.

In view of this, the mission recommends that it is important that while preparatory works are ongoing, and even during the reconstruction, a temporary exhibition on the site, showing the various facets of its life span, up to its destruction, be set up. The suggested venue for this is the interpretation centre that is presently under utilised. In as much as the building is incongruous on the site, it can be given some use as a stopgap measure to keep the site alive. A temporary exhibition would also afford the public a chance to get information on the reconstruction work and better educate them on the need to tread the path of caution as a strategy for the reconstruction. It might be interesting for the exhibition to grow as a function of the progress of the reconstruction work.



Example of signs which could be placed at the site

The mission also recommends that other projected activities for the site, as included in the 2009 – 2015 Management Plan, such as the tree planting related activities, must start soon – this will hopefully keep the site alive and form the basis for other activities that can help to attract visitors to the site and show that the site management is fully underway and responsible to other needs on the site. However, even though the impact is deemed to be positive, all major interventions must be carefully researched, integrated within an approved Master Plan, designed in terms of the researched relationship to the whole, and their impact duly assessed and documented.

Finally, the mission recommends that a task team be formed to use existing research and engage in further research to deepen knowledge and enable further interpretation of the site and prepare suitable site interpretation items that will enhance the quality of the site as well as increase visitor experience.

## 4.9. Desired State of Conservation to remove the site from the List of World Heritage in Danger

### 4.9.1 Corrective measures

The Terms of Reference requested Corrective measures and a timeframe for their implementation.

In order to restore the integrity and authenticity of the property, following the destruction of the *Muzibu-Mzaala-Mpanga*, the following measures should be implemented:

1. Preparation of a Reconstruction Strategy for approval by the World Heritage Committee – the completed Strategy that was drafted during the mission must be submitted immediately – limited reconstruction can start immediately on those items approved by ICOMOS through the WHC.
2. Reconstruction of the *Muzibu-Mzaala-Mpanga* - October 2012.
3. Continuous documentation of the Reconstruction process in full, including details of all materials and their sources and associated ceremonies. Publish the documentation – April 2013. Make this material publically available.
4. Preparation of a Risk Prevention Strategy for approval by the World Heritage Committee – March 2011
5. Prepare a Master Plan for the overall property for the phased removal of inappropriate buildings, the restoration of other building and the reinstatement of fences and boundary trees, to be approved by the World Heritage Committee – June 2012
6. Appoint a site Manager and implement the Revised Management Plan – January 2011
7. Improve the role and profile of custodians in relation to their knowledge of traditional practices- December 2011

### 4.9.2 Desired State of Conservation

The following actions should be considered when drafting the Desired State of Conservation document, to be sent for review by ICOMOS in order to be put forward for approval at the 35<sup>th</sup> Session:

- **1 : Agreed Reconstruction Strategy for the *Muzibu-Mzaala-Mpanga***  
To be agreed by ICOMOS and the World Heritage Committee soonest - An agreed upon Reconstruction Strategy is required for reconstruction to be done in a way that will protect the OUV, and is required for start-up of any construction works - any approved preliminary work that may be completed is to be put forward for review at the 35th Session.
- **2 : Completion of the appropriate reconstruction of the *Muzibu-Mzaala-Mpanga***  
Appropriately reconstructing *Muzibu-Mzaala-Mpanga* will mainly contribute to the desired state of conservation.
- **3 : Agreed Master Plan for phased work of reinstating fences and boundary trees, restoring other structures, and removing inappropriate structures**  
An agreed to Master Plan will ensure that there is integration and a congruency in the future works to come, rather than *ad hoc* works that can negatively impact on the OUV.

– **4 : Agreed Risk Preparedness Strategy**

In reference to the recent events that caused the loss of the main building by fire, an agreed to Risk Preparedness Strategy and its implementation is imperative before new works start and to safeguard the remaining high risk buildings on the property.

– **5 : Appointment of site manager, implementation of the Management Plan and improved conditions for custodians in relation to their roles as custodians of traditional practices**

In reference to the role that inadequate management played in the loss of the main building by fire, and the general state of previous management on the property, the appointment of a site manager, the approval and implementation of the revised Management Plan is a necessary step towards achieving the required state of conservation. The Kasubi Tombs site was also inscribed for its rich spiritual values and for all the ritual activities performed at the site. Therefore the validation of the custodians as practitioners and wardens of traditional practices on the property. The women taking care of the Kabakas' spirits should not have hard feelings about the living conditions at the site. The new management should ensure that each custodian is satisfied with his/her living conditions, and can perform his/her duties under the best possible conditions.

– **6 : Vitality of the site**

Revitalisation of the site has already started after the fire. This should continue, and the new Site manager should consider this as a priority. Kasubi Tombs should be the main centre for witnessing and understanding living Ganda traditions.

– **7 : General site organisation and authenticity**

The site should represent the traditional layout and atmosphere of Buganda Palaces. This means that the missing physical features should be restored (tree fences + traditional reed fences). The inadequate and/or inappropriate structures should be destroyed to restore a more authentic atmosphere. Restoring other structures will also help, but this should be done with due respect to the traditional construction techniques. This means respecting the shape, materials, crafts and intangible elements attached to them. Erecting new buildings with brick walls and steel roofs, or building fences with concrete foundations would be a mistake.

## 5. Appendices

### 5.1. Newspaper articles

By Paul Mwijagye, East African Business, 15 November 2010



The screenshot shows the East African Business Week website. At the top, there is a banner for 'Avira AntiVir Premium'. Below the banner is a navigation bar with links: Home, News, Editorial, Business Digest, Travel & Tourism, Opportunities, Sports, EAC Issues, Entertainment, Magazines, and Gallery. Below the navigation bar is a red bar with links: Entertainment | Science & Technology | Health | Real Estate | Motoring |. The main content area has the title 'Kasubi tombs to cost \$1m' in blue. Below the title is a breadcrumb trail: 'You are here: [Home](#) | [News](#)'. The author's name, 'Paul Mwijagye', is listed below the breadcrumb. The article text begins with 'KAMPALA, UGANDA- The construction of the Kasubi Royal tombs will cost an estimated US\$1million, Buganda Kingdom officials have said.' followed by several paragraphs of text.

