

THE REPUBLIC OF UGANDA



STATE OF CONSERVATION

TOMBS OF BUGANDA KINGS AT KASUBI(UGANDA)

PROPERTY ID NO C1022

IN RESPONSE TO WHC 40 COM 7A.8

1stFEBRUARY 2017

WORLD HERITAGE COMMITTEE DECISION

Decision adopted by the World Heritage Committee at its 40th session (Istanbul, 2016)

Decision: **40 COM 7A. 8. Tombs of Buganda Kings at Kasubi (Uganda) (C 1022)**

The World Heritage Committee notes ,

1. Having examined Document WHC/16/40.COM/7A,
2. Recalling Decision **39 COM 7A.23**, adopted at its 39th session (Bonn, 2015),
3. Notes that the State Party has halted all developments at the property pending the completion of the Master Plan;
4. Notes with concern that no progress has been reported with the development of the Master Plan that was requested in 2012, as part of the corrective measures, in order to ensure that conservation of the Muzibu-Azaala-Mpanga, and other buildings, and development proposals such as for fire-fighting, visitor management and the widening of the road, are all undertaken in an integrated way within an agreed framework;
5. Urges the State Party to progress with the development of this Master Plan and ensure that it encompasses:
 - a) Ways to support Ganda architectural principles, materials, and building traditions alive, and the harmonized aesthetic of the property, and an integrated plan for development proposals, such as the provision of a reservoir and a fire-fighting system, alterations to the entrance, implementation of a visitor route or development of tourism facilities such as restaurants, and the widening of the road.
 - b) A detailed site plan of the property that contains all the structures on the property as it is now, and another to show what is envisaged as development proposals;
6. Also notes the revised timeline and planning for the reconstruction of the Muzibu-Azaala-Mpanga and considers that these need to be integrated into the Master Plan;

7. Requests the State Party to provide a draft Master Plan to the World Heritage Centre by **1 February 2017**, for review by the Advisory Bodies, in order to allow urgently needed work to recommence on the property;
8. Also requests the State Party to provide the World Heritage Centre with details of the proposed plans for the firefighting equipment proposed for the property for review by the Advisory Bodies;
- 9 Further notes the revised management structure and the ongoing work management plan, including focusing on the disaster risk management plan and tourism management;
10. Further requests the State Party to:
 - (a) Ensure that work on the reconstruction of the Muzibu-Azaala-Mpanga maintains the highest standards of quality under the supervision of the project architect,
 - (b) Complete the management plan for the property, and integrate a much more detailed disaster risk management plan (for fire and other potential hazards) and a tourism management plan which emphasizes the protection of the attributes of Outstanding Universal Value (OUV), for review by the Advisory Bodies,
 - (c) Develop adequate mechanisms for communication and exchange amongst all of the stakeholders of the property to ensure that all concerns related to both conservation and social issues are dealt with in a positive manner,
 - (d) Provide details of the proposed widening of the Masiro Road to show that it does not encroach on the property or the bark cloth trees that line the edge of the property,
 - (e) Prepare detailed plans for the conservation of the Bujjabukula given its deteriorating state of conservation, so that work can begin once the Master Plan is in place; some of the thatch that is already prepared but sitting unused might be used for this important work;
 - a. Requests furthermore the State Party to submit to the World Heritage Centre, by **1 February 2017**, an updated report on the state of conservation of the property and the implementation of the above, for examination by the World Heritage Committee at its 41st session in 2017.

1.0 Executive Summary.

This Progress Report on the State of Conservation of the Tombs of Buganda Kings at Kasubi, responds to World Heritage Committee Decisions 40COM 7A.8. It also provides an update to previous State of Conservation reports submitted to World Heritage Committee, plus other conservation issues identified by the State Party to World Heritage property.

A detailed site plan of the property containing all the structures of the property as is, and another plan showing what is envisaged as development showing all the structures on the property to include those that will be demolished and rebuilt, new toilets, new kitchens and renovation of wives houses and kitchens solar power plant, bore hole and underground tanks is submitted for review by the advisory bodies .

The timeline and planning for the reconstruction of Muzibu Azaala Mpanga has been updated with clear defined benchmarks basing on the assumption that fire fighting component will commence as soon as JFIT(Japanese Funds In Trust) are released to the project to enable simultaneous implementation of the fire component as the ceiling is in progress at Muzibu Azaala Mpanga, with the view of completion of the project by December 2019. This revised time line has been attached to this document. The revised plans of the fire fighting equipment for the Kasubi tombs have also been attached to this document for review by the advisory bodies. Annex D.

An improvement of the Management of the project has been observed. The Katikkiro of Buganda appointed a new board, "The Heritage and Tourism Board" to manage Kasubi Tombs. Joint meetings between the Buganda Kingdom, Heritage and Tourism Board, National Technical Committee and traditional management of the site have greatly harmonised the roles of each entity concerning the site. An organ gram of the new structure for management, disaster management plan and tourism management has been inserted in the revised management plan of the Kasubi Tombs.

The project manager of the reconstruction of the Kasubi tombs has been very instrumental in the supervision of the reconstruction activities, positive results of his efforts are already visible with the excellent ceiling works.

A draft master plan has been compiled by the National Technical Committee following an agreed outline attached. However, the state party earlier requested for an expert mission to guide the state party on the required documents. State party looks forward for expert team from ICOMOS for guidance concerning the document before its finalisation.

After consultations the KCCAs' Kampala physical development plan, have confirmed the Masiro road is not among those for expansion only the southern road known as the Hoima Road is the one to be expanded, and even there the road will be inclined to the opposite side of the property due to the presence of the boundary wall around the property.

Detailed plans for the conservation of Bujjabukula have been prepared by the project manager and are attached to this document for review by the advisory bodies.

RESPONSES

5.Urges the State Party to progress with the development of this Master Plan and ensure that it encompasses:

a) Ways to support Ganda architectural principles, materials, and building traditions alive, and the harmonized aesthetic of the property, and an integrated plan for development proposals, such as the provision of a reservoir and a fire-fighting system, alterations to the entrance, implementation of a visitor route or development of tourism facilities such as restaurants, and the widening of the road,

Response;

A draft master plan has been developed along side the agreed out line as attached. Consideration of all issues of concern raised by the world heritage centre have been considered to be input in the proposed master plan. And works have commenced with a draft ready awaiting for advise by the ICOMOS team expected to visit the country in the first quarter of the year. Annex A

b) A detailed site plan of the property that contains all the structures on the property, as it is now and a plan to show what is envisaged as development proposals;

Response

A comprehensive site plan has been prepared by the project team to include all the houses that are on the property and another to show those

rebuilt, the new toilets, the new kitchen, (note this was a necessity to avoid wives from cooking within the court houses, that has been identified as the main threat of the fire in palaces) and renovations of wives houses the Solar plant and the proposed underground tank location. See Annex Bi&ii,

6.Also notes the revised timeline and planning for the reconstruction of the Muzibu- Azaala-Mpanga and considers that these need to be integrated into the Master Plan;

Response

The state party together with its stake holders revised/updated the time line submitted last year and come up with a realistic, revised reconstruction project time line with clearly defined benchmarks with the view of completion at least two years end June 2019 and has been integrated in the draft master plan to be submitted to the world heritage centre for review by the advisory bodies. Annex C

7. Requests the State Party to provide a draft Master Plan to the World Heritage Centre by **1 February 2017**, for review by the Advisory Bodies, in order to allow urgently needed work to recommence on the property;

Response

A draft Master plan is almost ready ; It includes Values and conservation opportunities, stake holders ,resources and opportunities, site development, Vision 2015, priorities, strategies and recommendations. However, the state party earlier requested for an expert mission to guide its finalisation. State party still await for the ICOMOS team, in the meantime only the master plan out line has been attached to this report. Annex A

8.Also requests the State Party to provide the World Heritage Centre with details of the proposed plans for the fire fighting equipment proposed for the property, for review by the Advisory Bodies;

Response

A fire fighting plan has been worked on by the project management team in consideration of the available expertise, nature of site, maintenance and operation regulations in the country. Annex D

9.Further notes the revised management structure and the ongoing work management plan, including focusing on the disaster risk management plan and tourism management;

Response

Most of the required documents are now ready and have been attached to this State of Conservation report as annexes

10.Further requests the State Party to:

i) Ensure that work on the reconstruction of the Muzibu-Azaala-Mpanga maintains the highest standards of quality under the supervision of the project architect,

Response.

The project is now in the good hands of the project manager and the reconstruction committee. The chain of commands is smoother than before the ceiling reconstruction process has progressed very successfully. The craftsmen are also the right ones (Wabula akayole group). Works have been well supervised and a high quality craftsmanship has been exhibited as seen from above. Attached is the recent report of the project manager and the details at the site. Annex E



ii) Complete the Management plan for the property and Integrate a much more detailed disaster risk management plan (for fire and other potential hazards) and a tourism management plan which emphasizes the protection of the attributes of Outstanding Universal Value (OUV), for review by the Advisory Bodies,

Response

The management plan has been revised to take care of the new management innovations that were made by the Buganda Kingdom as a way of improving and strengthening the management of the site. The organogram chart

presented in it takes into account the changes observed since July 2015. however a few more aspects have yet to be consulted with stake holders. Annex G.

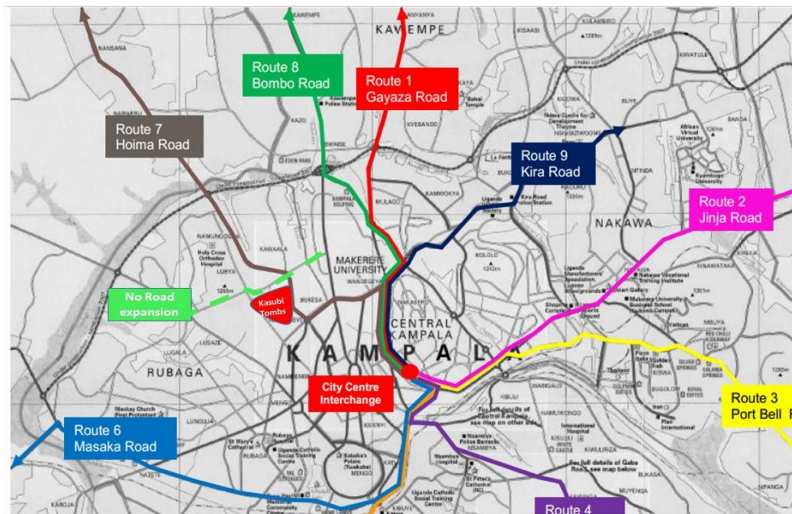
iii) Develop adequate mechanisms for communication and exchange amongst all of the stakeholders of the property to ensure that all concerns related to both conservation and social issues are dealt with in a positive manner,

Response

Communication about the property to the local community in Uganda is thru the Buganda Kingdom as the key stakeholder, communication to world heritage and other stake holders outside the country is by the state party. communication to Regional UNESCO Office can also be done by Uganda National Commission for UNESCO. However all entities are to be copied in whenever any communication is to be made.

iv) Provide details of the proposed widening of the Masiro Road to show that it does not encroach on the property or the bark cloth trees that line the edge of the property,

Response



Details of this map from KCCA :Annex H.

After consultations the KCCAs' Kampala physical development plan, have confirmed the Masiro road is not among those for expansion (seen on map with a green dotted line) only the southern road known as the Hoima Road (seen in brown as route 7 Hoima Road) is the one to be expanded, and even there the

road will be inclined to the opposite side of the property due to the presence of the boundary wall around the property.



Property wall/bark cloth trees on the Hoima Road.

the bark cloth trees are close to the boundary wall of the property as seen above and 3.5 metres away from the road. This is less what the required road reserve of 5 meters. Therefore the road expansion will be inclined to the opposite side of the property. Annex H .

V) Prepare detailed plans for the conservation of the BujjaBukula given its deteriorating state of conservation, so that work can begin once the Master Plan is in place; some of the thatch that is already prepared but sitting unused might be used for this important work.

Response

True the Bujjabukula is the oldest and most authentic architectural element on the Kasubi tombs site. it is now threatened by rot and deformation. The project team has done their best to reinforce it in some parts pending works on its restoration, most probably after Muzibu Azaala Mpanga has been completed. However it has been very well documented, Architectural Plans for Bujja bukula have been attached; Annex.I

11) Requests furthermore the State Party to submit to the World Heritage Centre, by **1February 2017**, an updated report on the state of conservation of the property and the implementation of the above, for examination by the World Heritage Committee at its 41st session in 2017;

3.0 OTHER CONSERVATION ISSUES IDENTIFIED BY THE STATE PARTY

3.1 UP DATE OF PREVIOUS ISSUES.

This section of the report provides an update of issues identified in previous responses to Decision adopted by World Heritage Committee

3.1.1) Progress, Re-Construction of MuzibuAzaalaMpanga

The reconstruction of MuzibuAzaalaMpanga has progressed well despite all the setbacks experienced before, the work is very impressive. (see annex E).

All the rings installed in 2015 were removed and construction of the ceiling restarted properly after June 2016, following the shape of the architect's design that was based on a 3 D survey done before the fire. Work is ongoing on the ceiling, with approximately 30% of the surface done. The top 3 rings were positioned and the following seven rings were complete and a portion of the remaining rings was under construction (36 rings out of 52 done). Construction is done in section, to avoid blocking the whole volume with scaffolding poles. 15 craftsmen are employed for this work. Many more people need to be trained in the skills of indigenous knowledge.

3.1.3. Intangible Heritage

The difficulties exposed in our December 2015 report concerning the lack of clarity in the traditional management and the unclear ritual practices have been partly solved. All the custodians who contributed to damage the intangible values of the site because of their greedy interests have been relinquished of their duties by the King. This proves to be a very effective measure, which has appeased the tension to allow the technical team to perform without hindrances. A new team of qualified custodians is being sought to ensure genuine practices are transferred to the new generation.

3.1.4. Site Management

The Katikkiro (Owek. Peter Mayiga) and the Minister for Culture, Royal Tombs and Heritage (Denis Walusimbi-Ssengendo) strongly support the reconstruction of Muzibu-Azaala-Mpanga at the Kingdom level. They fully understand the issues at stake and advocate for a slow but quality reconstruction that will reinforce the know-how of the craftsmen.

The reconstruction project manager and his team are now directly dealing with the traditional craftsmen for the reconstruction of the roof, under the guidance of the National Technical Committee.

Bujjabukula

Bujjabukula is the oldest and most authentic architectural elements of the site, much as it is right now threatened by rot and deformation, plans are already underway to reconstruct it as soon as the pressure on Muzubu Azaala Mpanga is reduced. The project manager and his team already prepared drawings for its reconstruction.

Tombs of Buganda Kings at Kasubi

MASTER PLAN

Table of Content

Executive Summary

Methodology to produce the Master Plan and Authors

Signature by endorsing authorities (Kingdom, State)

I. Values and conservation opportunities

Historical values

Cultural values

Sacred/spiritual values

Architectural values

Intangible values

Archaeological values

Environmental values

Educational values

II. Stakeholders

Buganda Kingdom administration

The clans

Site custodians

Craftsmen

National Museum

Research community

Tourism sector

UNESCO

Universities

III. Resources and opportunities

Conservation resources

Traditional site custodians' role

Know-how

Recent experiences

IV. Site development

Site development history

Current challenges and threats (for the custodians, for the Kingdom, for the tourism industry...)

V. Vision for 2025

VI. Priorities, strategies and recommendations

Rethinking the site management

Ensuring financial sustainability and economic benefits for the custodians

Maximizing benefits without damaging the OUV

Safeguarding the integrity of the core zone

Replanting trees

Controlling the buffer zone development

Sharing the Ganda culture with the world and enriching the visitor experience

Supporting the conservation of the architecture and know-how

Enhancing the custodians' satisfaction

Presenting the Ganda crafts

Ensuring security for custodians and buildings

Education and dissemination

Promoting cultural tourism

Encouraging research by Ugandan and international researchers, especially on topics that have not been fully explored (role of women, intangible heritage...)

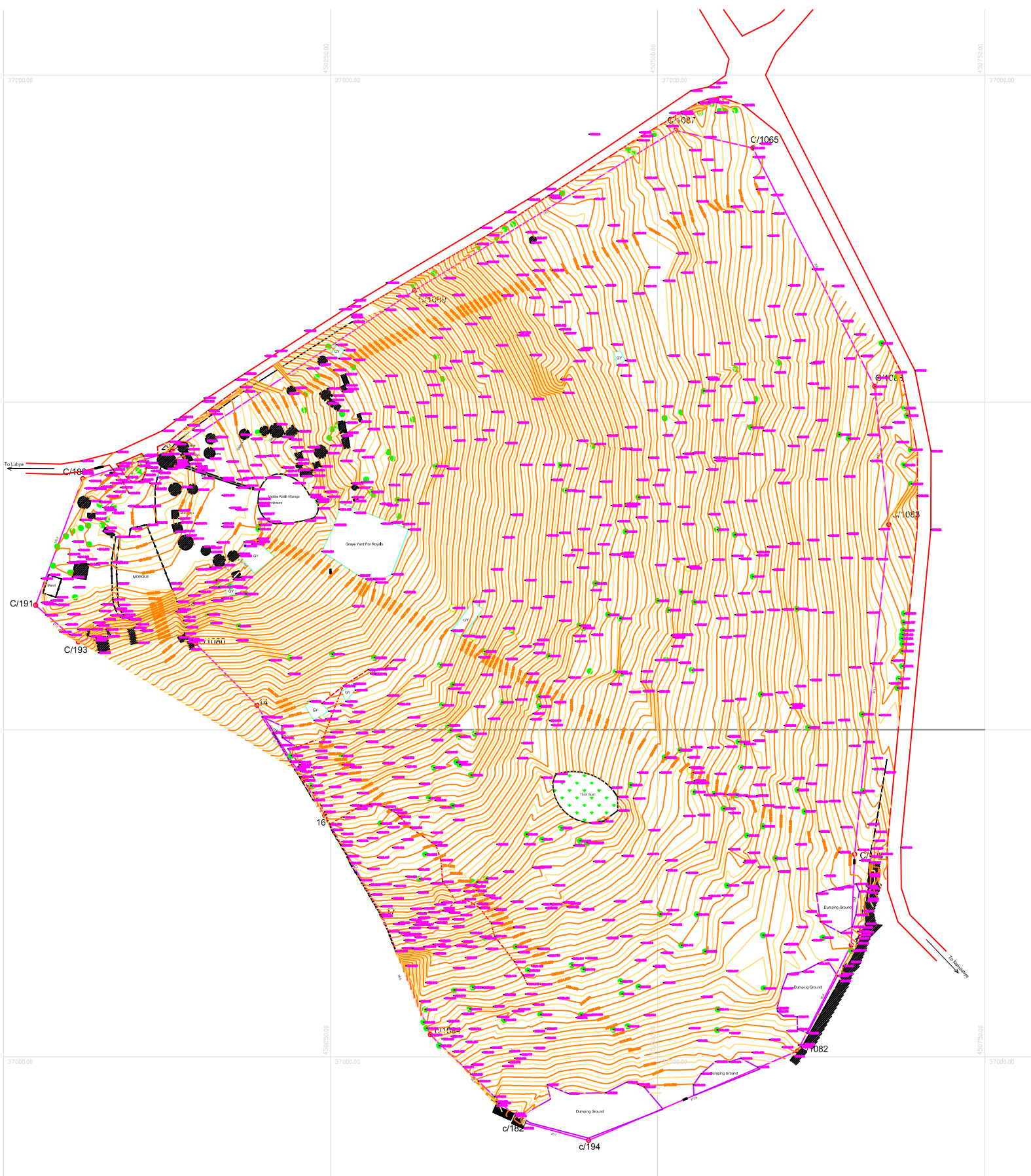
VII. Appendixes

Proposed management chart

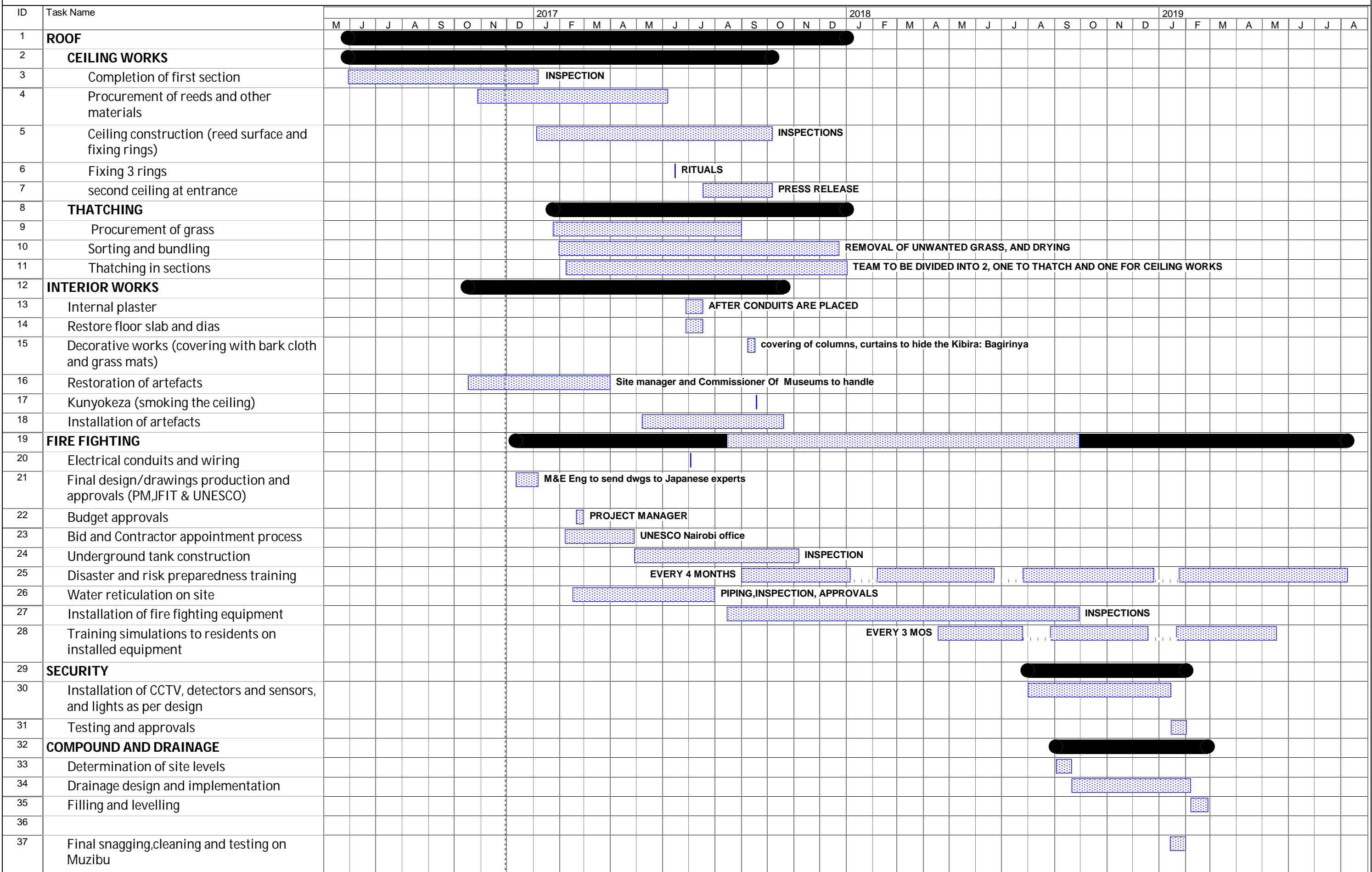
Site development plan (zoning showing land uses, protected areas, portions that can accommodate equipment that can serve the OUV ...)

Time schedule for 2017-2025

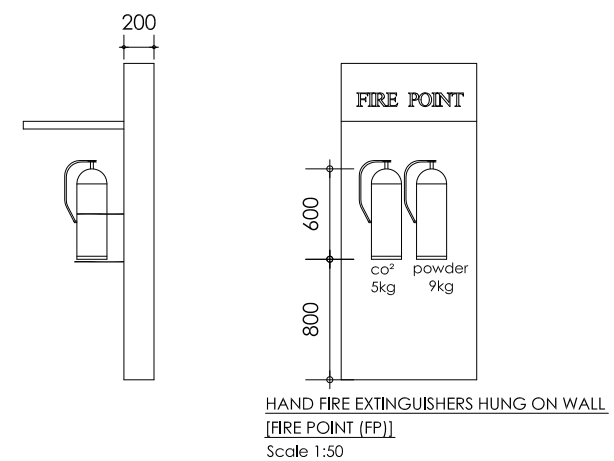
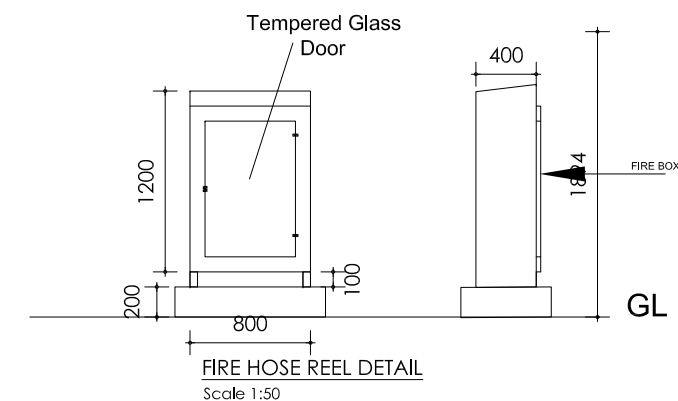
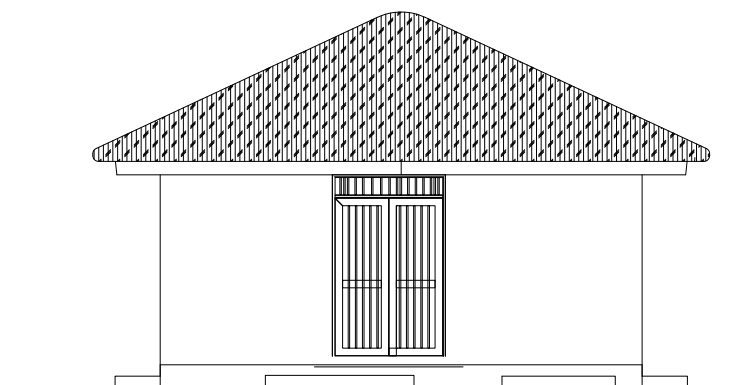
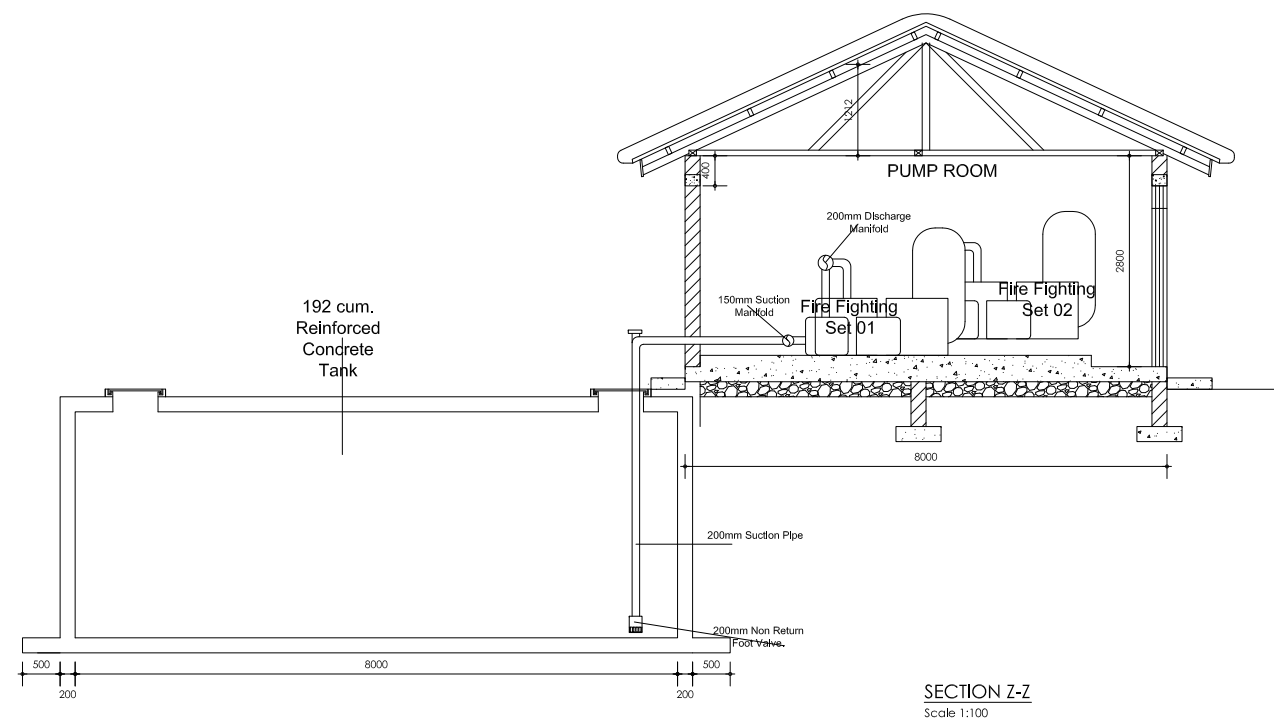
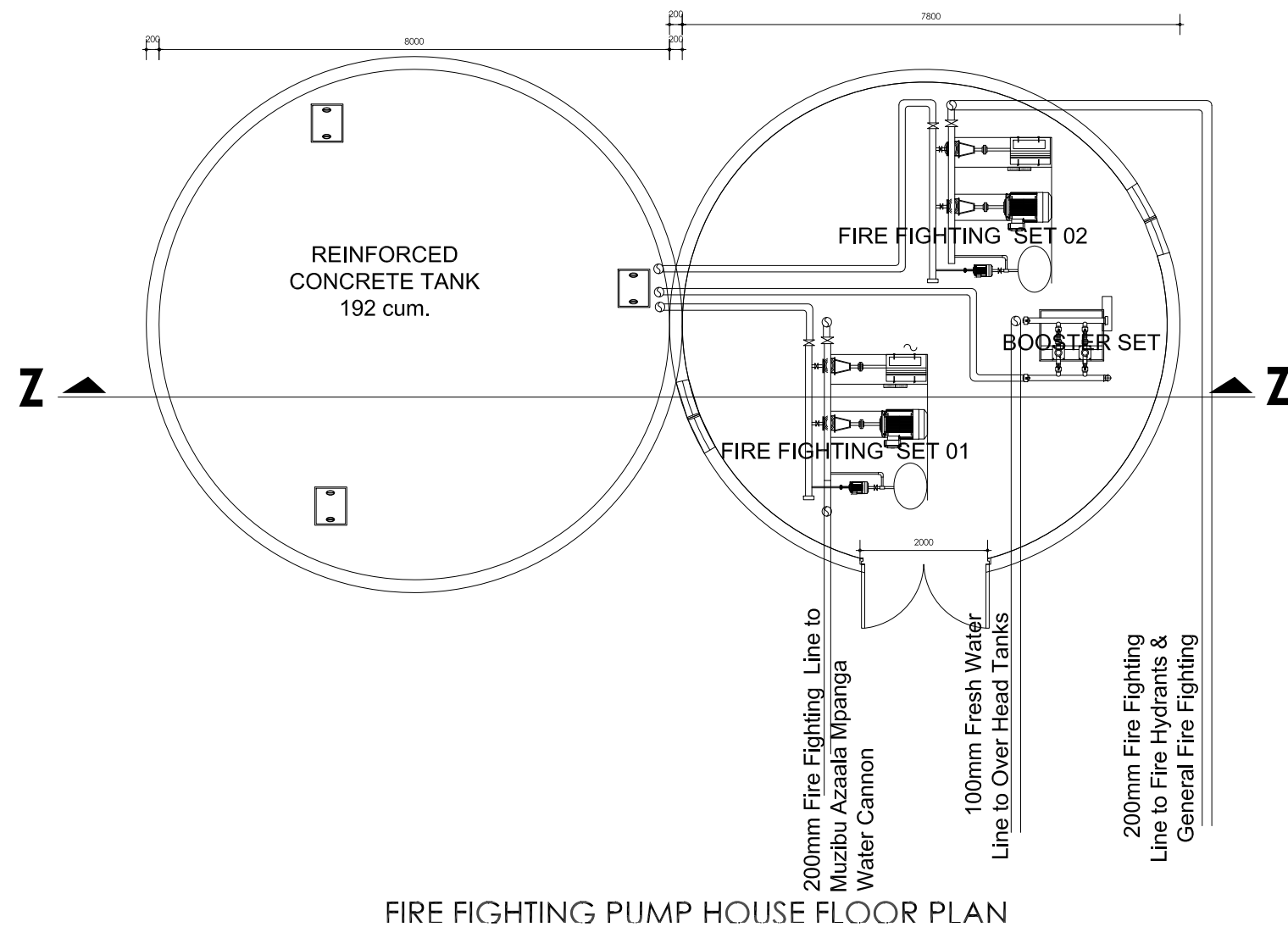
Agreed rules for the buffer zone



KASUBI ROYAL TOMBS RECONSTRUCTION TIMELINE (BY J.E NSUBUGA & ASSOCIATES)



1. The timelines are based on the assumption that all funds will be available when required.
2. Fire fighting is assumed to commence as soon as the JFIT are released to the project and Contractor is assigned.Construction will be simultaneous with MAM.



REVISIONS			
Rev. No.	Date	Int.	Description

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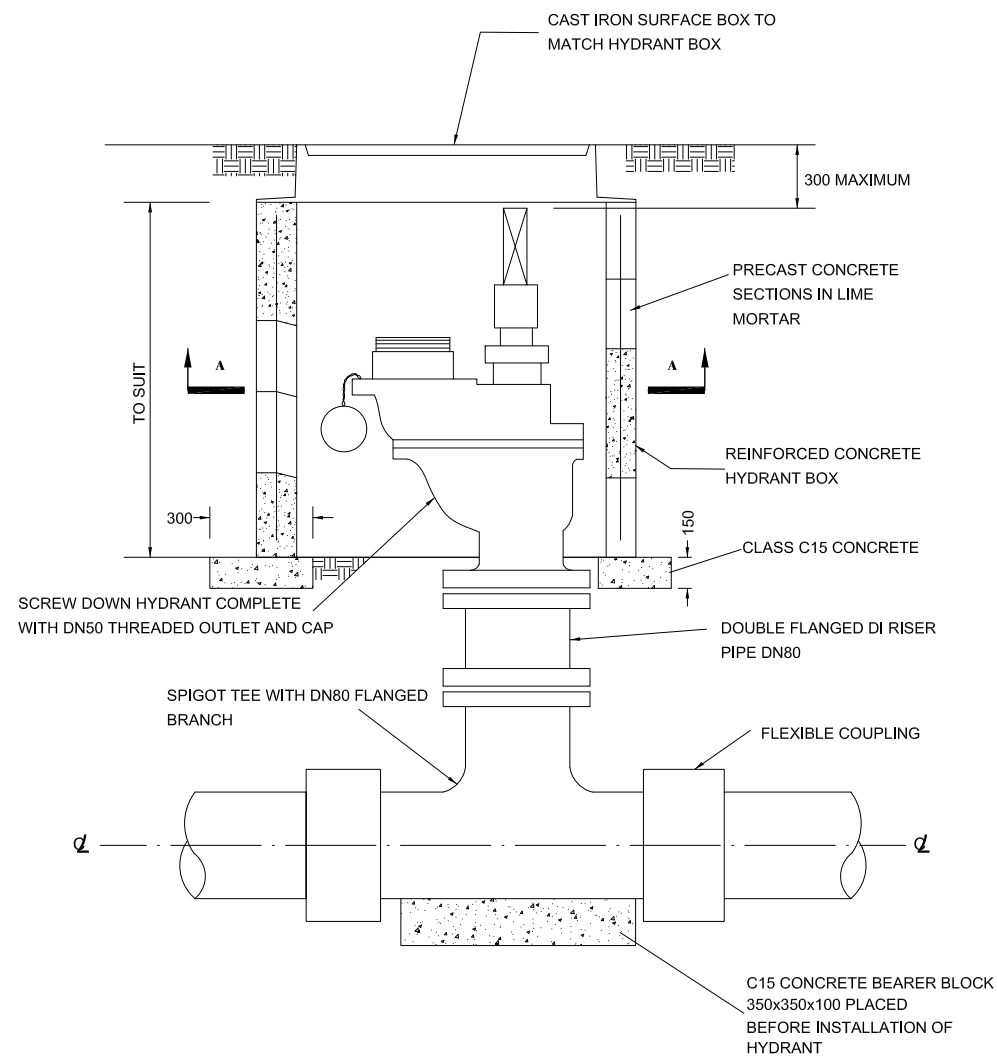
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Project
PROPOSED RE-CONSTRUCTION OF KASUBI TOMBS ON PLOT....., NABULAGALA.