**EAST AFRICAN BUSINESS WEEK**

Avira AntiVir Premium

Home News Editorial Business Digest Travel & Tourism Opportunities Sports EAC Issues Entertainment **Magazines** Gallery

Entertainment | Science & Technology | Health | Real Estate | Motoring |

### Kasubi tombs to cost \$1m

You are here: [Home](#) | [News](#)

Paul Mwijagye

**KAMPALA, UGANDA-** The construction of the Kasubi Royal tombs will cost an estimated US\$1million, Buganda Kingdom officials have said.

William Naggaga, the permanent secretary in the office of the Katikikiro (Prime minister) said so far the kingdom has collected US\$500m (about \$250,000). He said the construction is scheduled to start soon and will take two years. Naggaga said they are likely to be ready by March 2012.

Uganda's Minister of Gender Labour and Social Development Gabriel Opio told journalists last week in Kampala that the World heritage Centre had approved an emergency request of \$71,342. "These funds will be used for various reasons such as facilitating a national workshop to sensitise the public on the reconstruction process and purchasing equipment for documenting the reconstruction process," Opio said.

He said the money will be used for developing a plan to manage the envisaged risks at the site such as installing fire fighting equipment and fencing among others. Opio said all the money collected will be put in a trust fund for better accountability.

The minister was also accompanied by a mission from United Nations Educational, Scientific Cultural Organisation (UNESCO) which had been in the country for four days. The mission had come to assess the state of conservation of Kasubi Tombs and advise the parties on how to ensure proper reconstruction of the tombs and improve the overall state of condition of the property.

"The decision reached by the World Heritage Committee at their meeting in Brazil that was held in July 2010 stated that Uganda had to wait for this mission before any work begins at the site," said Opio, adding, "We are aware of the pressure to start reconstruction but we are also aware that we must abide by the rules of the World Heritage Center."

# New Vision

UGANDA'S LEADING DAILY

Friday, November 12, 2010 Vol.25 No.223 Price: US\$ 1,200 (KSH 80, TZSH 1,200, RF 650)

4 NEW VISION, Friday, November 12, 2010

NATIONAL NEWS

## UNESCO okays Kasubi tombs reconstruction

By TADDEO BWAMBALE

Reconstruction of the Kasubi tombs can now start, following approval by experts from the United Nations Educational and Scientific Cultural Organisation (UNESCO).

The leader of the team, Sebastian Moriset, said they were satisfied with the work done by the committee comprising the Government, Buganda Kingdom and UNESCO.

"We are very impressed with the level of expertise in the preliminary work to rebuild the site," Moriset said.

The 130-year-old world heritage site was razed to the ground by a fire on March 16, destroying the mausoleum which housed the tombs of four Buganda kings.

The World Heritage committee meeting held in Brazil in July asked Uganda to wait for the mission before starting reconstruction works.

The gender minister, Gabriel Opiio, said the Government was committed to rebuilding the site without compromising its universal value.

Opiio also said a trust fund and a national technical committee would be set up to oversee the reconstruction work estimated to cost sh10b. UNESCO has provided sh160m (\$71,542), while Buganda has raised sh500m.

The minister appealed to the public to cooperate with the commission of inquiry set up to investigate the cause of the fire.

The chairperson of the commission, Justice Stephen Engwau, on Wednesday disclosed that public hearings into the incident will take place in December at the Uganda Manufacturers Association Conference Hall.

The commission's deputy chairperson, Augustine Okurut, attributed the delay in reconstruction of the tombs to intensive research into its history and social value.

The architectural work of the tombs is said to have been done by the Nguni clan of the Baganda and only they can rebuild it.

The last renovation of the tombs was done in the 1938 during the reign of Kabaka Daudi Chwa.

The role of the commission will include establishing the cause of the fire, assessing the security of the tombs at the time of the fire and examining the capacity of the people in charge of the tombs to manage the site.

The commission will issue suggestions on preventive measures against a repeat of a similar incident in the future.

A detailed report will be submitted to the gender ministry by the end of February next year.



Gabriel Opiio

### Saturday Vision

UGANDA'S LEADING DAILY

THE WEEKEND STARTS HERE

intimate

How she protects her man from beautiful girls

2 FREE MAGAZINES

Swagga

From rags to riches

Sekikubo trails, Kutesa leads in NRM polls

Crane gets ready for clash with Kenya

MP Hussein Godi has murder trial postponed

## Vision gives you a refreshed weekend

CONTINUED FROM PAGE 1

stories and analyses.

David Billington, an international newspaper designer, who redesigned *New Vision* in August, said the redesign is unique in that readers have more time to appreciate the improved content in the newspapers.

Chief executive officer Robert Kabushenga said the redesign is intended to match the shift in the lifestyles of the weekend newspaper readers.

"Many people today have access to television and the Internet for news, especially over the weekends. Our redesign is intended to suit to our readers," Kaija said.

*Saturday Vision* editor Charles Wendo added that the redesigned papers will be stylish and crisp yet more informative than ever before.

Besides the must-read *Intimate*, *Swag*, *Homes* and *Election Watch* sections, the paper has expanded the sports section.

The *Saturday Soccer* pullout is renamed *Gooza* and will have an enriched variety of both local and international sports, not just soccer.

*Sunday Vision* editor David Mukholi, on his part, explained that the new *Sunday Vision* will have three new pullouts. *Perspective*

## Typhoid kills eight in Bundibugyo

By HOPE MAFARANGA AND JOHN ODYEK

Eight people are suspected to have died of typhoid in Bundibugyo district contrary to reports that there was an outbreak of ebola in the area.

Dr. Issa Makumbi, an epidemiologist at the health ministry, said: "We highly suspect typhoid because the tests done for ebola at the Centre for Disease Control in Atlanta, USA and Entebbe were negative. We discussed with the district and have developed an action plan. District officials are sensitising people on what to do."

He added that health centres had also been prepared to manage the cases.

Makumbi said the health ministry was still carrying out investigations on the cause of deaths.

The deaths have created fear among the residents who suspect the cause to be ebola, which hit the area three years ago, killing 38 people and leaving 153 infected with the virus.

# DAILY MONITOR

TRUTH EVERY DAY

Wednesday  
November 17, 2010

[News](#) [Business](#) [OpEd](#) [Special Reports](#) [Magazines](#) [Sports](#) [Life & Style](#) [Jobs & Tender](#)

[National](#) | [Education](#) | [Insight](#) | [World](#)

 NATIONAL

## Kabaka sacks Kasubi Tombs caretaker

 SHARE  BOOKMARK  PRINT  EMAIL  RATING     

By Robert Mwanje & Al-Mahdi Ssenkibirwa ([email the author](#))

Posted Monday, November 15 2010 at 00:00

Princess Nnalinnya Beatrice Namikka has been relieved of her duties as the head and overseer of Kasubi Royal Tombs.

In a letter signed by Kabaka's private secretary Peter Mpanga, Princesses Gertrude Tebattagwabwe took over as head [Nnalinnya] of the tombs effective November 12.

The development comes days after the United Nations Educational, Scientific and Cultural Organisation (UNESCO) okayed the reconstruction of the tombs which were gutted by fire eight months ago.

UNESCO had called for a delay of the project to allow its architectural experts look at the drawn plan. Last week, a team of international architects including: Mr Sebastien Karel Bakker and Mr Ishanlosen Odiaua was in the country to assess the state of conservation of the site and advise on how to ensure a proper reconstruction.

The 130-year-old royal tombs, which housed remains of four fallen Buganda kings, went up in flames on March 16. Princess Namikka, who has been in-charge of the tombs since the restoration of the Kabakaship in 1993, has been at loggerheads with the Mengo administration, accusing it of not doing enough to preserve the kingdom's cultural sites.

Recently, she criticised the Katikiro John Baptist Walusimba's plan of redeveloping the entire 64 acres housing the tombs. According to Mr Walusimbi, the Kingdom plans to transform part of the land into a cultural village to attract more tourists, set up a tele-centre and a cultural village and a museum. The entire plan is expected to cost Shs10 billion.

### Plan

According to the tombs plan, at least 20 acres of land will be spared for the tombs and the remaining 44 acres will be developed for other cultural activities.

Meanwhile, Kabaka Ronald Mutebi II has urged the youth to work hard to develop Buganda.

Kabaka Mutebi said: "Even though we are still in difficult times, you must remain strong and brave. You must also avoid betraying each other," Kabaka Mutebi said on Saturday during the kingdom youth day celebrations in Kampala.

## 5.2. List of people met

### Courtesy call on Katikkiro 08.11.2010

- Oweek. Amb. Emmanuel L Ssendaula, First Deputy *Katikkiro*/admin. and Minister for Buganda Affairs abroad
- Tonny Kuyimba-Kagwa Minister of Lands and Public buildings, Chairman, Technical and Construction Committee
- Muganga John Herman Personal Assistant to *Katikkiro*
- Douglas Dunstan Mukiibi Personal Private Secretary to *Kabaka*
- William Naggaga Permanent secretary
- Jonathatan. E. Nsubuga Architect, Buganda
- Joel K. Kateregga Architect, Buganda
- Moses Kayima Ssabalangira, Head of the royal clan, Buganda Kingdom
- Shifah Namubiru Admin. Assistant/Website
- Remigious Kigongo Conservator of Sites and Monuments
- Pamela Batenga Ag. Commissioner Culture, Ministry of Gender, Labour and Social Dvt.
- Nakayenga Danielle Project Coordinator Administration
- Naara Nabagesera Kasubi representative

### Visit to the Kasubi Tombs Site 08.11.2010

- The Nalinnya of the Kasubi Tombs
- Jonathan Nsubuga Architect, Buganda
- Naara Nabagesera Kasubi representative
- Ssalongo Mulumba *Katikkiro* of the Kasubi Tombs
- Pamela Batenga Ag. Commissioner Culture, Ministry of Gender, Labour and Social Dvt.
- Moses Kayima Ssabalangira, Buganda Kingdom
- 20 other site custodians invited by the Nalinnya attended the meeting

### Working meeting with technical committee 09.11.2010

- Pamela Batenga Ag. Commissioner Culture, Ministry of Gender, Labour and Social Dvt.
- Rose N Nwanja Ag. Commissioner, Museums and Monuments
- Prince Ssuna Banda Duke, Buganda Kingdom
- Moses Kayima Ssabalangira, Buganda Kingdom
- William Naggaga Permanent Secretary, Buganda Kingdom Administration
- Remigious Kigongo Conservator of Sites and Monuments
- Jonhatan. E. Nsubuga Architect, Buganda Kingdom
- Kaweesi Daniel Uganda National Commission for UNESCO
- Anastasia Nakkazi Former Secretary General, National Commission for UNESCO

### Working meeting with pre-reconstruction committee and risk mgt. experts 09.11.2010

- Engr. A. R. Kibuuka, Engineer
- Jonhatan. E. Nsubuga Architect, Buganda Kingdom
- Pamela Batenga, Ag. Commissioner Culture, Ministry of Gender, Labour and Social Dvt.
- Rose N. Nwanja, Acting Commissioner Museums and Monuments
- Remigious Kigongo Conservator of Sites and Monuments
- Daniel Kaweesi, Uganda National Commission for UNESCO
- Moses Kayima Ssabalangira, Buganda Kingdom
- David Kalanzi, Member Construction Committee
- Michael Nsareko, Member Construction Committee
- David Kyagulanyi-Ntwatua, Member Construction Committee

- Prince Ssuna Banda Duke, Buganda Kingdom, Committee member
- Joel K. Kateregga, Architect, Committee member

**Discussion with the Commission of Enquiry 10.11.2010**

- Justice Steven George Engwau Chairperson, commission of Enquiry
- Augustine Omare-Okurut Member of the commission, Secretary General, UNESCO  
National Commission, Member of the commission of Enquiry
- Akullo Grace Member of the commission of Enquiry
- Damian Lubega Member of the commission of Enquiry
- Cheborion Barishaki Lead Counsel, commission of Enquiry

**Debriefing of Honourable Minister 11.11.2010**

- Jonathan Nsubuga Architect, Buganda Kingdom
- Pamela Batenga Ag. Commissioner Culture, Ministry of Gender, Labour and Social Dvt.
- Anastasia Nakkazi Former Secretary General, National Commission for UNESCO
- Nwanja N. Rose Ag. Commissioner, Museums and Monuments
- Remigious Kigongo Conservator of Sites and Monuments
- Prince Ssuna Banda Duke, Buganda Kingdom
- Moses Kayima Ssabalangira, Buganda Kingdom
- Tomutogere Gabriel Personal Assistant, Minister
- William Naggaga Permanent Secretary, Buganda Kingdom Administration