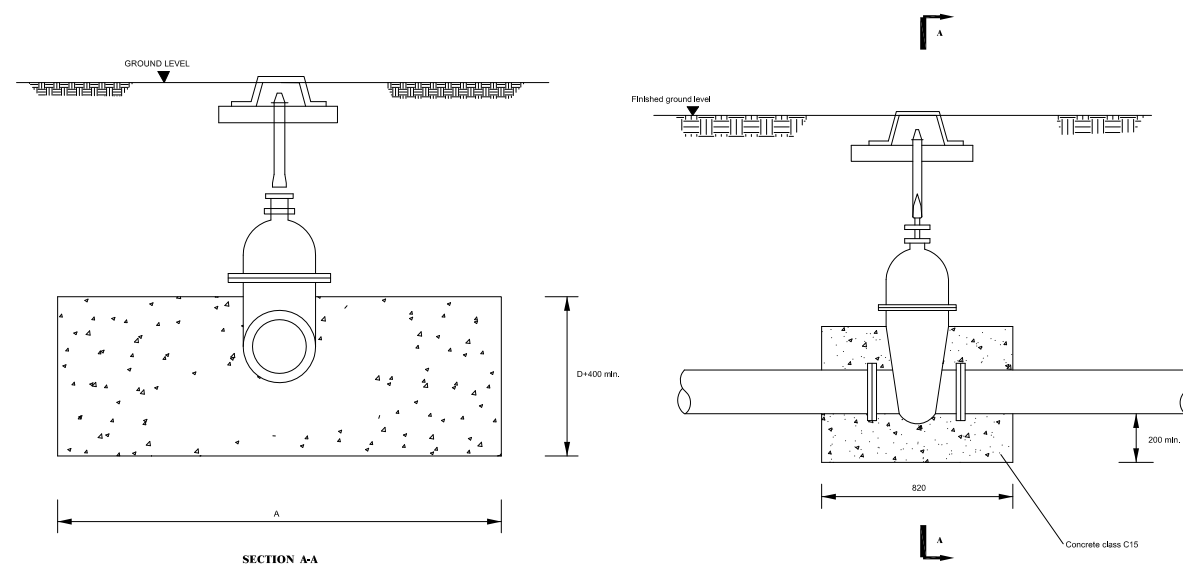
Drawing
TANK, PUMP HOUSE & FIRE HYDRANT DETAILS

Scale AS SHOWN	Date AUG. - 2013	Drawn
Project No.	Drawing No. MEA634-05	Revision No. 4

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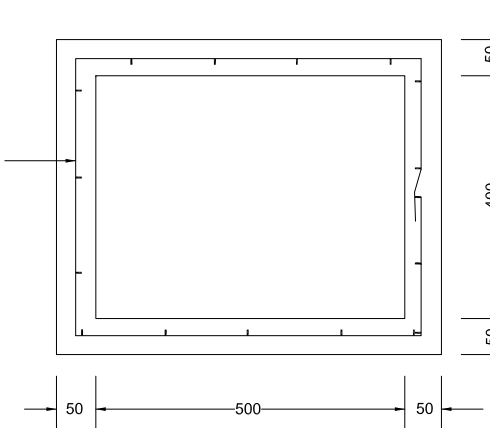


FIRE HYDRANT CHAMBER
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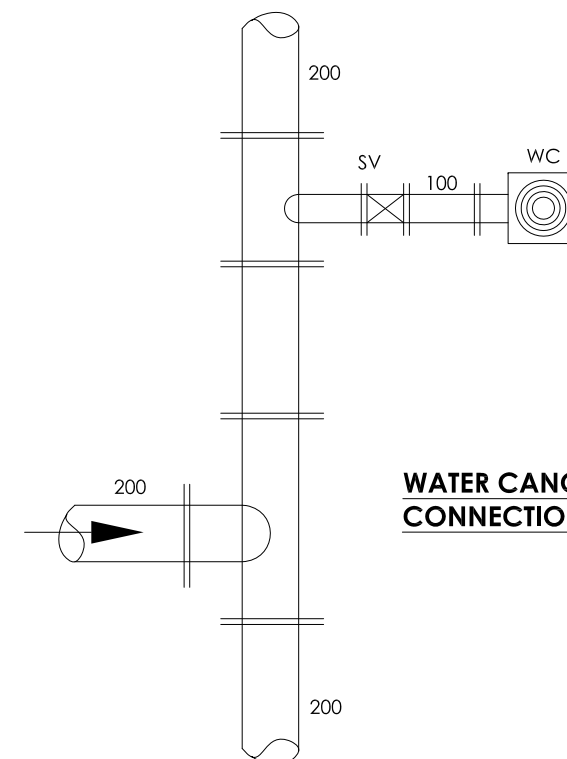


GATE VALVE
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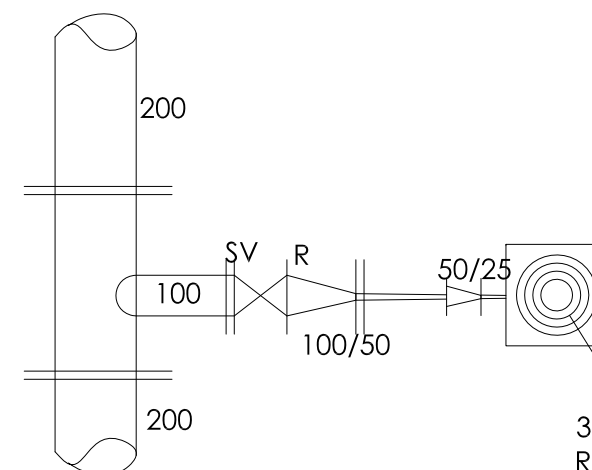
B196 MESH WITH
LONGITUDINAL WIRE
PLACED VERTICALLY



SECTION A-A



**WATER CANON
CONNECTION DETAIL**



HOSE REEL DETAIL

NOTE:

TWO LAYERS OF WATER
PROOF PAPER TO BE
PLACED BETWEEN
CONCRETE AND HYDRANT

MAKE UP PIPES TO BE DUCTILE
IRON OR ASBESTOS CEMENT

FLANGED PIPEWORK TO BE
DUCTILE IRON

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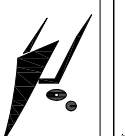
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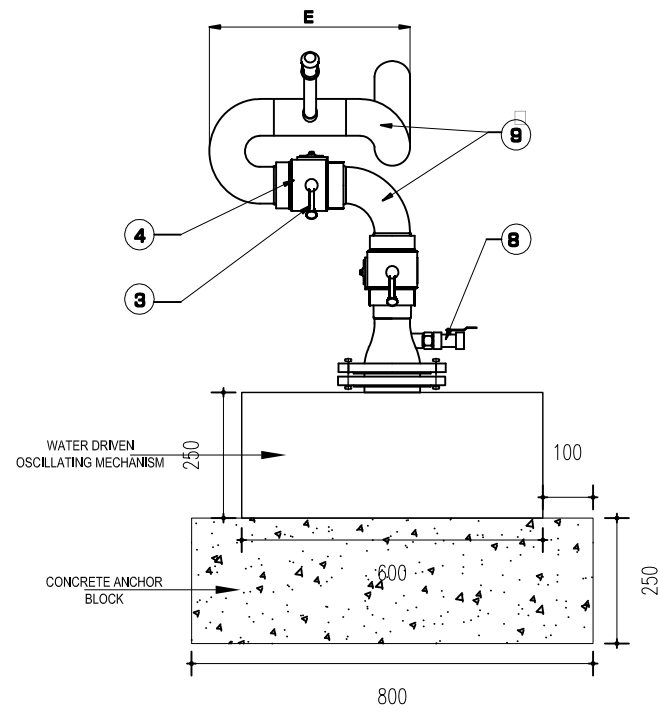
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**PROPOSED RE-CONSTRUCTION
OF KASUBI TOMBS
ON PLOT....., NABULAGALA.**

Drawing
DETAILS: GATE VALVE AND FIRE HYDRANT

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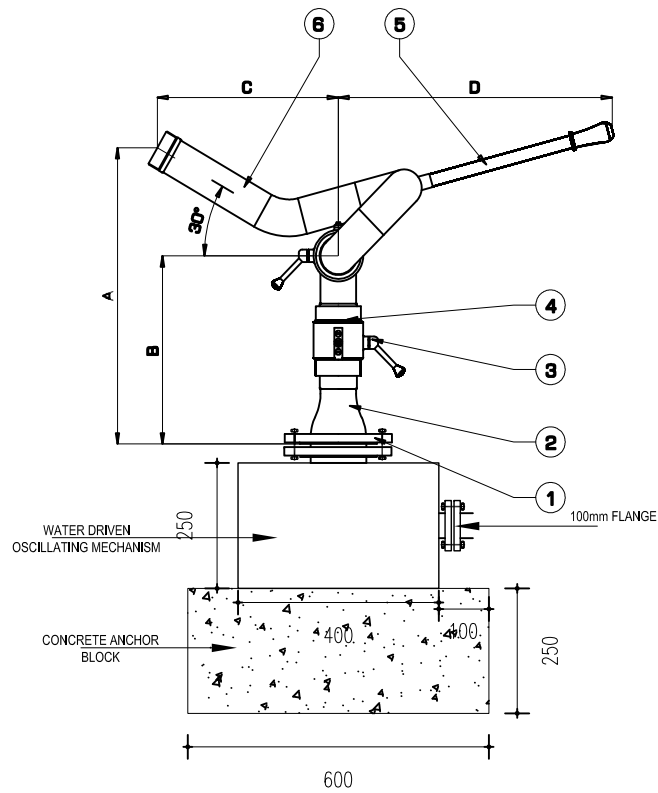
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SR. NO	DESCRIPTION	MATERIAL SPECIFICATION.
1	BASE FLANGE	STEEL ATSM A105
2	REDUCER	ATSM A234 WPB SCH40
3	LOCK V & H	BRASS
4	SWIVEL JOINT	BRONZE IS:318/ ASTM B62
5	HANDLE	CARBON STEEL
6	BARREL PIPE	ATSM A106 SCH40
7	ELBOW ASTM	A234 WPB SCH40
8	DRAIN VALVE	BRASS

SIZE	A	B	C	D	E
65 NB	590	375	375	565	415
80 NB	625	390	400	600	470
100 NB	790	495	510	665	595



WATER MONITOR

SCALE: 1:15

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**PROPOSED RE-CONSTRUCTION
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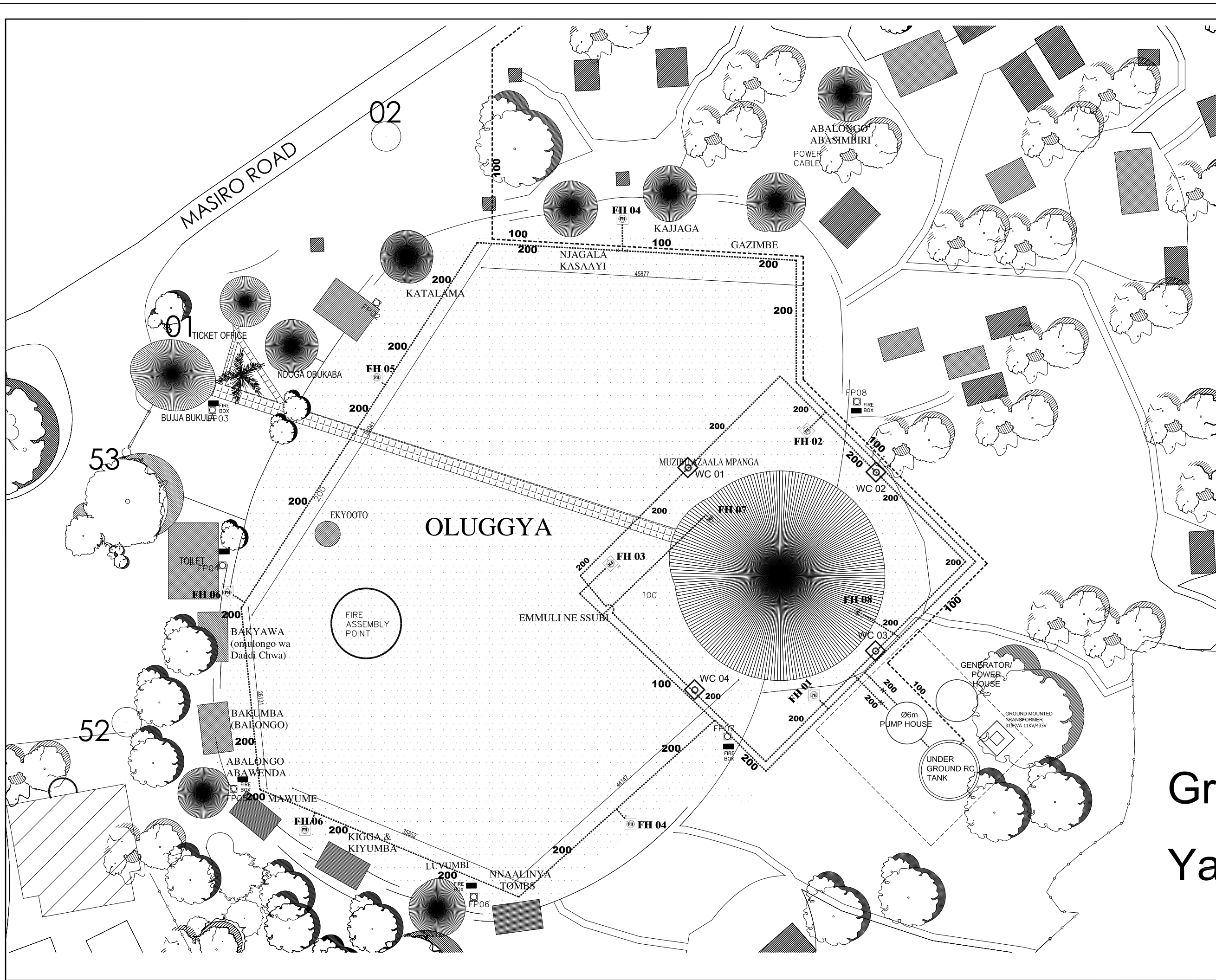
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DEATILS: WATER MONITOR

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FOR DETAILS OF FIRE POINT (FP)
SEE DRAWING MEA634-02

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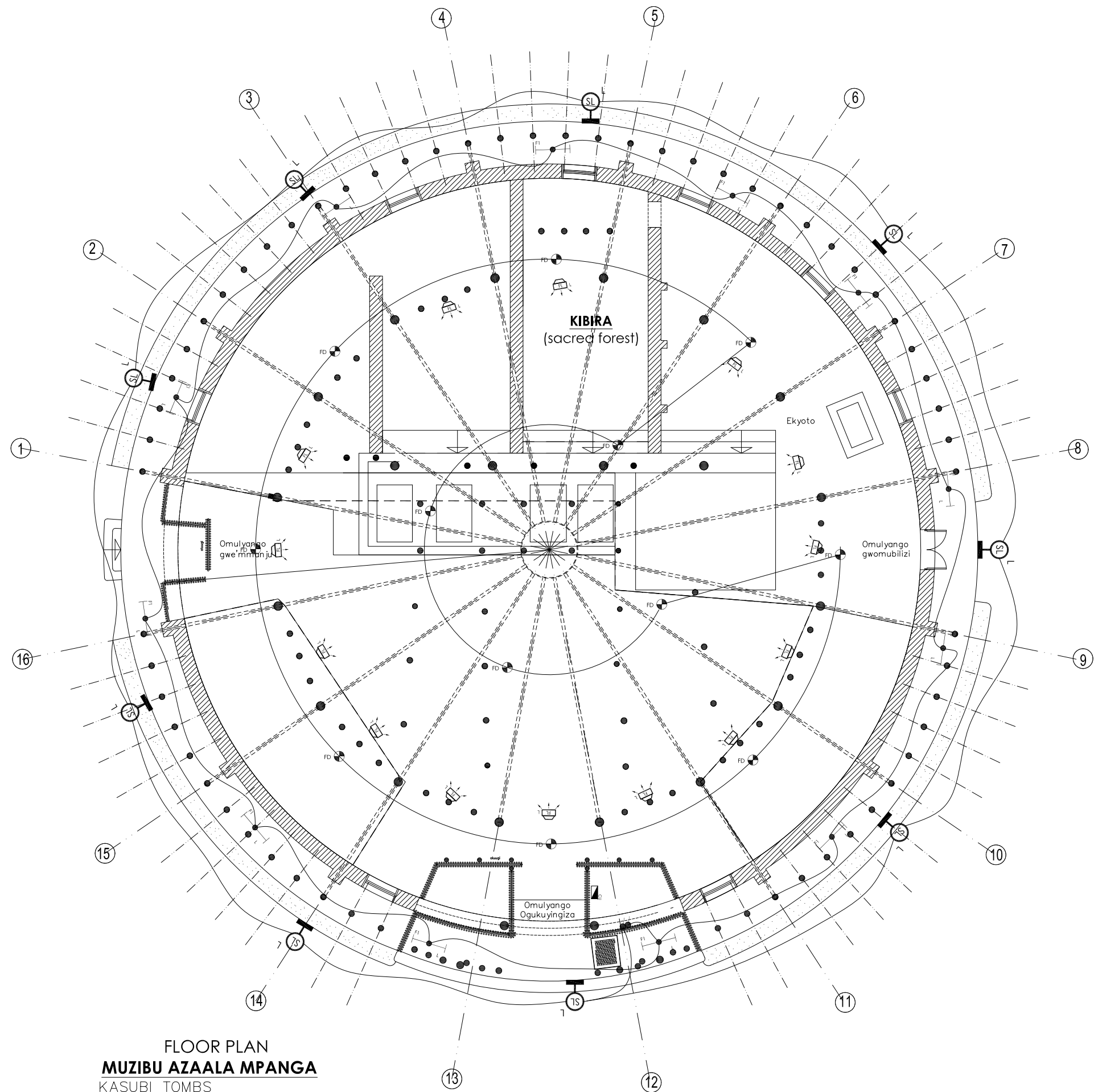
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**PROPOSED RE-CONSTRUCTION
OF KASUBI TOMBS
ON PLOT....., NABULAGALA.**

Drawing
SITE PLAN: FIRE FIGHTING DESIGN

Scale	Date	Drawn
1:500	AUG. - 2013	

Project No.	Drawing No.	Revision No.
	MEA634-01	4

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FLOOR PLAN
MUZIBU AZAALA MPANGA
KASUBI TOMBS

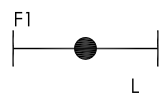
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HEAT DETECTION



ADAPTABLE BOX



LED LIGHT



LED SECURITY LIGHT



CONSUMER'S UNIT



LED MINI FLOOD LIGHT

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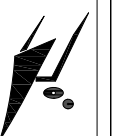
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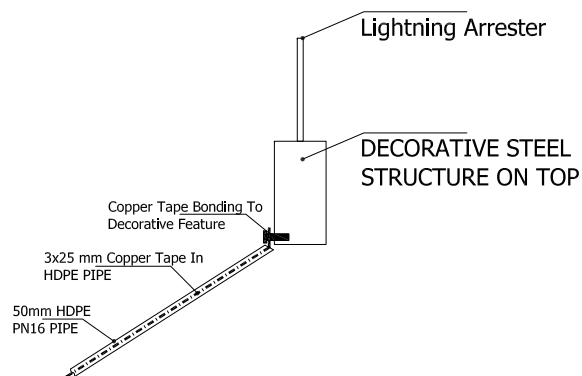
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OF KASUBI TOMBS
ON PLOT....., NABULAGALA.**

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LIGHTING DESIGN

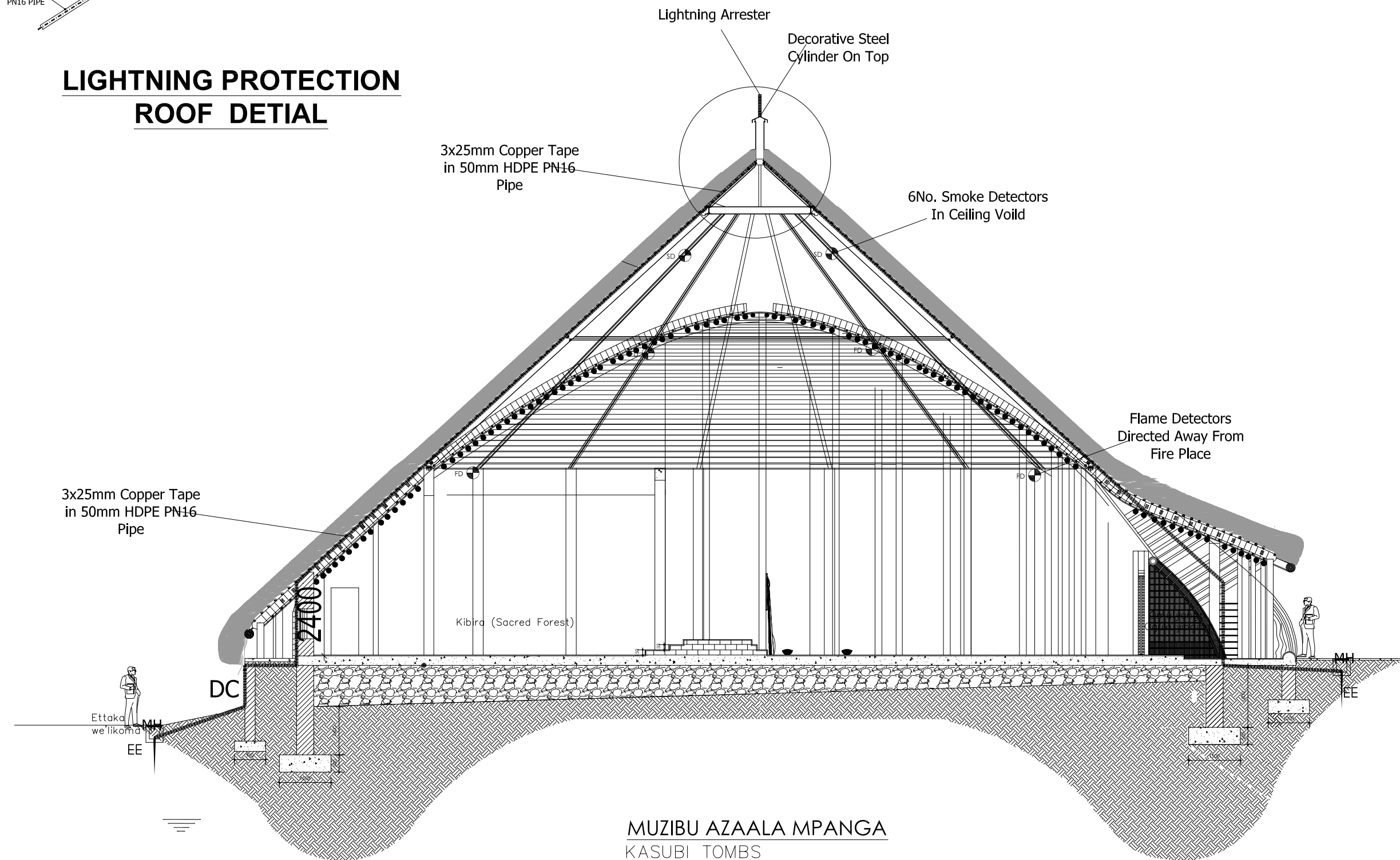
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LIGHTNING PROTECTION ROOF DETIAL



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Project

PROPOSED RE-CONSTRUCTION
OF KASUBI TOMBS
ON PLOT....., NABULAGALA.