### 5.3. Decision: 34 COM 7B.53 / Tombs of Buganda Kings at Kasubi (Uganda) (C 1022)

The World Heritage Committee,

1. Having examined Document WHC-10/34.COM/7B.Add,
2. Recalling that the Muzibu Azaala Mpanga building at Kasubi was an outstanding example of an architectural style developed by the Buganda Kingdom since the 13th century, due to its design and spatial organization, but also its elaboration and size,
3. Thanks the Director-General of UNESCO for having dispatched a mission in April 2010 immediately after the fire that resulted in its destruction, led by the World Heritage Centre and including experts from the African World Heritage Fund and CRATerre-ENSAG, with the primary objective to assess the extent of the damage, and discuss with the relevant authorities actions to be taken, including its possible reconstruction;
4. Takes note of the results of the 2010 mission, which observed that the entire Muzibu Azaala Mpanga building has been destroyed, and the wish of the State Party to undertake its reconstruction;
5. Considers that, with the unfortunate destruction of the Muzibu Azaala Mpanga, the property faces a serious deterioration of its architectural components and therefore meets the criteria for inscription on the List of World Heritage in Danger as defined in paragraph 179 of the Operational Guidelines;
6. Also considers that the reconstruction of the Muzibu Azaala Mpanga could be justified, provided, that the new structure is based on authenticity in design, materials, and techniques as well as continuing use; and that:
  - a) a clear rationale for the overall project is set out and agreed in advance that sets out the basis for the chosen approach,
  - b) due consideration is given to the various options, such as re-building as in 2010, 1938, 1911 or as in the 1880s, based on sound documentation and traditional materials and techniques,
7. Notes that the State Party has submitted a reconstruction strategy to the World Heritage Centre for review by the Advisory Bodies and requests that no reconstruction work commences before this review is finalized;
8. Further considers that the reconstruction of Muzibu Azaala Mpanga without proper studies and the development of an agreed reconstruction strategy could impair the remaining Outstanding Universal Value of the property;
9. Considers moreover that the overall reconstruction of the Muzibu Azaala Mpanga building will need close monitoring through the Advisory Bodies and detailed documentation;
10. Encourages the State Party to appoint a site manager for the property and to establish a coordination mechanism which will enable the Buganda kingdom and other stakeholders to work together and share responsibilities during the reconstruction process;
11. **Decides to inscribe the Tombs of Buganda Kings at Kasubi (Uganda) on the List of World Heritage in Danger;**
12. Also notes that the State Party has submitted to the World Heritage Centre the recently revised 2009-2015 management plan, and also requests the State Party to ensure its implementation in close collaboration with the main stakeholders of the property;
13. Further requests the State Party to invite, as soon as possible, a joint World Heritage Centre/ICCROM/ICOMOS reactive monitoring mission and the African World Heritage Fund to the property, to assess the state of conservation of the property, and develop, in cooperation with the State Party, the corrective measures to address the threats to the Outstanding Universal Value as well as a time frame for their implementation, a Desired State of Conservation for the removal of the property from the List of World Heritage in Danger, and to advise the stakeholders on the overall reconstruction of the Muzibu Azaala Mpanga;
14. Finally requests the State Party to submit to the World Heritage Centre, by **1 February 2011**, a report on the state of conservation of the property, describing progress made in the reconstruction of the Muzibu Azaala Mpanga and in the implementation of the 2009-2015 management plan, for examination by the World Heritage Committee at its 35th session in 2011.

## 5.4. Mission programme

Activity	Venue
<b>Sunday, 7<sup>th</sup> November, 2010</b>	
Arrivals of the Mission Team members	Entebbe Airport
<b>Monday 8<sup>th</sup> November 2010</b>	
Courtesy call on Hon. Gabriel Opio, Minister of Gender, Labour and Social Development	Minister's Boardroom
Courtesy call on the Katikiro of Buganda, Owek. JB Walusimbi and Chairpersons of Committees at Mengo	Bulange, Mengo
Site visit to the Kasubi Tombs	Kasubi World Heritage Site
<b>Tuesday 9<sup>th</sup> November, 2010</b>	
Working meeting with the National Technical Committee on the reconstruction of Kasubi Tombs	Uganda Museum
Working meeting with the Pre-Construction Committee, Buganda Kingdom	Bulange, Mengo
<b>Wednesday 10<sup>th</sup> November 2010</b>	
Site visit to Wamala Tombs	Wamala
Working session on Management and construction supervision issues	Uganda Museum
Meeting with the Commission of Inquiry (Kasubi Tombs World Heritage Site)	Commission Offices
<b>Thursday 11<sup>th</sup> November 2010</b>	
Debriefing with the Katikiro of Buganda	Bulange, Mengo
Debriefing Hon. Gabriel Opio, Minister of Gender, Labour and Social Development	Minister's Boardroom
Press Conference	Uganda Media Centre
<b>Friday 12<sup>th</sup> November 2010</b>	
Work on the report	Uganda Museum
Data gathering at the Uganda Society Library	Uganda Museum

This programme was implemented under the supervision of Pamela Batenga, Principal Culture Officer, Ministry of Gender, Labour and Social Development.

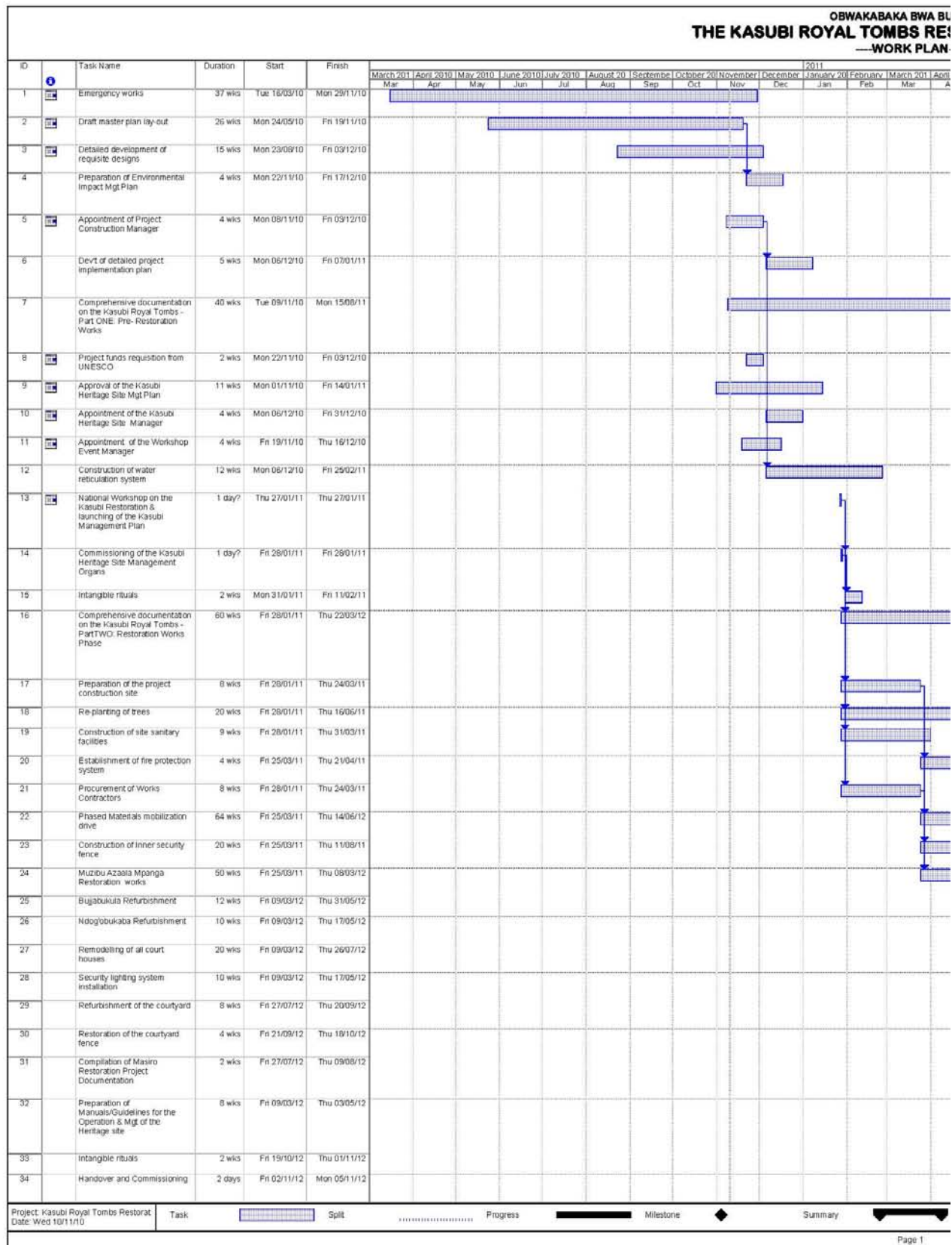
## 5.5. Pre-reconstruction Work Plan

Revision N°3 of November 9th, 2010

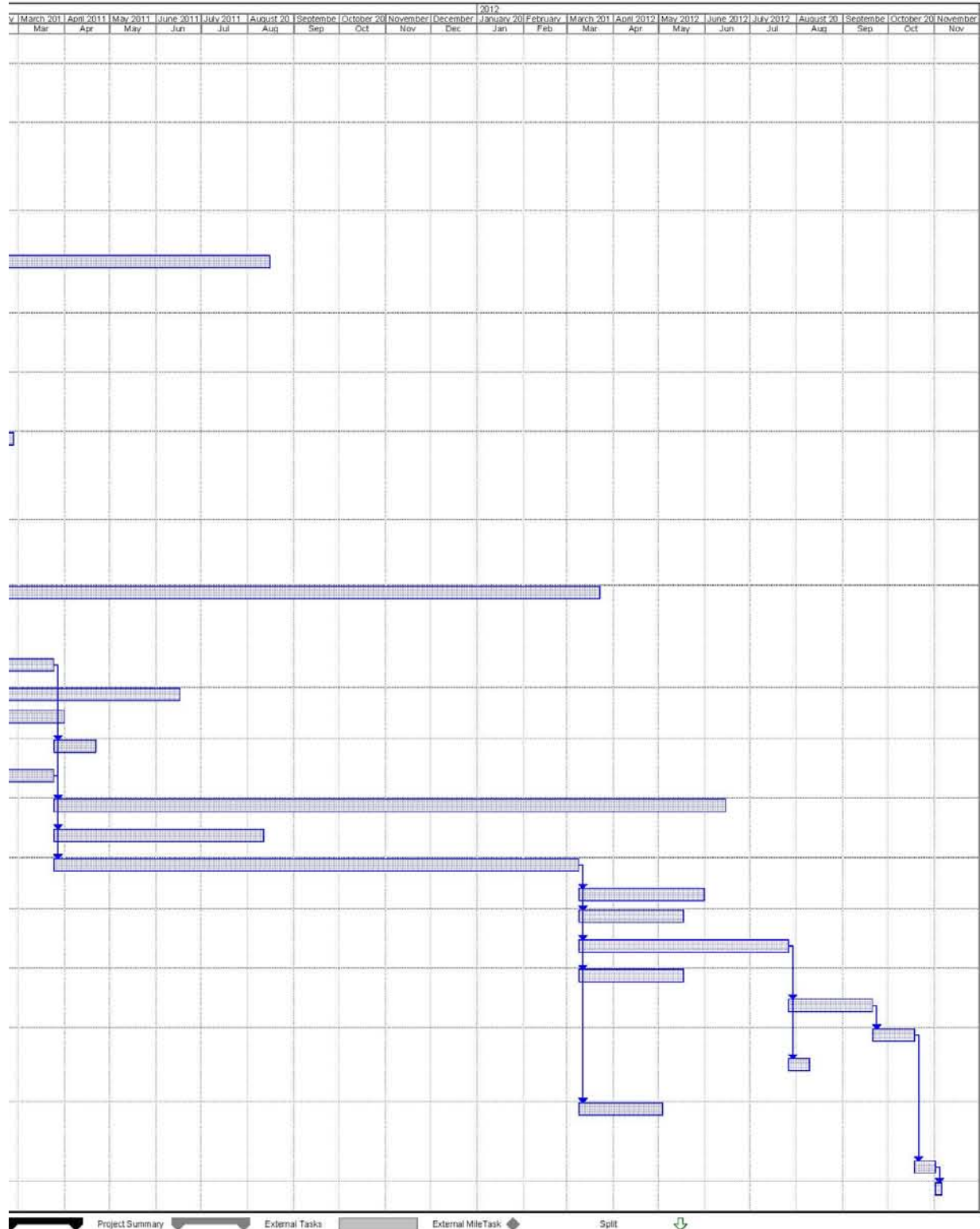
Item	ACTIVITY	ACTIVITY COMPONENTS	KEY DELIVERABLES & TIMELINES	ACTION BY
1	Emergency works/activities at Kasubi	<p>1) Cleaning up; hoarding; miscellaneous construction works for intangibles, etc..</p> <p>(2) Safe storage and labelling of all the art-facts secured from <i>Muzibu Azaala Mpanga</i> during the inferno; and extensive documentation of the principles underlying the intangibles and cultural/traditional ceremonies.</p>	<p>Up to November 30<sup>th</sup> 2010</p> <p>(2) the secured artefacts properly stored and labelled; and all documentation accomplished by November 30<sup>th</sup>, 2010</p>	<p>Technical Committee; Kasubi Committee; &amp; Contractor</p> <p>(2) Ssabalangira &amp; Kasubi Committee</p>
2	Scoping of the Kasubi Royal Tombs Restoration Project on the basis of the anticipated level of funding, including the <u>overall</u> (long-term) master-planning of the entire Kasubi Heritage Site	<p>The project scope is envisaged to include the following features:</p> <p>(1) The restoration of <i>Muzibu Azaala Mpanga</i> that was gutted down by fire;</p> <p>(2) The remodelling of all the courtyard houses;</p> <p>(3) The rehabilitation of the <i>Bujja Bukula</i> gate-house;</p> <p>(4) The rehabilitation of the <i>Ndog'obukaba</i> drum house;</p> <p>(5) The provision of reliable water supply system;</p> <p>(6) The establishment of an appropriate fire protection system;</p> <p>(7) The restoration of the courtyard fence together with tree replanting;</p> <p>(8) The provision of an appropriate 'inner' security fence, enclosing approximately 20 acres of the site;</p> <p>(9) security lighting system; and</p> <p>(10) The construction of the Kasubi Heritage Site outer boundary wall, to be constructed in phases.</p>	<p>Draft master plan lay-out to be ready by November 19<sup>th</sup>, 2010</p>	<p>Pre- Construction Technical Committee</p> <p>Arch Kateregga; Arch J. Nsubuga; Eng. S. Ssentongo ; and Eng. Lawrence Yiga</p>