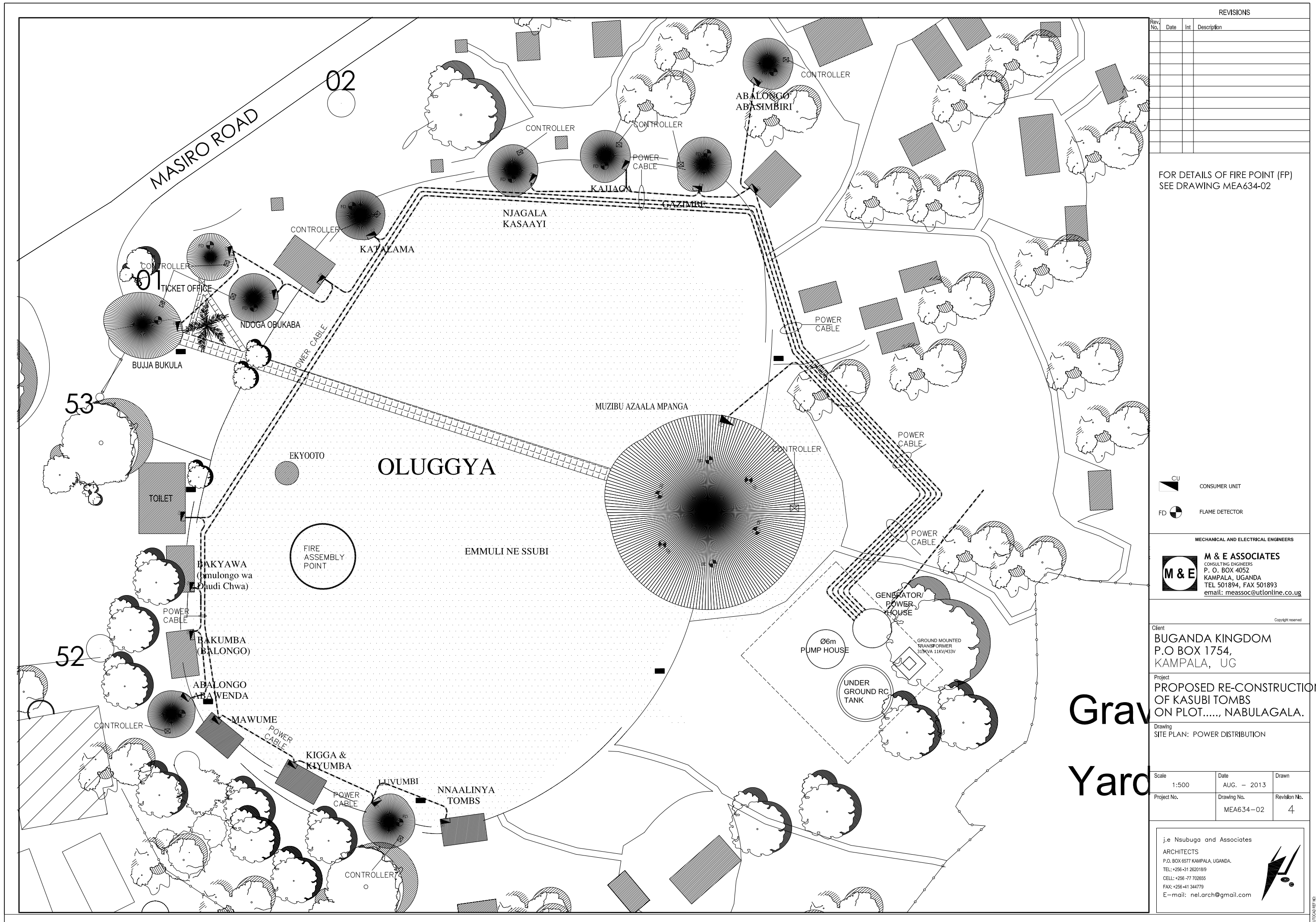
Drawing

LIGHTNING PROTECTION & LIGHTING DESIGN

Scale	Date	Drawn
1:200	AUG. - 2013	
Project No.	Drawing No.	Revision No.
	MEA634-08	4

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REVISIONS			
Rev. No.	Date	Int.	Description

FOR DETAILS OF FIRE POINT (FP)
SEE DRAWING MEA634-02



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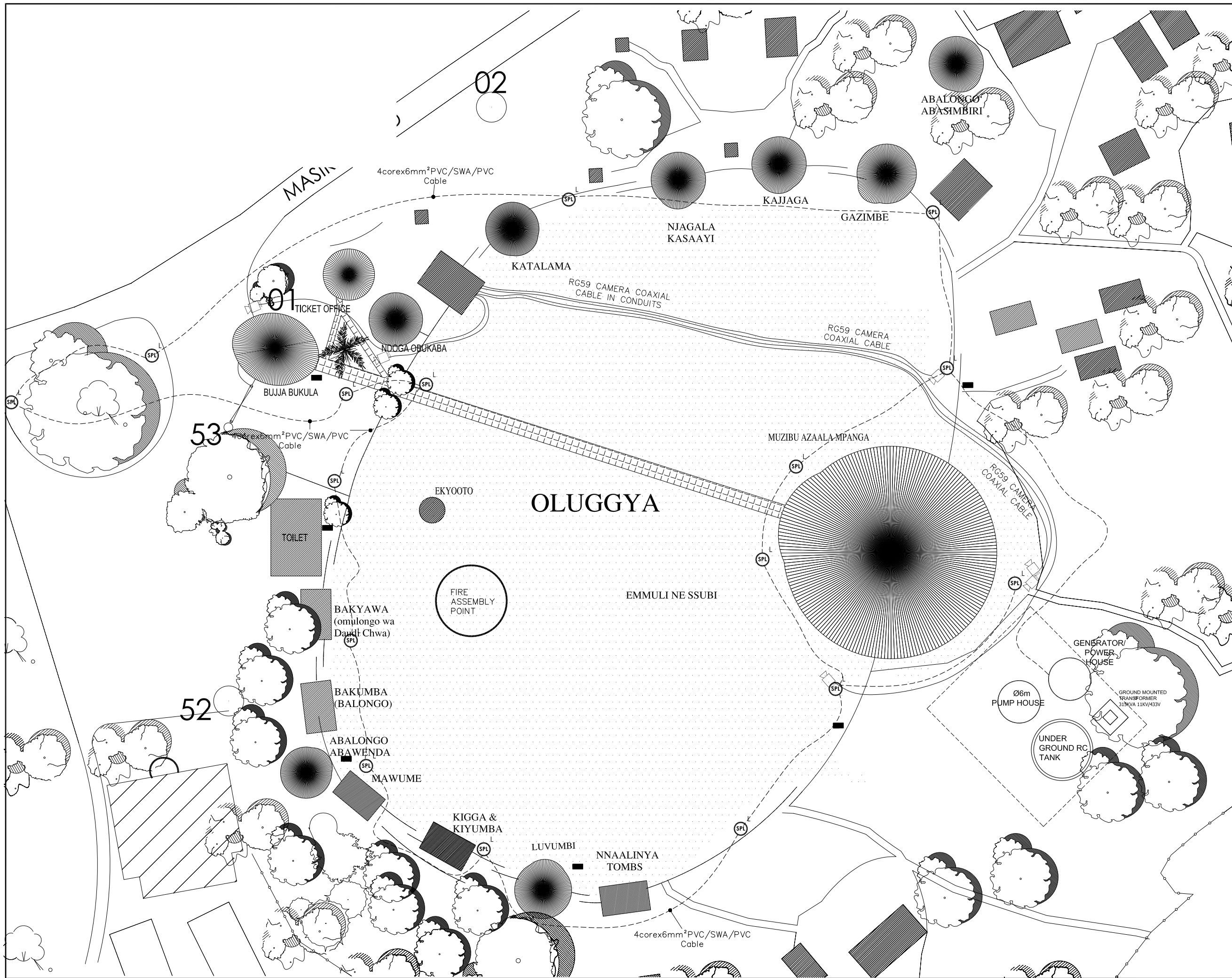
Project
**PROPOSED RE-CONSTRUCTION
OF KASUBI TOMBS
ON PLOT....., NABULAGALA.**

Drawing
SITE PLAN: POWER DISTRIBUTION

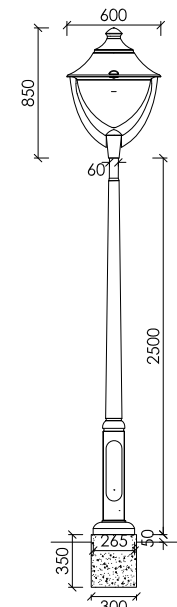
Scale 1:500	Date AUG. - 2013	Drawn
Project No.	Drawing No. MEA634-02	Revision No. 4

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Grav
Yard



REVISIONS			
Rev. No.	Date	Int.	Description



Fumagalli Steel Post Security Light
Scale 1:50

- POLE MOUNTED STREET LIGHT
- CCTV CAMERA

MECHANICAL AND ELECTRICAL ENGINEERS

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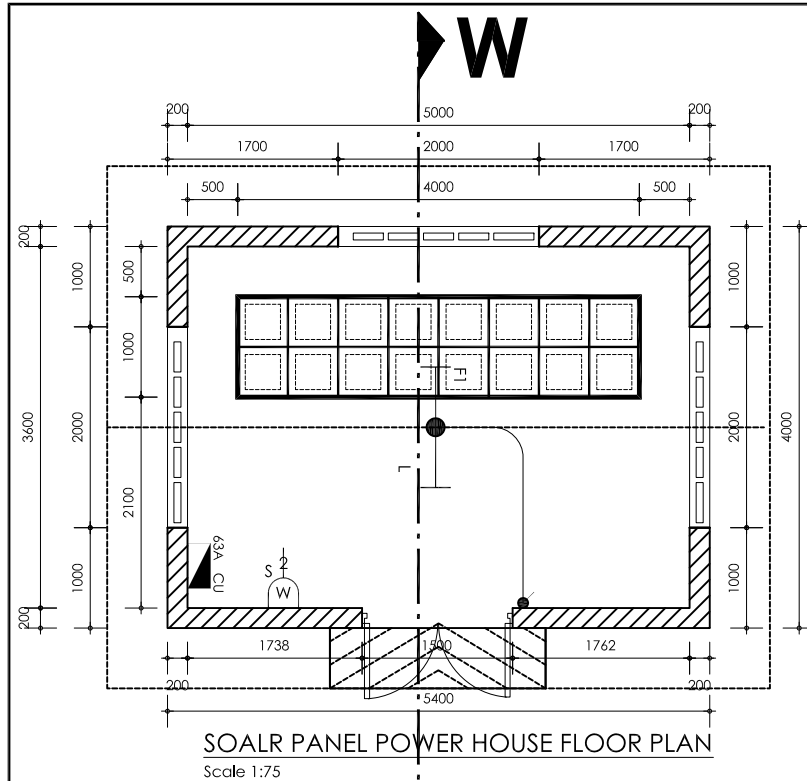
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Project
**PROPOSED RE-CONSTRUCTION
OF KASUBI TOMBS
ON PLOT....., NABULAGALA.**

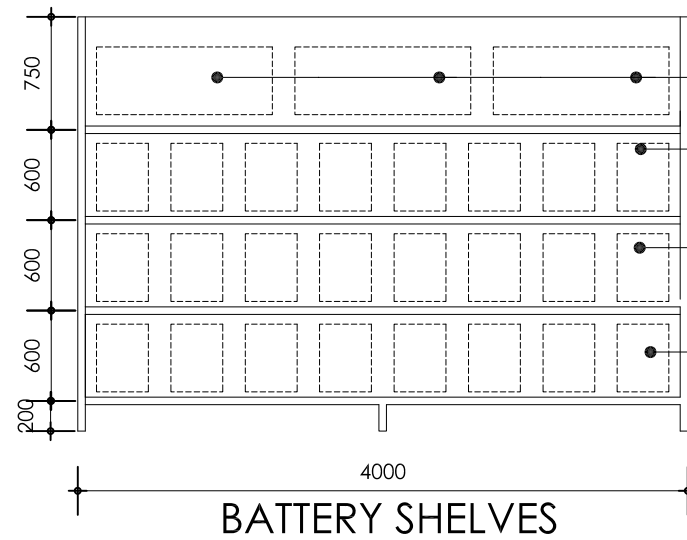
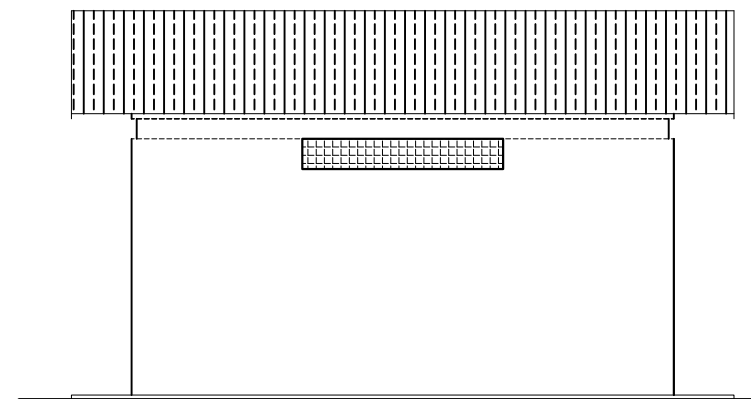
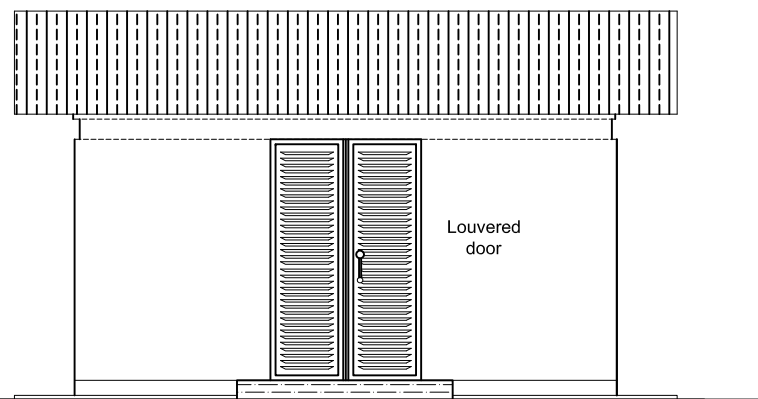
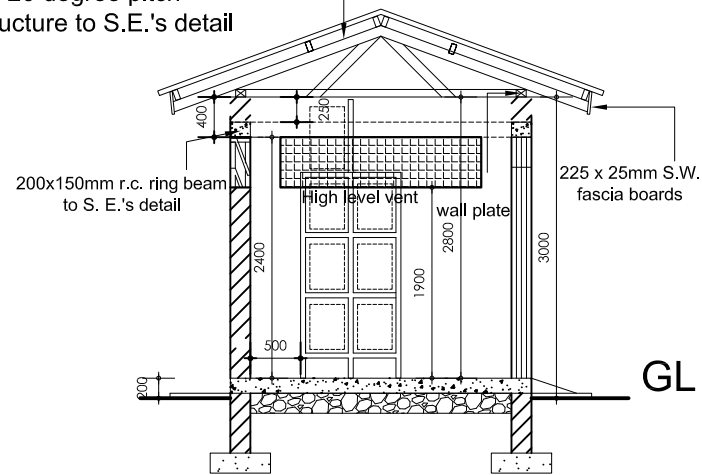
Drawing
SITE PLAN: SITE LIGHTING & CCTV CAMERAS

Scale 1:500	Date AUG - 2013	Drawn
Project No.	Drawing No. MEA634-03	Revision No. 4

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ROOF CONSTRUCTION NOTES
precoated ridges
on precoated sheets
laid to 20 degree pitch
on structure to S.E.'s detail

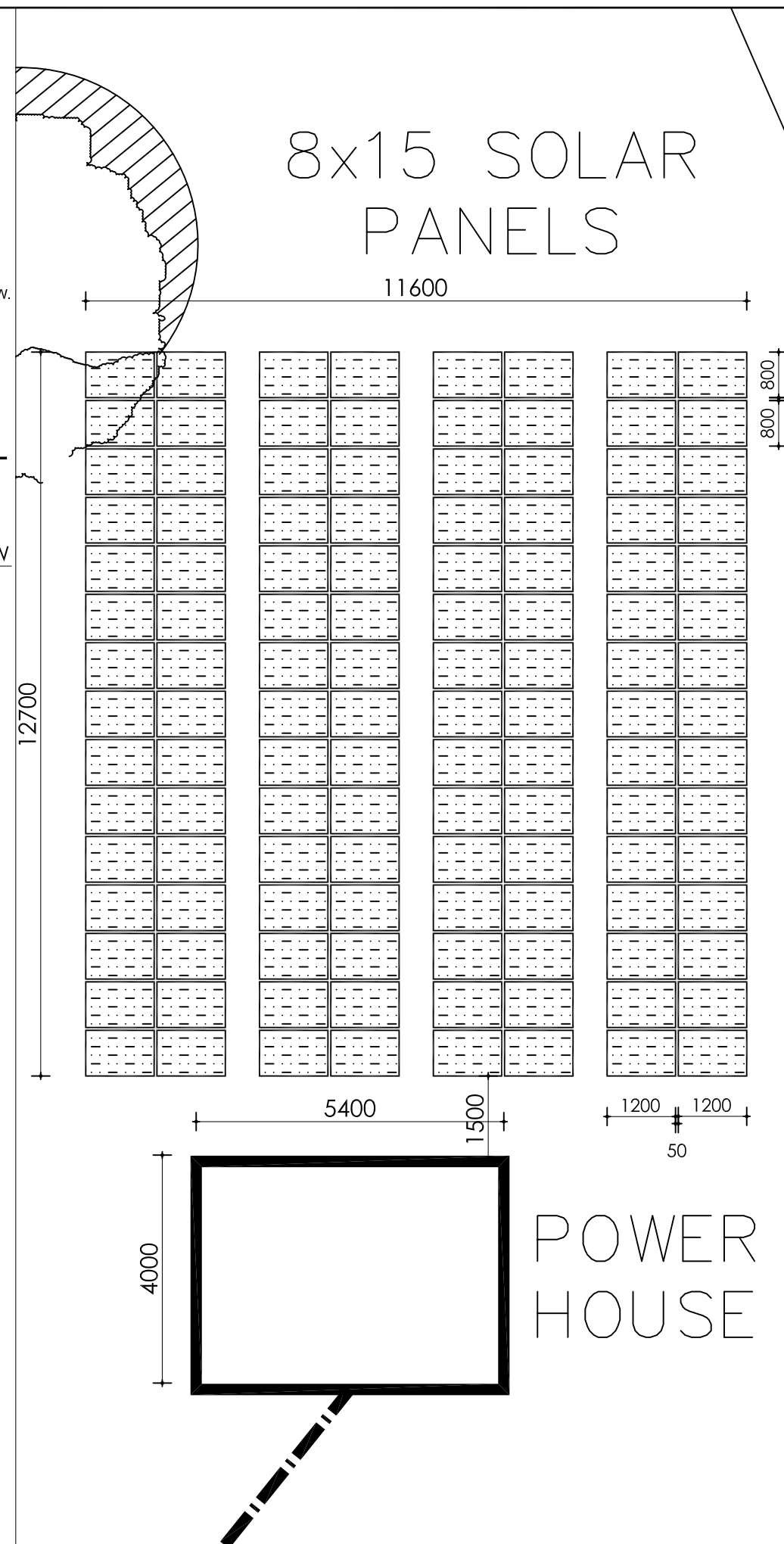
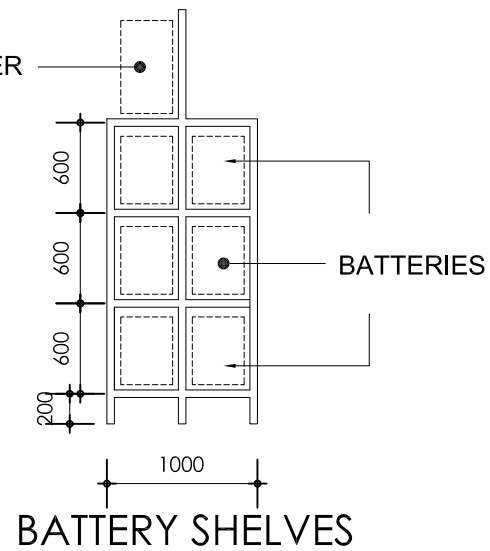


INVERTER

INVERTER

BATTERIES

BATTERIES



REVISIONS			
Rev. No.	Date	Int.	Description

MECHANICAL AND ELECTRICAL ENGINEERS

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Project
PROPOSED RE-CONSTRUCTION
OF KASUBI TOMBS
ON PLOT....., NABULAGALA.

Drawing
SOLAR PANEL

Scale	Date	Drawn
AS SHOWN	FEB. - 2014	
Project No.	Drawing No.	Revision No.
	MEA634-14	4

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**OCTOBER-
DECEMBER
2016
PROGRESS REPORT**

KASUBI ROYAL TOMBS RECONSTRUCTION



ARCH. JONATHAN NSUBUGA
Project Manager/ Architect

DECEMBER 2016

CONTENTS

1.0	INTRODUCTION.....	3
2.0	STATUS OF PROJECT	3
2.1	CONTRACTUAL ISSUES	3
2.1.1	Instructions Issued	3
WORKS		3
2.2	WALKWAY	3
2.3	MUZIBU AZAALA MPANGA	5
a)	Ceiling	5
2.3	CULTURAL ISSUES	8
2.4	FINANCIAL APPRAISAL	8
2.5	MECHANICAL AND ELECTRICAL ISSUES.....	8
2.5.1	Fire fighting	8
2.6	PENDING WORKS.....	11
3.0	MATTERS ARISING.....	11
3.1	UNESCO/ Japanese mission	11
3.2	FRANCIS KERE	15
4.0	CHALLENGES AND RECOMMENDATIONS	15
5.0	CONCLUSION	16
APPENDIX:.....		17
•	CLERK OF WORKS REPORTS	178
•	MINUTES OF MEETINGS HELD	17

1.0 INTRODUCTION

October 2016, November and December 2016, are the forty-fifth, forty-sixth and forty-seventh months of the reconstruction respectively. *The Project Manager, also Project Architect, Mr. Jonathan Nsubuga, oversees the reconstruction, with the assistance of the Reconstruction Committee, chaired by Mr. Kaddu Kiberu. The Project Manager's office is in charge of procurement and Subcontracting, there isn't a Managing /Main Contractor on the project.* The events and occurrences on the project in the three months are documented in this report. It reports on the progress of the main reconstruction, Muzibu Azaala Mpanga, and any other subsidiary activities happening alongside it. The report summarizes events, but the daily reports by the Clerk of Works are attached on the Appendix section. Minutes of any meetings held in these months by the Reconstruction Committee are attached as well. One Technical Committee meeting was held in October 2016, and two in December 2016. One National Technical Committee meeting was also held in October 2016.

2.0 STATUS OF PROJECT

2.1 CONTRACTUAL ISSUES

Omega Construction Ltd

Reported in the earlier reports, Omega Construction Ltd was the Main Contractor on the project until the Contract expired, after one extension that was granted by the Project Manager on behalf of the Client. The Client has financial limitations, and therefore, the payments of the Certificates are done in installments. However, apart from this, Omega did not seem to consider the Contractor expiration, and instead kept writing that he had been forcefully expelled from the site. To ensure payment (presence on site) and continue with the belief that the Contract is still running, they did not fully evacuate. Some of the Omega equipment has been on site the whole time.

November 2016, OMEGA finally accepted to remove all his materials and equipment, having been issued an instruction by the Project Manager approximately 5 months prior. He also initiated this with a letter to the Katikkiro of Buganda, copied to the Project Manager, to issue his final Certificate, of approximately 700,000,000 (seven hundred million Uganda Shillings) despite not having been on site for a long time. This issue is being handled by the Buganda administration.

2.1.1 Instructions Issued

The only instruction on site now is to work on the ceiling. Every once in a while, a subcontractor is sourced to clean the site if necessary or procure materials.

WORKS

2.2 WALKWAY

The broken and chipped concrete pavers that accentuated the approach to Muzibu Azaala Mpanga, running from Bujjabukula, were not a presentable sight for such a site. The Chairman advised that they are removed, and since the plan, during the landscaping phase is to leave the compound as bare as it was before these pavers were installed, the Project Manager agreed.

The debris was used to temporarily fill the gullies that run around Muzibu Azaala Mpanga due to erosion. These had made it unsafe to circulate and navigate the site.



Fig.1: the walkway was cleared, pavers removed and used to fill the deep erosion gullies around Muzibu for better navigation around the site.

2.3 MUZIBU AZAALA MPANGA

a) Ceiling

Ceiling construction continued:

The ceiling is basically reeds compacting by piling and pushing, installation of the rings, and finally levelling. The reed-bed onto which the rings are tied, is suspended by galvanized wire. In October, 10 rings were installed, while November had only 2 rings (to be elaborated) and December 5 rings. By December 22, the day on which site was closed for the festive season, the ceiling had 42 rings.



Fig.2a: the ceiling stage in October, 2016 (b) one of the workers bundling and tying reeds together to make a ring bundle.



Fig. 2c: artisans working on the ceiling, the process of pushing in reeds in the reed bed to fill any gaps for compactness.

More tarpaulin was used to replace the damaged ones to cover the roof and interior works.

The Reconstruction Committee held a meeting on 12 October 2016, and on this day the Chairman was very concerned with the pace of progress. There was no value from the money,

considering the results were not equating to the money that had been released so far to the workers in terms of Quantity. Having realized and heard from different reliable sources on site that the four *Entrepreneur-artisans* were intentionally slowing down work so as to obtain a sub Contract from Management, the Committee decided to meet with all the artisans for an explanation. At this time, they were about 30 (thirty) workers on site, and the Mr. Bwakoodo was on site as well, assisting the Kasubi Wabulakayole in supervision.

From the interaction, there seemed to be disagreements, unrest and tension amongst the workers (especially between the non-obliged and the traditionally obliged/ngeye clan), but they promised to resolve these matters amongst themselves soon. They also blamed their speed on the lack of the heavy truck jack they had requested for that would enable them to level the ceiling and rings faster. The Subcontract idea was refuted by the Committee, who gave the group a period of 2 weeks to show change in attitude on site and pace of works, otherwise it would be considered to pay against milestones instead of weekly. This was agreed on by all parties.

In the first week that followed, the jack was provided but there was not much change seen in the workers or the work. There seemed to be total disregard of the meeting. The Chairman agreed with the Project Manager to withhold the payment for the second week until results based on the meeting were seen. This communication was passed on to the artisans, and on hearing this, much of the group decided to leave site, saying they will not work for 'free'. Only 16 workers remained, mostly the Ngeye people. Majority of the 16 were the ones that cleaned the reeds and the group that bundled them up to create the rings. Only a few working directly on the ceiling remained.



Fig.3: the vehicle jack that is to be used to lift and level the rings on the ceiling reed surface.

When this occurred, the Wamala Wabulakayole was requested to suspend his supervision until the site circumstances were sorted. Their leader, Mr. Lumbuye (assistant to Kasubi

Wabulakayole) took a step to expedite work by gathering the remaining workers and slowly trained them to work on the ceiling, and this is what enabled the rest of the rings to be raised from then to December 2016. Very few rings were raised in that time, since the labour force was quite small and unskilled. It was the same group that cleaned and prepped the reeds for use, and also prepared the rings to be fixed onto the ceiling. However, despite those factors, the working relationship had improved tremendously, there was peace on site, and this was realized as an opportunity for capacity building.

At this same time (end of October 2016), the funds to pay the workers were not available, therefore, the Project Manager met with them and did the following:

- a) Expressed his gratitude that they had respected the Kabaka's task to them and remained to work despite the communication. This showed dedication and commitment, as well as willingness for the job.
- b) Requested for their patience until the time their salaries were released by the Client, and in this time there would be transport facilitation to enable them to come to work daily.
- c) Encouraged them to continue steadily and allowed for the time for them to learn as they worked, for as long as the quality of work required was met, and there was social peace and understanding amongst them.
- d) Permanently banned the main leader of the four skilled entrepreneur -artisans that had left, Kityamuwesi Sande, from site until completion.



Fig.4: the rings are fixed and tightened onto the reed surface by sisal.



Fig.5: cleaning and sorting reeds, preparations to the reeds to be used.

The remaining group was asked to ensure that that section of the ceiling was complete by the closing date, 22nd December, 2016. The artisans delivered as asked, however thorough inspection (levels, rings, details) was postponed to the beginning of January 2017, where there would be ample time. (Images in Clerk of Works report, December).

b) Materials

- a) 450 bundles of reeds were delivered in November, each bundle containing 100 reeds.
- b) More tarpaulin was acquired and used.
- c) Other materials included sisal, galvanized wire, binding wire, timber, *misambya* and wire rope 3mm.

2.3 CULTURAL ISSUES

None to document.

2.4 FINANCIAL APPRAISAL

From accountability records, it shows that the Project used 273,533,400/- (two hundred seventy three million, seven hundred thirty three thousand and four hundred Uganda Shillings only) from January 2016 to December 2016. This covered the different costs occurred such as the materials and the salaries, the payments to Subcontractors and different facilitations, as well as firefighting equipment and training.

Accountability is submitted to Buganda Kingdom / Client every month.

2.5 MECHANICAL AND ELECTRICAL ISSUES

2.5.1 Fire fighting



Fig.6: the team of artisans that was trained in firefighting, November 2016.

November 2016: the workers and Security personnel on site were trained by Police Fire Department, led by the Assistant Commissioner General, Mr. Kihanda. Firefighting equipment was provided and training of an emergency situation was done.

The emergency water tanks were refilled with water and the pipe and tank couplings changed to suit the amount of water and pressure required through a hose at a time to be able to put out or slow down a fire until the brigade arrives.

Equipment provided included:

- a) Delivery hoses
- b) Helmets
- c) Gumboots
- d) Overalls
- e) Canisters

Services included:

- a) Repair of pump
- b) Repair of leaking tank outlet
- c) Tank outlet assembly and coupling
- d) Training of volunteer fire fighters.

It was fortunate, that at the time of the training, the Japanese UNESCO mission was present, and they were able to document both the equipment and training.



Photos by J. Hasegawa

Fig. 7: Training in session: the artisans rush the pump to the site and connect to the tanks



Fig.8a: Firefighting training: using the hose pipe



Fig.8b: Firefighting training: using the extinguishers.
(Photos above by J. Hasegawa)

2.6 PENDING WORKS

a) Still to be done on Muzibu Azaala Mpanga to complete:

- *Electrical and firefighting first fix*
- *Rituals to raise the 3 rings*
- *Placement of the new three rings*
- *Procurement of materials for ceiling and external roofing (in progress).*
- *Ceiling works: in progress*
- *Making good dais and floor slab*
- *Erection of interior misambya poles.*
- *Preparation of roof to receive grass.*
- *Thatching.*
- *Internal firefighting installation (if any) and lighting.*
- *Procurement and making good of retrieved artefacts previously in Muzibu.*
- *Internal decorations (bark cloth, mats, etc).*
- *External firefighting installation*
- *landscaping: levels and drainage*
- *Final snagging, rectifications and Handover.*

3.0 MATTERS ARISING

3.1 UNESCO/ Japanese mission

The mission was comprised on three Japanese experts (Nitto Kazuhiki, Junichi Hasegawa and Segasawa Shigeru) and was later joined by UNESCO Consultant/Architect from CRATerre (Sébastien Moriset).

The Japanese experts were mainly on mission to determine and assess the progress of the reconstruction, to determine if the extension of the Funds in Trust by the Japanese Government for Kasubi could be extended. The Japanese Government offered to fund the firefighting factor of the Reconstruction, however, the Contract was for 2 years and the money was not used yet by the time of the expiration. UNESCO Nairobi , having visited the site and saw all its challenges and situation, applied through the necessary protocol to the Japanese Government requesting for an extension on the Funds in Trust (JFIT).

The 3 experts, sent by the Japanese Government had to realize and appreciate the actual situation on site and also obtain an informed work program or timeline, based on the various factors that affect the construction, in order to be able to advise their government on the viability of the extension and when it would be best functional.

While here, they studied the ceiling works and held the work done in high regard. They had an inspection of the whole site, taking note of the solar farm and underground tank area (construction was halted due to insufficient funds).



Fig. 9: ceiling progress as taken by J. Hasegawa (photos by J. Hasegawa)

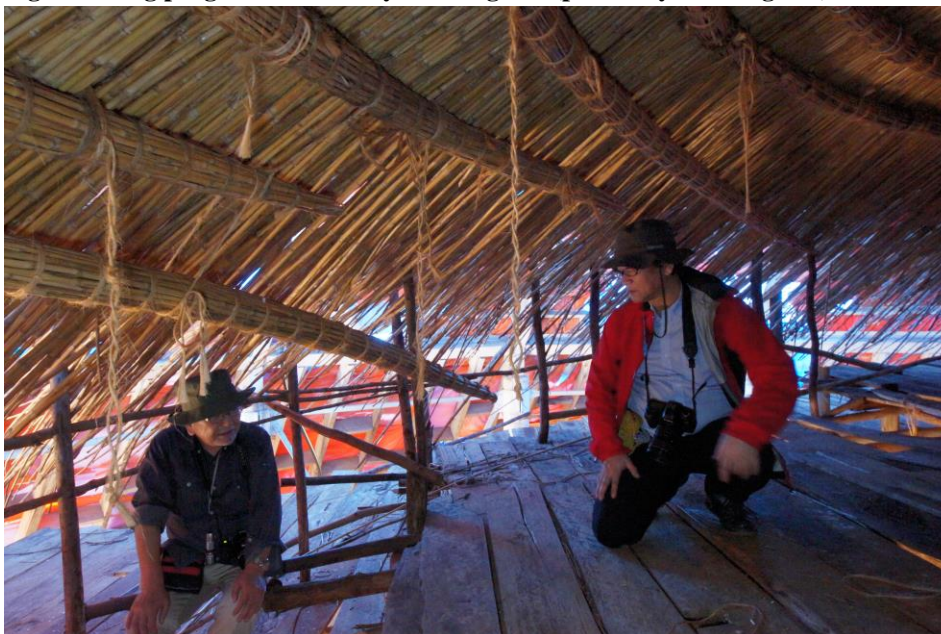


Fig. 10: Mr. Nitto and Mr. Shigeru during their inspection of the ceiling.

The mission also met with the Consultants on the project, namely Architect/Project Manager, Structural Engineer and Mechanical and Electrical Engineer to fill in some gaps

and updates on the project as was required.



Fig. 11: First meeting with L-R a)Kigongo Remigius (Site anager/Conservator) ,(b) Daniel Kaweesi (UNATCOM), (c) Jacqueline Namayanja (Project Manager's assistant), (d) Jonathan Nsubuga (Project Manager), (e) Rose Mwanja (Commissioner of Museums and Monuments).
(Photo by J. Hasegawa)



Fig. 12: meeting with the second group: the Consultants. The Electrical & Mechanical Engineer,Samuel Sentongo (L) and Structural Engineer, Nsereko Michael (standing)
(Photo by J. Hasegawa)

They met with the Katikkiro of Buganda regarding the construction and UNESCO requirements and Japanese Ambassador. Finally the discussions for the work program were held at the National Museum, chaired by the Commissioner of Museums and Monuments, Rose Mwanja. These discussions were fruitful, for a timeline for the Project Manager was well advised on the program. Two programs were to be finalized and sent by electronic mail, that is, one for 2018 for use on site directly, and one for 2019 to facilitate the Japanese Funds Contract of 2 years, starting 2017.



Fig. 13: (L-R): Sebastien Moriset, Junichi Hasegawa, Nitto Kazuhika, Jacqueline Namayanja, Samuel Sentongo, Sugasawa Shigeru, Kigongo Remigius.



Fig.14: Discussion of the Master plan, at the Museum
(photo by J. Hasegawa)



Fig.15: the team takes one more picture after the last discussions on the Master plan.

3.2 FRANCIS KERE

Francis Kere is an African architect, born in Burkina Faso but based in Germany. This award-winning architect graced the reconstruction with a visit and he was received and guided through the construction by the Project Manager. He reported that Mr. Kere appreciated greatly the traditional skill and commented '*you have a lot of work to do*'. (Images of visit in Clerk of Works report, December).

4.0 CHALLENGES AND RECOMMENDATIONS

4.1 The main challenges based on these 3 months remain the labour force and the finances.

a) There is a shortage of labour and skill on the project. From one of the meetings held in December 2016, the Minister of Tourism-Buganda Kingdom suggested the enrollment of artisans who repair and build the other palaces in Buganda. He mentioned that they are very respectful of their obligation to the Kabaka and are very enthusiastic about his tasks. They therefore would be willing to collaborate and work diligently, under the set terms on Muzibu. This is in consideration for 2017.

b) Finances are still not stable or consistent. This is a running issue that is fully in the court of the Client. The Client is well aware of the different things pending due to lack of funds, and promises that they are working hard to resolve the issue.

5.0 CONCLUSION

The first section of the ceiling, the reference for the rest of the ceiling was finally completed this year. This has opened a doorway for the quick completion for the rest of the ceiling by setting a yardstick. Having a reference point makes it easy to weave the rest of the ceiling. There has been capacity building and lessons in problem solving for different situations on a cultural project of difference, such as this, for the Management team. With the support of the Buganda Government and public and most importantly the King himself, Muzibu Azaala Mpanga will be completed successfully, and taken back to its glory.

END

APPENDIX:

- CLERK OF WORKS REPORTS
- MINUTES OF MEETINGS HELD

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
Location: Kasubi
Architect: j.ensubuga& Associates (JEN)
Clerk of Works: Ethel Kiwanuka
Period: 03rd – 08th October, 2016
Report no.; 161

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction(reed works) by Wabulakayole group still in progress i.e. cleaning and wiping reeds, putting together reeds to make circular reed bundles (bizizi) that are fixed up using binding wire and sisal, fixing rings, fixing and aligning reeds and leveling the entire ceiling. Work is still in progress for a particular section of the ceiling.	<50
2	Putting up scaffolds that are used to ease movement while fixing rings and reeds for the ceiling. More scaffolds are to be fixed as work progresses but for this particular section, it was done to completion	100
3	For vegetal material, no delivery of any material	<50

3.0 Remark on progress of work

- There was no meeting for progress of work.
- By the end of the week, five circular reeds (rings) were put together, two rings (kizizi) were fixed and 10 bundles of reeds were cleaned and wiped.