3	Preparations of the Kasubi site for the WHC/ICCROM/ICOMOS and African World Heritage Fund Mission	<p>(1) Drawing of the project construction site lay-out(plan) in details indicating the location of (a)the site office; (b) materials storage; (c) site canteen; (d) sanitation features; (e) health and safety provisions, etc., taking into account the need of keeping the heritage site open to public while the restoration works are in progress.</p>	<p>(1)Project construction site lay-out(plan) to be ready by November 19<sup>th</sup>, 2010</p>	<p>(1) Arch Kateregga</p>
4	Securing of the emergency project preparatory funds from UNESCO	<p>The emergency budget for both the 'tangible' and 'intangibles' already prepared and presented to UNESCO</p>	<p>Funds secured by November 19<sup>th</sup>, 2010</p>	<p>State Party (Government of Uganda)</p>
5	Detailed development of all the requisite designs and plans for all the project features, including securing of the necessary approvals from the Authorities.	<p>(1) <i>Muzibu Azaala Mpanga</i> design;</p> <p>(2) All the courtyard houses designs;</p> <p>(3) The <i>Bujja Bukula</i> gate-house design; and</p> <p>(4) The <i>Ndog'obukaba</i> drum house design;</p>	<p>Designs to be ready by December 3<sup>rd</sup>, 2010</p>	<p>Arch J. Nsubuga &amp; Eng. Nsereko</p>
		<p>(5) The water supply &amp; reticulation system layout design;</p> <p>(6) The fire protection system design; and</p> <p>(7) Security lighting system</p>	<p>Designs to be ready by December 3<sup>rd</sup>, 2010</p>	<p>Eng. Lawrence Yiga</p> <p>Eng. S. Ssentongo</p>
		<p>(8) The courtyard fence design;</p> <p>(9) The appropriate 'inner' security fence design; and</p> <p>(10) The Kasubi Heritage Site outer boundary wall design.</p>	<p>Designs to be ready by December 3<sup>rd</sup>, 2010</p>	<p>Arch Kateregga</p>
		<p>(11) Preparation of an Environmental &amp; Social Impact Management Plan</p>	<p>Plan to be ready by December 17<sup>th</sup>, 2010</p>	<p>Dr. Maimuna Nalubega</p>