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
03.10.16	Sisal (5packs)	Delivered

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark
	Workers request for a Tanganyika jake to be used for leveling the ceiling. They use their backs hence getting back aches and chest pains.	Complaint

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday		Sunny		Sunny	
Tuesday		Sunny	2:50 - 4:10	Rainy	2hrs & 30mins
Wednesday	8:00 – 10:45	Rainy		Sunny	2hrs & 45mins
Thursday		Sunny		Sunny	
Friday		Sunny		Sunny	
Saturday		Sunny		Sunny	
Sunday					

9.0 Visitors to site

Date	Name	Reason
04.10.16	Kiggongo Remigius	Site inspection ,check on progress of work & documentation
	Dr. Nsahendo N Kibunja	

10.0 Other comments



Figure 1: Workers fixing timber scaffolds



Figure 2: Placing the timber platforms to ease movement as work progresses





Figure 3: Group C cleaning and wiping reeds



Figure 4: Putting together reeds to make circular rings

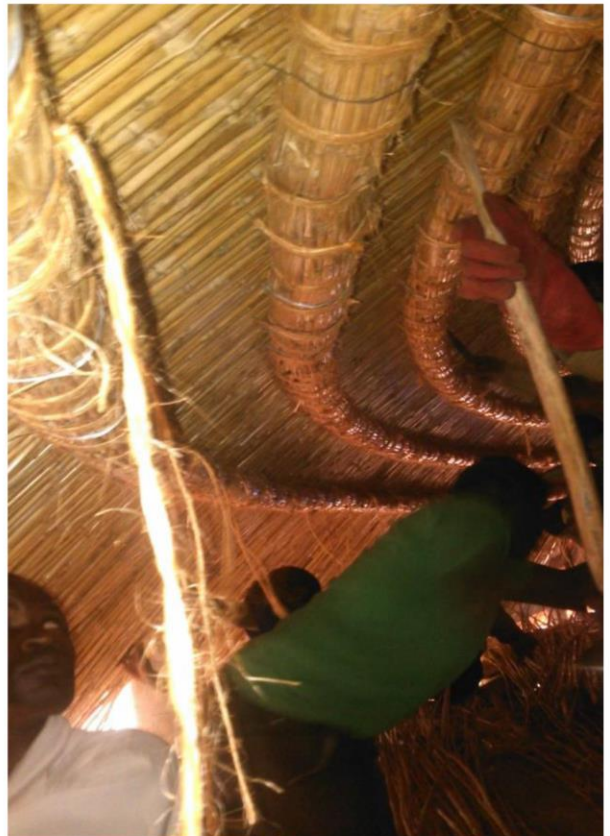




Figure 5: Fixing and aligning reeds

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
Location: Kasubi
Architect: j.ensubuga& Associates (JEN)
Clerk of Works: Ethel Kiwanuka
Period: 10th – 15th October, 2016
Report no.; 162

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction (reed works) by Wabulakayole group still in progress i.e. cleaning and wiping reeds, putting together reeds to make circular reed bundles (bizizi) that are fixed up using binding wire, galvanized wire and sisal, fixing rings, fixing and aligning reeds and leveling the entire ceiling. Work is still in progress for a particular section of the ceiling.	<50
2	Removing pavers that were on the pathway that leads to Muzibuzaalampanga. These pavers or stones were used to fill the different gulleys around site. This was done to completion by Kamadi.	100
3	Fixing hoarding around the worker's cooking area. This was done to completion by the workers.	100
4	For vegetal material, there was no delivery of any material	<50

3.0 Remark on progress of work

- There was a Technical Committee meeting on Wednesday 12th October, 2016 for progress of work and site inspection.
The Technical Committee also had a meeting with all the workers on site to find out why work is slow and resolve the several issues amongst them. All issues raised were resolved and workers were given probation of two weeks. Project Manager decided that if the two weeks elapse with no change, an ultimatum would be passed or the workers will be chased off the site.
- By the end of the week, six circular reeds (rings) were put together, two rings (kizizi) were fixed and 10 bundles of reeds were cleaned and wiped.

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
15.10.16	Sisal (1pack)	Delivered

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark
	After the meeting with all the workers on site, some of them especially group C complained that their issues were not tackled hence the Clerk of works does not refer their issues to the Project Manager.	Complaint

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday		Sunny		Sunny	
Tuesday		Sunny		Sunny	
Wednesday		Sunny		Sunny	
Thursday		Sunny		Sunny	
Friday		Sunny		Sunny	
Saturday		Sunny		Sunny	
Sunday					

9.0 Visitors to site

None

10.0 Other comments





Figure 1: Working removing the broken pavers





Figure 2: Broken pavers removed and placed in gulleys around site







Figure 3: Group C cleaning and wiping reeds





Figure 4: Putting together reeds to make circular rings





Figure 5: Hoarding fixed around the cooking area

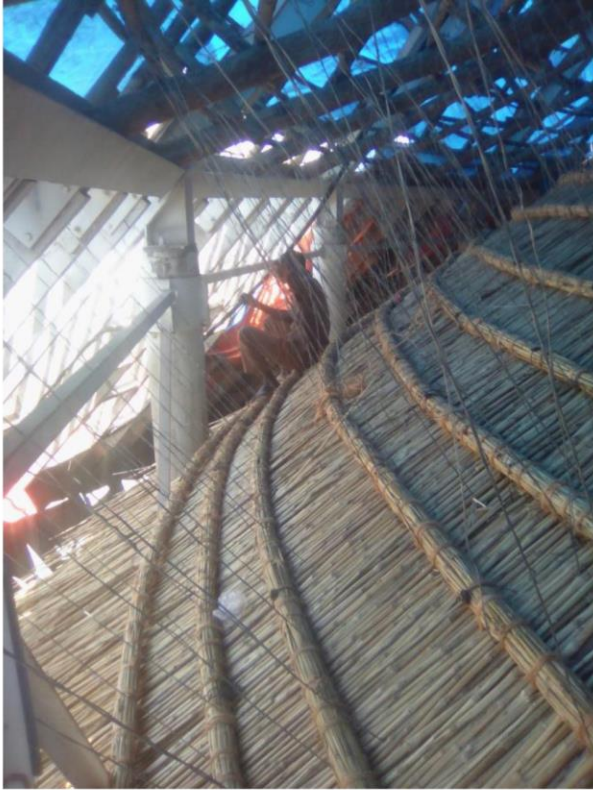






Figure 6: Ceiling works so far

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
Location: Kasubi
Architect: j.ensubuga& Associates (JEN)
Clerk of Works: Ethel Kiwanuka
Period: 17th – 22nd October, 2016
Report no.; 163

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction (reed works) by Wabulakayole group still in progress i.e. cleaning and wiping reeds, putting together reeds to make circular reed bundles (bizizi) that are fixed up using binding wire, galvanized wire and sisal, fixing rings, fixing and aligning reeds and leveling the entire ceiling. Work is still in progress for a particular section of the ceiling. By the end of the week, 3 rings were fixed, 6 circular rings were put together and 10 bundles of reeds were cleaned and wiped.	<50
2	Cleaning and clearing site. This was done by Kamadi to completion.	100
3	For vegetal material, there was no delivery of any material	<50

3.0 Remark on progress of work

- There was no meeting for progress of work
- There was a communication to the workers on site through the Clerk of works on Friday 21st October, 2016 by the Project Manager that there would be no payment this week because of the ongoing probation period and he would assess work done on Monday 24th October, 2016.

This communication angered most of the workers hence work was slow and many did not work the following day (Saturday). Also, Bwakodo Joseph supervised only one day. These include:

1. Sempala Robert
2. Sengoba Joachim
3. Kityamuwesi Sande
4. Kimbugwe Musoke
5. Kibirige Robert
6. Lutaaya Salim
7. Sembusi Geoffrey

- Generally, workers were leveling the ceiling using the jake the greatest part of the week. By the end of the week, 6 circular reeds (rings) were put together, 3 rings (kizizi) were fixed and 10 bundles of reeds were cleaned and wiped.

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
17.10.16	Jake (3.4tonnes)	Delivered
18.10.16	Jake (3.4tonnes)	Delivered
19.10.16	Sisal (5packs)	Delivered

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark
	Workers complained about not being paid this week i.e. they said that the communication made by the Project Manager should have been made at the beginning of the week.	Complaint

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday		Sunny		Sunny	
Tuesday		Sunny		Sunny	
Wednesday		Sunny		Sunny	
Thursday		Sunny		Sunny	
Friday	9:45-10:20	Rainy		Sunny	40mins
Saturday		Sunny		Sunny	
Sunday					

9.0 Visitors to site

None

10.0 Other comments

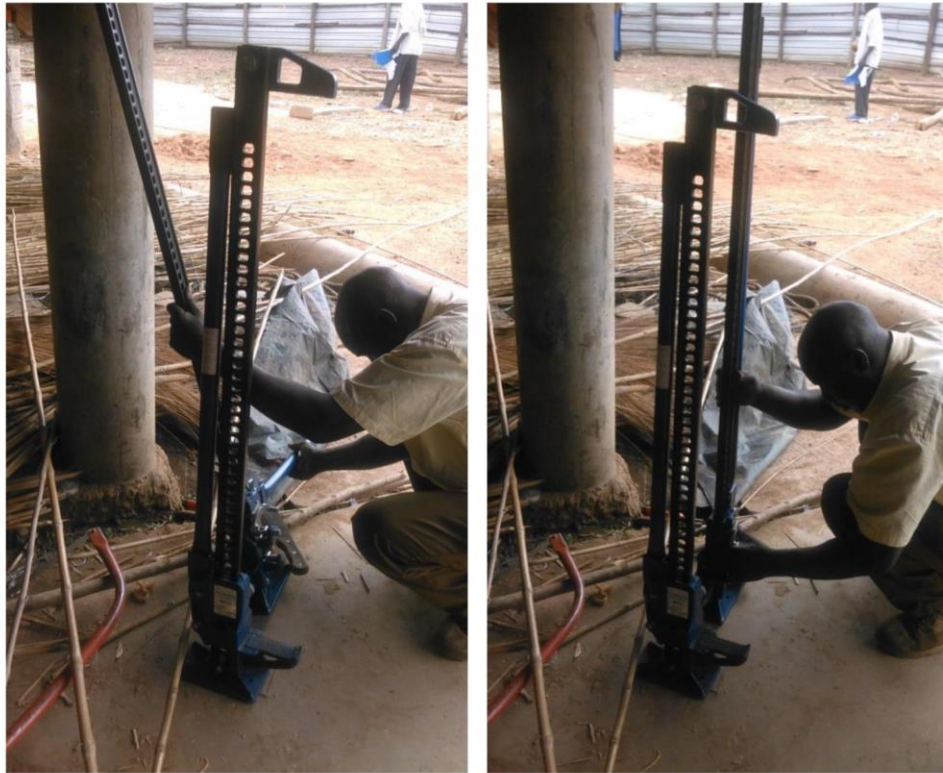


Figure 1: Assembling of the jake before use by the workers





Figure 2: Group C cleaning and wiping reeds



Figure 3: Putting together reeds to make circular rings



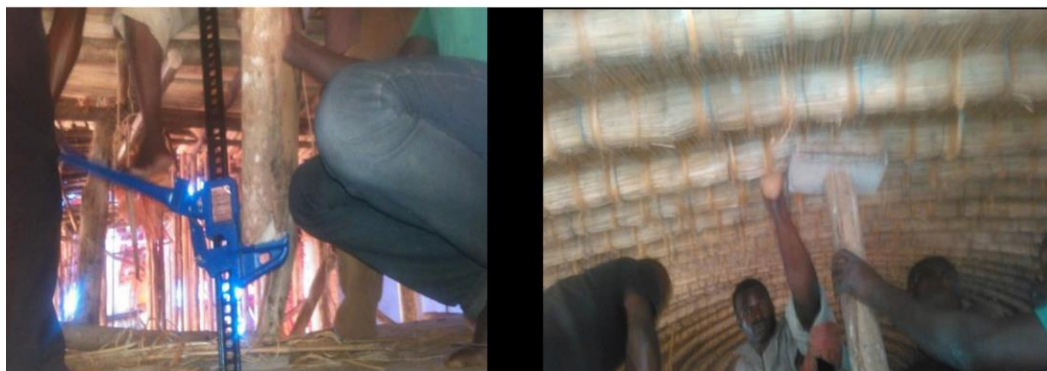


Figure 4: Workers fixing reeds and lifting the ceiling using the jake







Figure 5: Ceiling works so far



Figure 6: Workers cleaning site





Figure 7: Site cleaned



Figure 8: Hoarding behind the shed damaged

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
Location: Kasubi
Architect: j.ensubuga& Associates (JEN)
Clerk of Works: Ethel Kiwanuka
Period: 24th – 29th October, 2016
Report no.; 164

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction (reed works) by Wabulakayole group still in progress i.e. removing nodes on the reeds, putting together reeds to make circular reed bundles (bizizi) that are fixed up using binding wire, galvanized wire and sisal, fixing rings, fixing and aligning reeds and leveling the entire ceiling. Work is still in progress for a particular section of the ceiling. By the end of the week, 3 rings were fixed, 3 circular rings were put together and 8 bundles of reeds were cleaned and wiped.	<50
2	For vegetal material, there was no delivery of any material	<50

3.0 Remark on progress of work

- There was a National Technical Committee (NTC) meeting on Tuesday 25th October, 2016 for progress of work and site inspection.
- Work was generally slow this week mainly because there were very few workers on site. Most of the Group A workers did not come back to site this week and did not inform or communicate to the Project Manager about it i.e. they just did not come back. It is assumed that it's because they were not paid the previous week.

The Project Manager had a meeting with the workers that were on site on Tuesday 25th October, 2016. He encouraged them to continue working and assured them that they would be paid as soon as money is got from Bulange. The workers were also given chance to air out their issues i.e. they needed transport facilitation and material like gloves because most were torn, galvanized wire and water in the tanks. Also, the Project Manager gave an instruction that Kityamuwesi Sande should not come back to site.

By the end of the week, 3 circular reeds (rings) were put together, 3 rings were fixed and 8 bundles of reeds were cleaned and wiped.

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
26.10.16	Gloves (10pairs)	Delivered
	Galvanized wire (4rolls@25kg)	Delivered

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark
29.10.16	Workers needed to know when they should expect their payments since they were given only transport facilitation.	Complaint

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday		Sunny	3:20 – 3:45	Drizzling	25mins
Tuesday		Sunny		Sunny	
Wednesday		Sunny		Sunny	
Thursday		Sunny		Sunny	
Friday		Sunny	2:45 – 4:15	Rainy	1hr & 25mins
Saturday		Sunny		Sunny	
Sunday					

9.0 Visitors to site

None

10.0 Other comments



Figure 1: Hoarding behind the shed damaged



Figure 2: Removing nodes off the reeds





Figure 3: Putting together reeds to make circular reeds



Figure 4: A worker tightening wires



Figure 5: Fixing and aligning reeds for the ceiling



Figure 1; Workers straightening galvanized wire

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
Location: Kasubi
Architect: j.ensubuga& Associates (JEN)
Clerk of Works: Ethel Kiwanuka
Period: 31st October - 05th November, 2016
Report no.; 165

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction (reed works) by Wabulakayole group still in progress i.e. removing nodes off the reeds, fixing and aligning reeds and leveling the entire ceiling. Work is still in progress for a particular section of the ceiling.	<50
2	Covering the steel roof structure with tarpaulin sheet. Activity was not done to completion; to be completed next week.	50
3	For vegetal material, delivery of 300 bundles of reeds	<50

3.0 Remark on progress of work

- There was no meeting for progress of work
- Omega construction ltd (contractor) officially left site on Wednesday 02nd November, 2016 leaving behind the water pump, hoarse pipes (4), site hoarding and the project post.
- Generally, workers were leveling the ceiling using the jake and cleaning reeds the greatest part of the week. By the end of the week, 10 bundles of reeds were cleaned, no ring was fixed and no circular reeds (rings) were put together.

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
31.10.16	Reeds (300 bundles)	Delivered

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark
	None	

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday		Sunny		Sunny	
Tuesday		Sunny		Sunny	
Wednesday		Sunny		Sunny	
Thursday		Sunny	1:30 -3:00	Rainy	1hr & 30mins
Friday		Sunny		Sunny	
Saturday		Sunny	1:00 – 2:30	Rainy	1hr & 30mins
Sunday					

9.0 Visitors to site

None

10.0 Other comments





Figure 1: Workers cleaning reeds

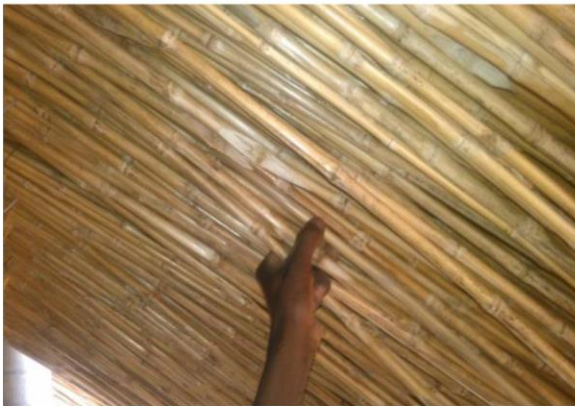




Figure 2: Fixing and aligning reeds



Figure 3: Some of the rings fixed for the ceiling



Figure 4; Bundles of reeds delivered on site



Figure 5; Some of the material left on site by Omega construction ltd



Figure 6: Material or equipment removed from site by Omega



Figure 7: Workers covering the steel roof structure with tarpaulin sheet

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
Location: Kasubi
Architect: j.ensubuga& Associates (JEN)
Clerk of Works: Ethel Kiwanuka
Period: 07th - 12th November, 2016
Report no.; 166

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction (reed works) by Wabulakayole group still in progress i.e. removing nodes off the reeds, fixing and aligning reeds. Work is still in progress for a particular section of the ceiling.	<50
2	Covering the steel roof structure with tarpaulin sheet. Activity was done to completion.	100
3	For vegetal material, there was no delivery of any material	<50

3.0 Remark on progress of work

- There was no meeting for progress of work
- There was a meeting on Wednesday 09th November, 2016 between the Directorate of fire and rescue services (Uganda Police), Kiggongo Remigius and Owek. Kaddu Kiberu. The meeting was majorly about finding immediate firefighting solutions in case of a fire outbreak, sensitization to the community and site inspection.
- Generally, work on site is slow. This is mainly because there are very few workers (16workers) and most are still learning the ceiling works. By the end of the week, 1 ring (kizizi) was fixed and 10 bundles of reeds were cleaned and wiped.