ITEM	ACTIVITY	ACTIVITY COMPONENTS	KEY DELIVERABLES & TIMELINES	ACTION BY
6	Appointment of a full-time Project Construction Manager and management team	Appointment of a full-time Project Construction Manager	1) Project Manager's Terms of Reference and Contract drafted by November 17 <sup>th</sup> 2010  (2) Full time Project Manager appointed by December 3 <sup>rd</sup> , 2010	(1) Mr. D. Kyagulanyi Ntwatwa  (2) Katikkiro with due recommendation by the Technical Committee
7	Development of the detailed project implementation plan, and assignment of implementation/execution responsibilities	(1) Work-breakdown structure (WBS); (2) Detailed construction programme, with key milestones; (3) Project Management organization structure; (4) Linear-Responsibility Chart (LRC); (5) Project cash-flow; (6) Key construction materials schedule and specifications; and (7) Project communication plan	All to be ready by December 17 <sup>th</sup> , 2010	Project Manager with support from the Technical Committee
8	Comprehensive documentation on the Kasubi Royal Tombs	Drafting and printing of document	Document ready by December 17 <sup>th</sup> , 2010	Mr. Kalanzi David & Dr. Mukibi Stephen
9	Requisition for the Kasubi Royal Tombs Restoration Project funds from UNESCO	Preparation of cost estimates of the various project components, and overall budget	Funds requisition placed by December 24 <sup>th</sup> , 2010	State party (Government of Uganda)
10	Strategic level discussions and decision making regarding the Management Plan of the Kasubi Heritage Site	(1) Incorporation of (a) a Security Unit and (b) the Kasubi Heritage Site Manager in the Management Plan of the Kasubi Heritage Site; (2) Convening of decision strategic/high level meetings	The Management Plan of the Kasubi Heritage Site approved by January 7 <sup>th</sup> , 2011	Ssabalangira
11	Appointment of the Kasubi Heritage Site Manager	1) Preparation of the Kasubi Heritage Site Manager's Terms of Reference;  2) Appointment of the Kasubi Heritage Site Manager	1) ToR and Contract drafted by November 30 <sup>th</sup> , 2010 (2) The Kasubi Heritage Site Manager appointed by January 14 <sup>th</sup> , 2011	(1) Arch. J. Nsubuga; Mr. Kalanzi; & Kasubi Committee (2) Katikkiro with recommendation by the Technical Committee
12	Appointment of a Workshop Organizing Tripartite Committee (5-6 pax); and contracting of a professional Manager to be responsible for the (i) planning, preparation and organization of the National Workshop on the Kasubi Restoration project, and (ii) launching of the Kasubi Management Plan	(1) Appointment of the Workshop Organizing Tripartite Committee	Committee appointed by 19 <sup>th</sup> November, 2010	Katikkiro, State Party & UNESCO
		(2) Drafting of the workshop document, including workshop programme, budget, invitation list, etc..	Workshop document ready by December 15 <sup>th</sup> , 2010	Workshop Organizing Tripartite Committee
		(3) Drafting of Terms of Reference for the workshop Event Manager	TOR and draft Workshop Event management contract ready by December 3 <sup>rd</sup> , 2010	Workshop Organizing Tripartite Committee & Mr. Kalanzi
		(4) Appointment and commissioning of the workshop Event Manager	Workshop Event Manager contracted by 17 <sup>th</sup> December, 2010	Katikkiro, State Party & UNESCO
13	National Workshop on the Kasubi Restoration & launching of the Management Plan	Conducting of the National Workshop	Thursday January 27 <sup>th</sup> , 2011	Workshop Event Manager

## 5.6. New flow chart and action plan for reconstruction



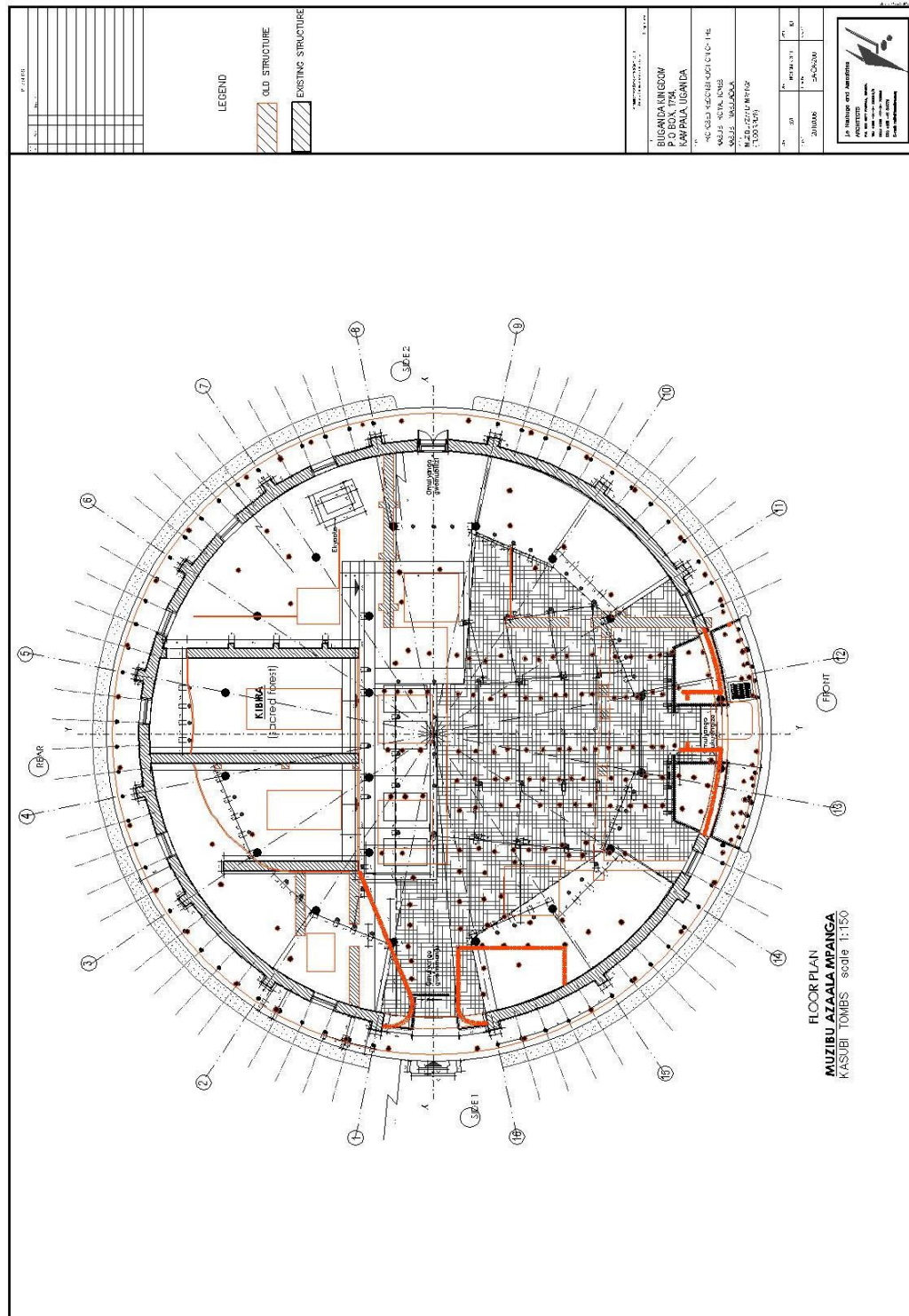
**BAKA BWA BUGANDA  
MBS RESTORATION PROJECT  
WORK PLAN**



(Drawings by Jonathan Nsubuga, Nov 2010)