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
	None	

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday		Sunny	3:45 – 4:30	Rainy	
Tuesday		Sunny		Sunny	
Wednesday		Sunny		Sunny	
Thursday		Sunny		Sunny	
Friday		Sunny		Sunny	
Saturday		Sunny		Sunny	
Sunday					

9.0 Visitors to site

Date	Visitor	Reason
09.11.16	Kiggongo Remigius	Meeting with directives from Uganda Police and site inspection
	Owek. Kaddu Kiberu	Check on progress of work and site inspection

10.0 Other comments



Figure 1: Workers cleaning reeds





Figure 2: Roof structure covered with tarpaulin sheet

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
 Location: Kasubi
 Architect: j.ensubuga& Associates (JEN)
 Clerk of Works: Ethel Kiwanuka
 Period: 14th - 19th November, 2016
 Report no.; 167

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction (reed works) by Wabulakayole group still in progress i.e. removing nodes off the reeds, fixing and aligning reeds. Work is still in progress for a particular section of the ceiling; 1 ring was fixed by the end of the week.	<50
2	Re-fixing damaged tarpaulin sheet that covers the steel roof structure. Activity was done to completion.	100
3	Delivery of temporary firefighting equipment. Also, fixing the water pump and pipes to the temporary water tanks. This was done to completion by Ag. CP. Disaster fire and rescue team.	100
4	For vegetal material, there was no delivery of any material	<50

3.0 Remark on progress of work

- There was no meeting for progress of work
- Work on site is very slow because there are very few workers (16workers) and most are still learning the ceiling works. By the end of the week, 1 ring (kizizi) was fixed and 6 bundles of reeds were cleaned and wiped.

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
18.11.16	Tarpaulin sheet (2packs)	Delivered on site
19.11.16	Safety boots (6pairs) Overalls (6pcs) Horses (5pcs) Head gear (6pcs) Air tanks (6pcs) Helmets (6pcs) Nasals (2pcs)	Delivered on site

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark
19.11.16	The tarpaulin sheet keeps tearing up due to the heavy rains and this is going to affect the ceiling work done so far by Wabulakayole team i.e. the tarpaulin sheet is weak to withstand the heavy rains or storm.	Challenge
	Workers request to know the deadline for payment.	Complaint

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday	-11:30	Rainy		Sunny	3hrs
Tuesday	-10:00	Rainy		Sunny	1hr & 30mins
Wednesday		Sunny		Sunny	
Thursday		Sunny	4:15-5:45	Rainy	1hr & 30mins
Friday		Sunny	2:15-3:00	Rainy	45mins
Saturday		Sunny		Sunny	
Sunday					

9.0 Visitors to site

Date	Visitor	Reason
14.11.16	Kalanzi David	Documentation and check on progress of work

10.0 Other comments



Figure 1: Workers removing nodes off the reeds

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
Location: Kasubi
Architect: j.ensubuga& Associates (JEN)
Clerk of Works: Ethel Kiwanuka
Period: 21st - 26th November, 2016
Report no.; 168

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction (reed works) by Wabulakayole group still in progress i.e. removing nodes off the reeds, fixing and aligning reeds. Work is still in progress for a particular section of the ceiling.	<50
2	For vegetal material, there was delivery of 150 bundles of reeds.	<50

3.0 Remark on progress of work

- There was a meeting between the Project Manager and the workers on site on Monday 21st November, 2016 for progress of work, site inspection and payment issues.
- There was a meeting between the Project Manager, Kigogongo Remigius and the UNESCO team-Japanese on Tuesday 22nd November, 2016 for progress of work and site inspection. The Japanese include: Nitto Kifuliliko, Segasawa Shigeru and Jumichi Hasegawa
- There was also a meeting between the UNESCO team and the firefighting team on Wednesday 23rd November, 2016. They were able to check and analyze the equipment on site, and how people were trained in case of a fire outbreak.
- Work on site is very slow because there are very few workers (16workers) and most are still learning the ceiling works. Workers mainly leveled the ceiling and cleaned reeds this week.

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
24.11.16	Reeds (150bundles)	Delivered
26.11.16	Hightspeed blades(2pcs)	Delivered

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark
	None	

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday		Sunny		Sunny	
Tuesday		Sunny		Sunny	
Wednesday		Sunny		Sunny	
Thursday		Sunny	4:45-6:30	Rainy	15mins
Friday		Sunny		Sunny	
Saturday		Sunny		Sunny	
Sunday					

9.0 Visitors to site

Date	Visitor	Reason
22.11.16	Nitto Kifuliliko Segasawa Shigeru Jumichi Hasegawa	Site inspection and check on progress of work

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
Location: Kasubi
Architect: j.ensubuga& Associates (JEN)
Clerk of Works: Ethel Kiwanuka
Period: 28th November - 03rd December, 2016
Report no.; 169

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction (reed works) by Wabulakayole group still in progress i.e. removing nodes off the reeds, fixing and aligning reeds to fill gaps or block spaces in the ceiling. Work for a particular section of the ceiling is still in progress; close to the external wall.	<50
2	For vegetal material, there was no delivery of any material.	<50

3.0 Remark on progress of work

- There was a meeting between the Project Manager and the workers on Friday 02nd December, 2016.
Project Manager was grateful to the workers for the ceiling work done so far and for being patient about payment. He informed them that work done for the section will be assessed before the festive season so that they can start on another section. He added that Luyombo Balikuddembe will no longer work on site because he does not work and comes late to site. Above all, he encouraged them to continue the good work and urged them to continue learning the ceiling works.
- Generally, workers were grateful to the Project Manager for fulfilling his duty by paying or clearing their dues. By the end of the week, 2rings were fixed for the ceiling and rings were started off over the weekend i.e. workers started putting together reeds to make circular reeds (bizizi)

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
01.12.16	Overalls (10pieces)	Delivered
	Sisal (8packs)	

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark
03.12.16	Some of the rings that were worked on earlier in June or July have been affected by rain. The tarpaulin sheet used to cover the roof structure is weak hence some rain water sips through and some is also affected by the weather changes i.e. sometimes it's too hot and other times there are heavy rains hence getting torn.	Challenge

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday		Sunny		Sunny	
Tuesday		Sunny		Sunny	
Wednesday		Sunny		Sunny	
Thursday		Sunny		Sunny	
Friday		Sunny		Sunny	
Saturday		Sunny		Sunny	
Sunday					

9.0 Visitors to site

Date	Visitor	Reason
02.12.16	Project Manager	Site inspection and payment of workers
	Namayanja Jacqueline	

10.0 Other Comments



Figure 1: Some of the workers removing nodes off the reeds





Figure 2: Fixing reeds to fill gaps or spaces in the ceiling





Figure 3: Workers putting together reeds to make circular reeds (bizizi)

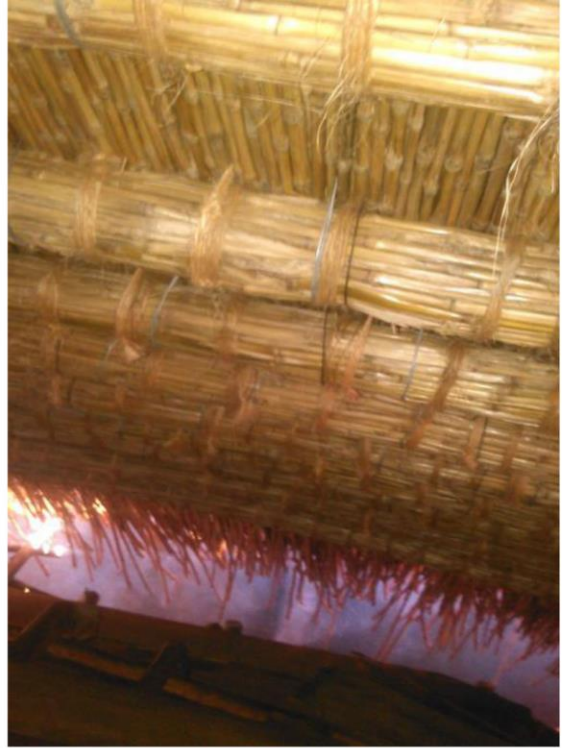


Figure 4: Some of the rings (bizizi) fixed this week



Figure 5: Some of the rings affected by rain

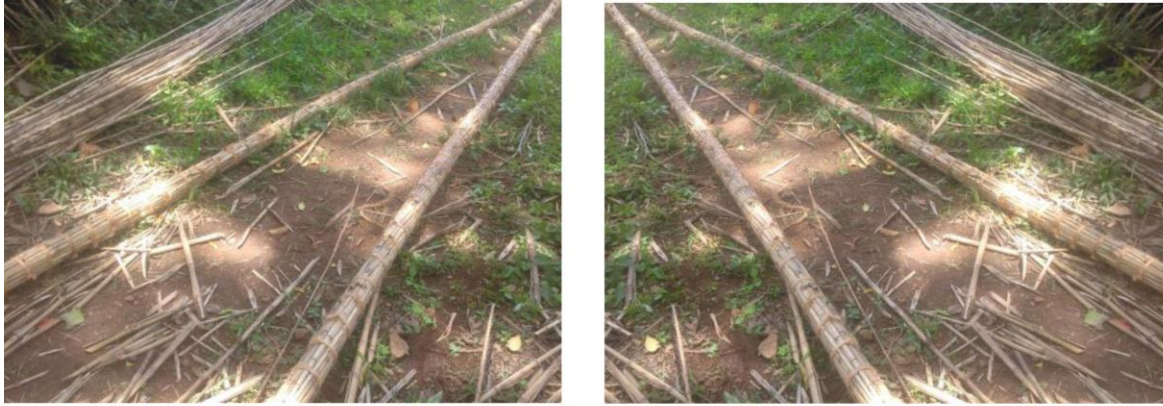


Figure 6: The rings (bizizi) started off over the weekend

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
Location: Kasubi
Architect: j.ensubuga& Associates (JEN)
Clerk of Works: Ethel Kiwanuka
Period: 05th – 10th December, 2016
Report no.; 170

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction (reed works) by Wabulakayole group still in progress i.e. removing nodes off the reeds, fixing and aligning reeds to fill gaps or block spaces in the ceiling. Work for a particular section of the ceiling is still in progress; close to the external wall.	<50
2	For vegetal material, there was delivery of samples of thatch.	<50

3.0 Remark on progress of work

- There was a technical committee meeting on Thursday 08th December, 2016 for progress of work and site inspection.
Workers promised the Chairman, technical committee that by Thursday 22nd December, 2016 work for the particular section of the ceiling will be done to completion.
- By the end of the week, 2rings were fixed and 4rings were worked for the ceiling.

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
08.12.16	Tarpaulin sheet (8packs)	Delivered
10.12.16	Sack of ropes (23kg)	Delivered

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark
	None	

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday		Sunny		Sunny	
Tuesday		Sunny		Sunny	
Wednesday		Sunny		Sunny	
Thursday	10:30-	Rainy	-12:30	Rainy	2hrs
Friday		Sunny		Sunny	
Saturday		Sunny		Sunny	
Sunday					

9.0 Visitors to site

Date	Visitor	Reason
09.12.16	Project Manager	Site inspection and check on progress of work

10.0 Other Comments



Figure 1: Wabulakayole and Lumbuye checking the samples of thatch brought to site





Figure 2: Putting together reeds to make circular reeds (rings)





Figure 3: Wiping nodes off the reeds



Figure 4; Fixing reeds to fill or block gaps in the ceiling





Figure 5: Some of the rings fixed for the ceiling



Figure 6: Galvanized wire straightened to be fixed through the rings



Figure 7: Workers placing tarpaulin sheet to cover the ceiling work





Figure 8: Workers collecting rubbish from Muzibuazaalampanga

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
Location: Kasubi
Architect: j.ensubuga& Associates (JEN)
Clerk of Works: Ethel Kiwanuka
Period: 12th – 18th December, 2016
Report no.; 171

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction (reed works) by Wabulakayole group still in progress i.e. removing nodes off the reeds, fixing and aligning reeds to fill gaps or block spaces in the ceiling (kusoka muli), leveling the ceiling using the jake and fixing two rings. Work for a particular section of the ceiling is still in progress; close to the external wall.	<50
2	Covering the steel roof structure with tarpaulin sheet especially the section where ceiling work is ongoing. The other areas will be covered up later.	30
3	For vegetal material, there was no delivery of any material.	<50

3.0 Remark on progress of work

- There was no meeting for progress of work.
- Generally, work progressed well this week: workers majorly leveled the ceiling using the jake, aligned reeds to fill gaps or spaces in the ceiling and fixed 2rings. Workers are doing their best to make sure that they meet the deadline as promised to the Technical Committee hence they worked on Sunday 18th December, 2016.

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
13.12.16	Galvanized wire (2rolls-50kg)	Delivered
15.12.16	Binding wire (1roll-25kg)	Delivered

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark
	None	

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday		Sunny		Sunny	
Tuesday		Sunny	3:30-5:10	Rainy	1hr & 40mins
Wednesday		Sunny		Sunny	
Thursday		Sunny		Sunny	
Friday		Sunny		Sunny	
Saturday		Sunny		Sunny	
Sunday					

9.0 Visitors to site

Date	Visitor	Reason
13.12.16	Project Manager	Site visit with Architects (Interns) and check on progress of work
14.12.16	Ssalongo Yusuf Kigozi	Getting information on how to supply material to site

10.0 Other Comments





Figure 1; Removing nodes off the reeds



Figure 2: Project Manager briefing visitors about progress of ceiling work



Figure 3: Leveling the ceiling using the jake





Figure 4: Cutting the ceiling edge





Figure 5: Covering the steel roof structure with tarpaulin sheet



Figure 6: Putting together reeds to make circular reeds (rings)



Figure 7: Fixing wires through the rings and tightened on the misambya poles



Figure 8: Galvanized wires fixed through the rings

CLERK OF WORKS' PROJECT PROGRESS REPORT

1.0 General

Project: Kasubi Tombs Reconstruction Project
Location: Kasubi
Architect: j.ensubuga& Associates (JEN)
Clerk of Works: Ethel Kiwanuka
Period: 19th – 22nd December, 2016
Report no.; 172

2.0 Significant Works carried out for Muzibuzaalampanga and other ongoing works

S/No.	Activity	%age Done
1	Ceiling construction (reed works) by Wabulakayole i.e. removing nodes off the reeds, fixing and aligning reeds to fill gaps or block spaces in the ceiling (kusoka muli), leveling the ceiling using the jake and fixing the last ring (sezizi). Work for a particular section of the ceiling was completed this week.	<50
2	For vegetal material, there was delivery of three bundles of reeds(sample of cleaned reeds).	<50

3.0 Remark on progress of work

- There was a technical committee meeting on Thursday 22nd December, 2016 for inspection of work done and having special lunch with the workers as they conclude this year; send off for the festive holidays.
Project Manager thanked the workers for the work done throughout the year amidst the finance issues and workmanship problems: he also informed them that when work resumes, inspection will be done before proceeding to the next section.

4.0 Material

Materials tested/Delivered/Missing on site		
Date	Description	Remark
19.12.16	High speed blades (2pcs)	Delivered
	High speed cutter (2pcs)	

5.0 Challenges/Complaints

Challenges & follow up issues		
Date	Description	Remark
21.12.16	The jake got spoilt hence some areas or parts of the ceiling section were not leveled.	Challenge

6.0 Variations / Amendments to design

Any variations / amendments to design? ☐ Yes ☒ No

If yes, list hereunder.

7.0 Cost / Budget – related issues

Any approved additions / deductions to contract sum? N/A (Budget is Client managed)

Details of addition / deductions: N/A

8.0 Weather report

Day	AM	Weather	PM	Weather	Time lost
Monday		Sunny		Sunny	
Tuesday		Sunny		Sunny	
Wednesday		Sunny		Sunny	
Thursday		Sunny		Sunny	
Friday		Sunny		Sunny	
Saturday		Sunny		Sunny	
Sunday					

9.0 Visitors to site

None

10.0 Other Comments



Figure 1: Straightening edge to fix the last ring



Figure 2: Leveling the ceiling using the jake



Figure 3: Workers lifting the last ring (sezizi) to be fixed

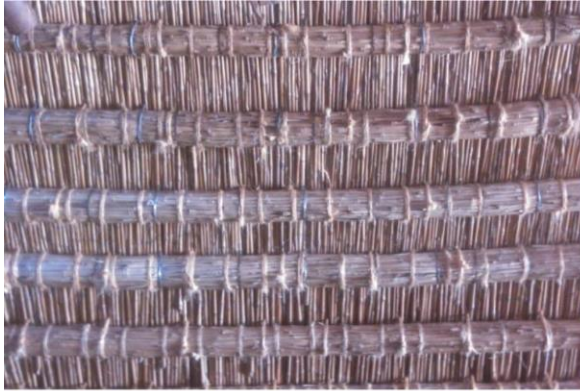


Figure 4; The last ring (sezizi) and other rings fixed





Figure 5: Workers being served food and others having lunch

MINUTES OF MEETINGS (SIGNED COPIES AVAILABLE)



j.e nsubuga & Associates
ARCHITECTURE + DESIGN

RECONSTRUCTION OF KASUBI ROYAL TOMBS			
COMMITTEE MEETING NO.38			
Date: 12.10.2016			
Location: Kasubi Royal Tombs, Kasubi			
Client: Buganda Kingdom			
Project: Reconstruction of the <i>Masiro</i>			
Members present	Members Kaddu Kiberu (Chairman) (PM/Architect) Moses Gava Chris Bwanika Architect's office Jonathan Nsubuga Namayanja Jacqueline Ethel Kiwanuka SE Mark Leo Kitaka QS - Nyanzi Simon M&E Sam Sentongo Kasubi Kigongo R. (SM) Omul. Bamweyana Walugembe Documentation David Kalanzi	0414 254793 0772 720374 0772 700313 0772702655 0792 702655 0775 215052 0772 459410 0772 746371 0772 423496 0772 436788 0752 657384	moses.gava@yahoo.com law@kbkadvocated.com nel.arch@gmail.com " bikandema2000@yahoo.co.uk mremigiousyafesi@gmail.com davidkalanzi2016@gmail.com
	ABSENT WITH APOLOGY Jolly Lutaaya		
	AGENDA: 1. SITE INSPECTION 2. PRAYER 3. CHAIRMAN'S REMARKS/REACTIONS 4. SECURITY AND FIREFIGHTING 5. MECHANICAL WORKS 6. MATTERS ARISING 7. AOB	ACRONYMS PM.....Project Manager SM.....Site Manager OMEGA.....Contractor M+EMechanical and Electrical (Engineer) SE.....Structural Engineer	

Min. No.	DISCUSSIONS HELD	ACTION
1.0	SITE INSPECTION	
1.1	Observations and instructions from the inspection include:	
1.1.1	-Muzibu: Pace of works observed to be extremely slow: there was minimal progress from the last committee inspection.	
1.1.2	-Morale of workers not enthusiastic. It was heard that some artisans wanted a subcontract for these works and therefore the slow pace was intentional in order to push management into one.	
1.1.3	Security is still lacking greatly.	
1.1.4	Subcontractor started to remove pavers (walkway), and fill erosion gulleys around Muzibu .	
2.0	CHAIRMAN'S REMARKS	
2.1	Chairman welcomed all to meeting. His concern was the slow pace of work on site. It appeared work was strained by some artisans' attitudes and intentions.	
2.2	He mentioned that the issue of the rain had been curbed with more tarpaulin procurement, however, that effort appeared to have been useless.	
2.3	With the current speed, we will have to forfeit our deadlines of December 2016(ceiling) and July 2017 (completion of House), however, this rate of work is not acceptable. This could only be tolerated if the workers promised to deliver something exceptional, like the completion of the current section of the ceiling in one week.	
2.4	Chairman went ahead to task the PM to handle the situation how he deems fit, even if it required replacement of the entire worker's team with a new one (including foreigners). Chairman requested that everyone on the team looks out for potential workers and inform the PM if found.	
3.0	Proposals:	
3.1	Owek. Bwanika: Suggested that payments are only made after set milestones: each task is given a specific time.	
3.2	Owek. Nyanzi: The entire team should be let go and a Contract awarded to an interested party. Our requirement would simply be results.	
3.3	PM: Contracts cannot be awarded to many parties in the same space at the same time, however payments against milestones could work. The fear and sensitivity that this building is a public one and it's the Kabaka's job ,needs to be installed within the workers.	
3.4	Owek. Bwanika: Suggested that all the artisans are met by the Committee after the meeting to be heard as well as given the expectations, decisions, and conclusions of way forward (payments on milestones).	
3.5	Update from previous minutes: <i>CM mentioned that he had spoken with Hon. Kamuntu, regarding a site</i>	

	visit, who confirmed that he was ready at any time...CM shall confirm the day of the Minister's site visit, and requested all Committee members to be present on that day. Pending	CM
3.6	CM also updated the Committee on the request for more funds from the Central Government: Bulange sent the accountability of the previous funds to the Minister of Tourism, who shall present it to the Cabinet for a final verdict. In progress	
	URGENT PENDING ISSUES:	
4.0	SECURITY AND FIRE FIGHTING	
4.1	Security and fire fighting issues still continue:	
4.1.1	CM pointed out that the Client should provide their own security, the PM should not be tasked with this matter. However, the PM was highly concerned that the Client had exhibited lenience on the matter, and yet the site is very fragile with all the flammable materials at this stage. He commented that all the security is at the gate, instead of Muzibu, which is the main point of the project. More issues were noted: No lighting around the site during night time, especially around Muzibu. The back area of the hoarded site is very exposed, rendering the rest of the hoarding useless security-wise. Lack of soldiers around Muzibu.	
4.1.2	Response/reactions: PM: Still no response from Bulange regarding the security needs n site.	
4.2	It was observed that the site was still overly exposed by the lack of 'at least' extinguishers as a fire fighting mechanism on site. CM informed that he had asked Fire Systems (Mrs. Kalenge) for a quotation.... Quotation was received: a) Approximately 7,000,000 for the 16 fire extinguisher, of different types as required. b) the fire truck shall cost 115.000 USD (6000l)	
4.3	Reactions:	
4.3.1	PM : From discussions held in Paris, regarding the WH properties, the fire fighting design we have for Kasubi needs to be revised because it contains some limitations. They applauded the idea of the fire truck on standby, as the best solution.	
4.3.2	Mr. Gava : The truck can be second hand in perfect working condition, to cut cost (assuming the quotation was for a brand new truck). Secretary of the Committee requested Mr. Gava to look for good alternatives online, with a capacity of at least 10,000l.	MR. GAVA
4.3.2	Truck's setback is that the driver will have to be on 24 hours alert, and paid regularly irrespective of fire or not. Also the water may not be enough to put out the fire before the National fire rescue arrives. For this, hydrants in strategic locations were proposed.	