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65  
66  
67  
68  
69  
70  
71  
72  
73  
74  
75  
76  
77  
78  
79  
80  
81  
82  
83  
84  
85  
86  
87  
88  
89  
90  
91  
92  
93  
94  
95  
96  
97  
98  
99  
100  
101  
102  
103  
104  
105  
106  
107  
108  
109  
110  
111  
112  
113  
114  
115  
116  
117  
118  
119  
120  
121  
122  
123  
124  
125  
126  
127  
128  
129  
130  
131  
132  
133  
134  
135  
136  
137  
138  
139  
140  
141  
142  
143  
144  
145  
146  
147  
148  
149  
150  
151  
152  
153  
154  
155  
156  
157  
158  
159  
160  
161  
162  
163  
164  
165  
166  
167  
168  
169  
170  
171  
172  
173  
174  
175  
176  
177  
178  
179  
180  
181  
182  
183  
184  
185  
186  
187  
188  
189  
190  
191  
192  
193  
194  
195  
196  
197  
198  
199  
200  
201  
202  
203  
204  
205  
206  
207  
208  
209  
210  
211  
212  
213  
214  
215  
216  
217  
218  
219  
220  
221  
222  
223  
224  
225  
226  
227  
228  
229  
230  
231  
232  
233  
234  
235  
236  
237  
238  
239  
240  
241  
242  
243  
244  
245  
246  
247  
248  
249  
250  
251  
252  
253  
254  
255  
256  
257  
258  
259  
260  
261  
262  
263  
264  
265  
266  
267  
268  
269  
270  
271  
272  
273  
274  
275  
276  
277  
278  
279  
280  
281  
282  
283  
284  
285  
286  
287  
288  
289  
290  
291  
292  
293  
294  
295  
296  
297  
298  
299  
300  
301  
302  
303  
304  
305  
306  
307  
308  
309  
310  
311  
312  
313  
314  
315  
316  
317  
318  
319  
320  
321  
322  
323  
324  
325  
326  
327  
328  
329  
330  
331  
332  
333  
334  
335  
336  
337  
338  
339  
340  
341  
342  
343  
344  
345  
346  
347  
348  
349  
350  
351  
352  
353  
354  
355  
356  
357  
358  
359  
360  
361  
362  
363  
364  
365  
366  
367  
368  
369  
370  
371  
372  
373  
374  
375  
376  
377  
378  
379  
380  
381  
382  
383  
384  
385  
386  
387  
388  
389  
390  
391  
392  
393  
394  
395  
396  
397  
398  
399  
400  
401  
402  
403  
404  
405  
406  
407  
408  
409  
410  
411  
412  
413  
414  
415  
416  
417  
418  
419  
420  
421  
422  
423  
424  
425  
426  
427  
428  
429  
430  
431  
432  
433  
434  
435  
436  
437  
438  
439  
440  
441  
442  
443  
444  
445  
446  
447  
448  
449  
450  
451  
452  
453  
454  
455  
456  
457  
458  
459  
460  
461  
462  
463  
464  
465  
466  
467  
468  
469  
470  
471  
472  
473  
474  
475  
476  
477  
478  
479  
480  
481  
482  
483  
484  
485  
486  
487  
488  
489  
490  
491  
492  
493  
494  
495  
496  
497  
498  
499  
500  
501  
502  
503  
504  
505  
506  
507  
508  
509  
510  
511  
512  
513  
514  
515  
516  
517  
518  
519  
520  
521  
522  
523  
524  
525  
526  
527  
528  
529  
530  
531  
532  
533  
534  
535  
536  
537  
538  
539  
540  
541  
542  
543  
544  
545  
546  
547  
548  
549  
550  
551  
552  
553  
554  
555  
556  
557  
558  
559  
560  
561  
562  
563  
564  
565  
566  
567  
568  
569  
570  
571  
572  
573  
574  
575  
576  
577  
578  
579  
580  
581  
582  
583  
584  
585  
586  
587  
588  
589  
590  
591  
592  
593  
594  
595  
596  
597  
598  
599  
600  
601  
602  
603  
604  
605  
606  
607  
608  
609  
610  
611  
612  
613  
614  
615  
616  
617  
618  
619  
620  
621  
622  
623  
624  
625  
626  
627  
628  
629  
630  
631  
632  
633  
634  
635  
636  
637  
638  
639  
640  
641  
642  
643  
644  
645  
646  
647  
648  
649  
650  
651  
652  
653  
654  
655  
656  
657  
658  
659  
660  
661  
662  
663  
664  
665  
666  
667  
668  
669  
670  
671  
672  
673  
674  
675  
676  
677  
678  
679  
680  
681  
682  
683  
684  
685  
686  
687  
688  
689  
690  
691  
692  
693  
694  
695  
696  
697  
698  
699  
700  
701  
702  
703  
704  
705  
706  
707  
708  
709  
710  
711  
712  
713  
714  
715  
716  
717  
718  
719  
720  
721  
722  
723  
724  
725  
726  
727  
728  
729  
730  
731  
732  
733  
734  
735  
736  
737  
738  
739  
740  
741  
742  
743  
744  
745  
746  
747  
748  
749  
750  
751  
752  
753  
754  
755  
756  
757  
758  
759  
760  
761  
762  
763  
764  
765  
766  
767  
768  
769  
770  
771  
772  
773  
774  
775  
776  
777  
778  
779  
780  
781  
782  
783  
784  
785  
786  
787  
788  
789  
790  
791  
792  
793  
794  
795  
796  
797  
798  
799  
800  
801  
802  
803  
804  
805  
806  
807  
808  
809  
810  
811  
812  
813  
814  
815  
816  
817  
818  
819  
820  
821  
822  
823  
824  
825  
826  
827  
828  
829  
830  
831  
832  
833  
834  
835  
836  
837  
838  
839  
840

b) Muteesa's palace and 1938-model Kasubi tombs overlayed



[illegible]

d) Reconstruction: Section through building.