4.4	<p><i>As a means of caution, the workers on site must distance themselves from the materials by cooking from outside the hoarding. An instruction to this effect was passed after the meeting.</i></p> <p>It was noted that the workers still cooked from the same position inside the hoarded area, despite the instruction. The CoW reported that they did not have sheets to build the small cooking shelter. PM instructed that they use the sheets hoarding the <i>kyoto</i> area.</p>	
4.5	<p><i>..SM will organize this training. He informed that he shall work with Mr. Mugisa, but requires facilitation. ...</i></p> <p><i>People are sensitized on the matters of fire, risk and disasters, and terrorism attacks. According to SM, the fire truck suggested by the PM would simply act as a 'painkiller' for the situation if this knowledge is lacking, in the moment of need.</i></p>	
4.5.1	<p>Update:</p> <p>SM briefed the meeting on the fire fighting training preparations as follows:</p>	
4.5.2	<p>a) Met with Asst. Inspector Gen. Mr. Mugisa (Fire Prevention Services), who requested to meet with the Katikikiro on this issue. (Chairman informed SM that Mr. Mugisa has to meet with the Committee first on that matter who will then assess if meeting with the Katikikiro is required).</p>	
4.5.3	<p>b) Surveyed site with personnel assigned, and these were their comments/ observations:</p> <ul style="list-style-type: none"> • Lightning arrestor highly commended. • inquired about the wiring • Solar farm: area requires maintenance (weeding) and a guardhouse to ensure the panels' security. • Need CCTV to have visual of the movements on site/ solar area. • Require signage to guide people to the fire assembly points. 	
4.5.4	<p>SM also informed that he had already submitted a budget for the training to the PM, of 4,500,000 UGX.</p>	PM
4.6	<p>Reactions:</p>	
4.6.1	<p>Owek. Bwanika: Despite that the solar farm was not under this Committee during reconstruction, and was also under the Tourism Board after, the Committee should communicate to Bulange informing them of this issue and caution (early warning).</p>	
4.6.2	<p>M&E Engineer added that a water point should also be added in the solar farm to wash the panels regularly.</p>	
4.6.3	<p>Conclusion was to re-locate two of the guards at the gate to Muzibu, however, it has to be those that understand the traditions.</p>	
4.6.4	<p>PM was asked to write to the Katikikiro, with Owek. Mpanga copied, on the security matters, including the history of the previous communication. In the same letter, he is to include the fire extinguisher money requirement, and the need for a night security plan for Muzibu.</p>	
4.7	<p>Underground tank:</p>	
4.7.1	<p>CM emphasized that the approval of the sample block that was</p>	

4.7.2	provided on site for the underground water tank had to be issued in writing by the SE. SE was requested to calculate the blocks and the steel quantity required for the tank, and send this information to the CM.	
4.7.3	PM was requested to write to OMEGA to provide/return the pump that was part of the emergency fire fighting and was removed. Repeat I	
5.0	MECHANICAL + ELECTRICAL WORKS N/A	
6.0	MATTERS ARISING	
6.1	Artisan's work spirit	
6.1.2	It was a matter of concern that work was not moving as should because, as was informed from sources, the expert artisans were interested in a subcontract. They therefore took on the strategy of slowing down works to push the committee /PM into issuing a sub Contract.	
6.1.3	Committee members decided to meet with the artisans and have dialogue, to sort out the issues.	
6.2	Meeting with artisans	
6.2.1	The CM asked the artisans to voice out their constraints, that were slowing down works: The first response was lack of tools , the Tanganyika jake to help with raising the rings –Kirumira: And safety gadgets, such as gloves, helmets and gurgles (Bwakoodo Joseph).	
6.2.2	Kiytamuwesi, one of the experts, but not of the Ngeye clan, insisted that moving fast would compromise on the quality of work.	
6.2.3	CM refuted all this, and asked for the actual reason : it was very alarming that the first section has taken a lot of time, with a small part of it having consumed at least 4 months.	
6.2.4	Mr. Bwakoodo informed that they, as a group, will sort out the issues. However, this was not accepted by the CM and PM, which motivated him to explain that he, as a Wabulakayole from another Lubiri, was not wanted on site, and seen as a one who wanted to take on their jobs, and have them removed from site. Furthermore he informed that many of the workers got constantly inebriated and were therefore incapable of performing their site duties the following day. This (failure to work by some workers due to alcohol consumption) also killed the morale of the other workers who were more disciplined.	
6.2.5	Mulambuzi Steven commented: their leader, Lumbuye sometimes demands the placement of a ring, and yet, according to the 'more skilled 'artisans, it is not possible, causing wrangles.	
6.2.6	Kityamuwesi: Claimed that because he is the most skilled among them, he can assess an instruction issued by Lumbuye, to determine if it can be actioned at the time. This caused his unpopularity on site.	

	<p>Bwakoodo: Lumbuye does not respect him and his role on site. It will take about 6 months per section based on the working pace.</p> <p>PM reminded him that he is a Wabulakayole, asked to assist on this site, and therefore had to take charge when required. Speed and quality were both of most importance.</p> <p>Bwakodo also requested that the Group cleaning reeds is allowed to work for 6 days, so that three of the days they help with the actual ceiling works inside Muzibu, due to low manpower.</p>	
6.2.7	He thanked for the timely payments and good project management.	
6.2.8	CM and PM finally agreed to give the group a duration of 2 weeks to see change, after which a final decision will be made.	
7.0	<p>AOB</p> <p>Japanese mission 23-28 Nov. 2016</p> <p>Next meeting: 9 Nov. 2016</p>	

Signed by:

.....
KADDU KIBERU
Chairman, Committee

.....
JONATHAN E. NSUBUGA
Project Manager/ Architect



j.e nsubuga & Associates
ARCHITECTURE + DESIGN

RECONSTRUCTION OF KASUBI ROYAL TOMBS			
COMMITTEE MEETING NO.39			
Date: 8.12.2016			
Location: Kasubi Royal Tombs, Kasubi			
Client: Buganda Kingdom			
Project: Reconstruction of the <i>Masiro</i>			
Members present	Members Kaddu Kiberu (Chairman) (PM/Architect) Moses Gava Chris Bwanika Architect's office Namayanja Jacqueline Ethel Kiwanuka SE - QS - M&E - Kasubi Kigongo R. (SM) Documentation -	0414 254793 0772 720374 0772 700313 0772702655 0792 702655 0772 423496	 moses.gava@yahoo.com law@kbkadvocated.com <u>nel.arch@gmail.com</u> " mremigiousyafesi@gmail.com
	ABSENT WITH APOLOGY Jonathan Nsubuga ABSENT Jolly Lutaaya Michael Nsereko Sam Sentongo Nyanzi Simon Omul. Bamweyana Walugembe David Kalanzi	0772702655 0772497443 0772746371 0772 459410 0772 436788 0752 657384	 bikandema2000@yahoo.co.uk davidkalanzi2016@gmail.com
	AGENDA: 1. SITE INSPECTION 2. PRAYER 3 CHAIRMAN'S REMARKS/REACTIONS 4. SECURITY AND FIREFIGHTING 5. MECHANICAL WORKS 6. MATTERS ARISING 7. AOB	ACRONYMS PM.....Project Manager SM.....Site Manager OMEGA.....Contractor M+EMechanical and Electrical (Engineer) SE.....Structural Engineer	

Min. No.	DISCUSSIONS HELD	ACTION
1.0	SITE INSPECTION	
1.1	<p>Observations and instructions from the inspection include:</p> <ul style="list-style-type: none"> -Labour force thinned when some workers left the site on their own accord. -Pace of work is still slow but this is due to the workforce size. It was also considered however, that the work done by this work force is considerable and of good quality. PM rep. explained that the strategy is to obtain new workers for the cleaning of reeds, enabling the current work force to concentrate on the ceiling, which will help with the speed of work. -Morale of workers on site is now of enthusiasm and willingness. The social tensions and barriers were eliminated and working relationships restored among workers and between workers and management. Workers informed Chairman that the first section will be done in 2 weeks from that day, therefore a meeting was scheduled for 22 Dec. 2016 for the last inspection. -Security is still lacking greatly. The paved walkway from fence of compound to Muzibu was removed as instructed in the last meeting, and the debris used to fill all the gulleys around Muzibu. Samples of grass brought to site by the Kibaale supplier and Lwanyaga (Kampala supplier). The Wabulakayole will inspect and report / recommend. 	
2.0	CHAIRMAN'S REMARKS	
2.1	<p>Chairman welcomed all to meeting. He apologized for not scheduling a meeting in November (since custom is to hold a meeting every month) due to his absence from the country.</p> <p>His concern was still the slow pace of work, but also noted that the Architect/PM is happy about progress, regarding all the circumstances that arose between last meeting and then. He informed that his main requirement from the workers was simply results in the fastest time possible.</p>	
2.2	<p>He also informed that his first reaction on site was to stop all workers and have them leave the project, and he had called the Katikkiro of Buganda to inform him in that instance. This resulted into scheduling a meeting on 5 Jan. 2017 with the Katikkiro. However, having heard from the PM's office about the situation surrounding the workforce, he decided against his decision, but the meeting will be maintained for other project discussions.</p>	
2.3	<p>CM also thanked the PM for all work done and still being done.</p> <p>On 22 Dec. 2016, the last meeting will be held to inspect the finished ceiling section and for a celebrative sendoff, the CM promised to prepare a 'feast' for the workers and Committee.</p>	

2.4	He further thanked the PM and SM again for receiving and attending to the UNESCO mission that came to assess the project progress in November '16.	
3.0	FIREFIGHTING	
3.1	CM inquired about the pump's presence on site, since it was in office, and the Muzibu (the vulnerable area) is a small distance from office. PM rep explained that due to poor security, the pump cannot be on site permanently, therefore, it is taken out during day.	
3.2	CM was concerned about the time to collect and connect the pump versus the speed of fire spreading on site: SM informed that training for the workers and Police security was done during the presence of the UNESCO mission, by the Police Fire department. However, the best way to curb that time problem would be to construct a small cage or secure the pump in an alternative way, for it to be on site full time.	
3.3	The CM's second concern was the availability of the water in the emergency tanks, at the time of need. He proposed that we re-commission the borehole Subcontractor, to install surface pipes and connect the borehole to the tanks so that there is a constant flow of water when required (water will be pumped from the borehole to the tanks).	
4.0	UNESCO MISSION	
4.1	PM rep updated the members about the UNESCO Mission that was sent to Kasubi. It comprised of the Japanese Experts: Hasegawa, Sugasawa and Nitto and the Architect from CRA-Terre, Sebastien Moriset.	
4.1.1	The Japanese were mainly here for two reasons: <ul style="list-style-type: none"> a) To assess for the Japanese government if the situation and progress validates an extension for the Funds in Trust for the firefighting component. b) To obtain a realistic timeline/ work program for the project, that can be used to assess and implement the extension. 	
4.2	Update given: <ul style="list-style-type: none"> a) The Japanese were not happy about the communication gap between the PM and them, which had kept them ignorant about the project progress, despite their position on the project. However, the PM explained that the Protocol was to send to Nairobi UNESCO office, who in turn were to distribute the reports to the different international stake holders involved. It was resolved that from then, the reports would be sent directly to them as well. b) The mission was happy with the results and progress of the project. They appreciated the task at hand, skill and quality of work done in Muzibu Azaala Mpanga. c) Met with the SE and M&E eng. Who answered their questions on structure stability, ceiling stability, mechanical and electrical plan for Muzibu, in terms of security and firefighting. They presented in PowerPoint new firefighting 	

<p>5.0</p> <p>6.0</p>	<p>technology and proposals for Muzibu to the Consultants that were present.</p> <p>d) They explored all ongoing works, including the underground tank, whose details were later discussed (financial, structure, design, etc).</p> <p>e) Architect prepared a draft timeline which was discussed and edited in the last meeting. Architect was requested to prepare a work program projecting for 2018 for project consumption and 2019 for the Japanese government's JFIT extension validation process, since their contracts run for 2 years, standard time. The timelines should be stretched to incorporate all miscellaneous delays that may arise, anticipated or not. This was done and timelines sent, but they required endorsement from the Committee and Client.</p> <p>f) Mission also met with the Katikkiro of Buganda, who was very welcoming and cooperative to the cause. A report will be provided by the SM.</p> <p>WORK PROGRAM/ TIMELINE</p> <p>The work programs were reviewed by the Committee, and the Chairman requested that the meeting on 5 Jan 2017, with the Katikkiro focuses on this plan. (2018 schedule). He asked that a financial projection is prepared (QS) for the interior and thatch work timelines to be presented to the Katikkiro on that day, since it is crucial that the cash flow is constant, to enable the timeline milestones to be met and project to move smoothly.</p> <p>AOB</p> <p>Next meeting: 22 Dec. 2016</p>	
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Signed by:

.....
KADDU KIBERU
Chairman, Committee

.....
JONATHAN E. NSUBUGA
Project Manager/ Architect



j.e nsubuga & Associates
ARCHITECTURE + DESIGN

RECONSTRUCTION OF KASUBI ROYAL TOMBS			
COMMITTEE MEETING NO.40			
Date: 22.12.2016			
Location: Kasubi Royal Tombs, Kasubi			
Client: Buganda Kingdom			
Project: Reconstruction of the <i>Masiro</i>			
Members present	<p>Owek. Walusimbi Denis</p> <p>Members</p> <p>Kaddu Kiberu (Chairman)</p> <p>Jonathan Nsubuga (PM/Architect)</p> <p>Moses Gava</p> <p>Architect's office</p> <p>Namayanja Jacqueline</p> <p>Ethel Kiwanuka</p> <p>SE</p> <p>-</p> <p>QS</p> <p>Nyanzi Simon</p> <p>M&E</p> <p>-</p> <p>Kasubi</p> <p>-</p> <p>Documentation</p> <p>-</p>	<p>0414 254793</p> <p>0772702655</p> <p>0772 720374</p> <p>0792 702655</p> <p>0788300484</p> <p>0772 459410</p>	<p>nel.arch@gmail.com</p> <p>moses.gava@yahoo.com</p> <p>nel.arch@gmail.com</p> <p>"</p> <p>bikandema2000@yahoo.co.uk</p>
	<p>ABSENT WITH APOLOGY</p> <p>Kigongo R. (SM)</p> <p>ABSENT</p> <p>Chris Bwanika</p> <p>Jolly Lutaaya</p> <p>Michael Nsereko</p> <p>Sam Sentongo</p> <p>Omul. Bamweyana Walugembe</p> <p>David Kalanzi</p>	<p>0772 423496</p> <p>0772 700313</p> <p>0772497443</p> <p>0772746371</p> <p>0772 436788</p> <p>0752 657384</p>	<p>mremigiousyafesi@gmail.com</p> <p>law@kbkadvocates.com</p> <p>davidkalanzi2016@gmail.com</p>
	<p>AGENDA:</p> <p>1. SITE INSPECTION</p> <p>2. CHAIRMAN'S REMARKS/REACTIONS</p> <p>3. WORK PROGRAM</p> <p>4. AOB</p>		<p>ACRONYMS</p> <p>PM.....Project Manager</p> <p>SM.....Site Manager</p> <p>OMEGA.....Contractor</p> <p>M+EMechanical and Electrical (Engineer)</p> <p>SE.....Structural Engineer</p>

Min. No.	DISCUSSIONS HELD	ACTION
1.0	SITE INSPECTION	
1.1	<p>Observations and instructions from the inspection include:</p> <ul style="list-style-type: none"> As promised, the artisans had managed to meet the deadline, and have the ceiling portion done to the wall. Observations from inspection included: <ol style="list-style-type: none"> The last few rings looked hurriedly done and larger in diameter, however, it will be easily rectifiable during the corrections period in January 2017. The ceiling had not been stretched (pulled up). The artisans informed that the Jake was no longer functional and therefore were unable to pull it up. The artisans also described a certain pulley mechanism as a better option for the raising of the ceiling. 	
1.2	It was concluded that a more detailed inspection would be done in January 2017, when the scaffolds are removed, as was planned, before continuation to the other sections of the ceiling.	
2.0	CHAIRMAN'S REMARKS	
2.1	Chairman welcomed all to meeting. He started off by alerting all that this was the last meeting of the year, and was grateful for their presence. He commended the artisans for keeping their word and meeting the deadline, especially since the issue of Time and Finances are the major factors on this project.	
2.2	He also informed the meeting that based on site measurements, 18metres of circumference (wall) have been covered so far with the current portion of ceiling. As per measurement, the next 18metres will cover the "Kibira" and 18metres more before the main entrance.	
2.3	<p>He informed that money has caused some setbacks on the project: there has been lack since November 2016, and the team has had to be innovative since then, to ensure the project kept moving (payment of workers and material procurement).</p> <p>The Buganda Treasury kept promising to disburse but by we had not received any money by closing date.</p>	
2.4	<p>He continued to note that works cannot continue in 2017, until at least 50,000,000/= or more is released. There is also the matter of debts still owed, such as previous Subcontractors and suppliers used.</p> <p>Bulange also owes the CM over 137,000,000 for the intumescent paint and other times he has chipped in to support the project.</p>	
A	REACTIONS:	
A.1	PM	
A.1.1	PM applauded and thanked the CM for the diligent support given to the project, especially during November and December, when there was great lack. Without his intervention, site would be closed by then.	
A.1.2	Based on the measurements reported for the ceiling works, the PM emphasized that despite this section taking about 6months to complete, the actual work was done in about three. The 6 months involved a number of incidences, whereby there was no work done for weeks at a time in some circumstances. He therefore believes, that the rest of the sections should take a much shorter duration to complete.	

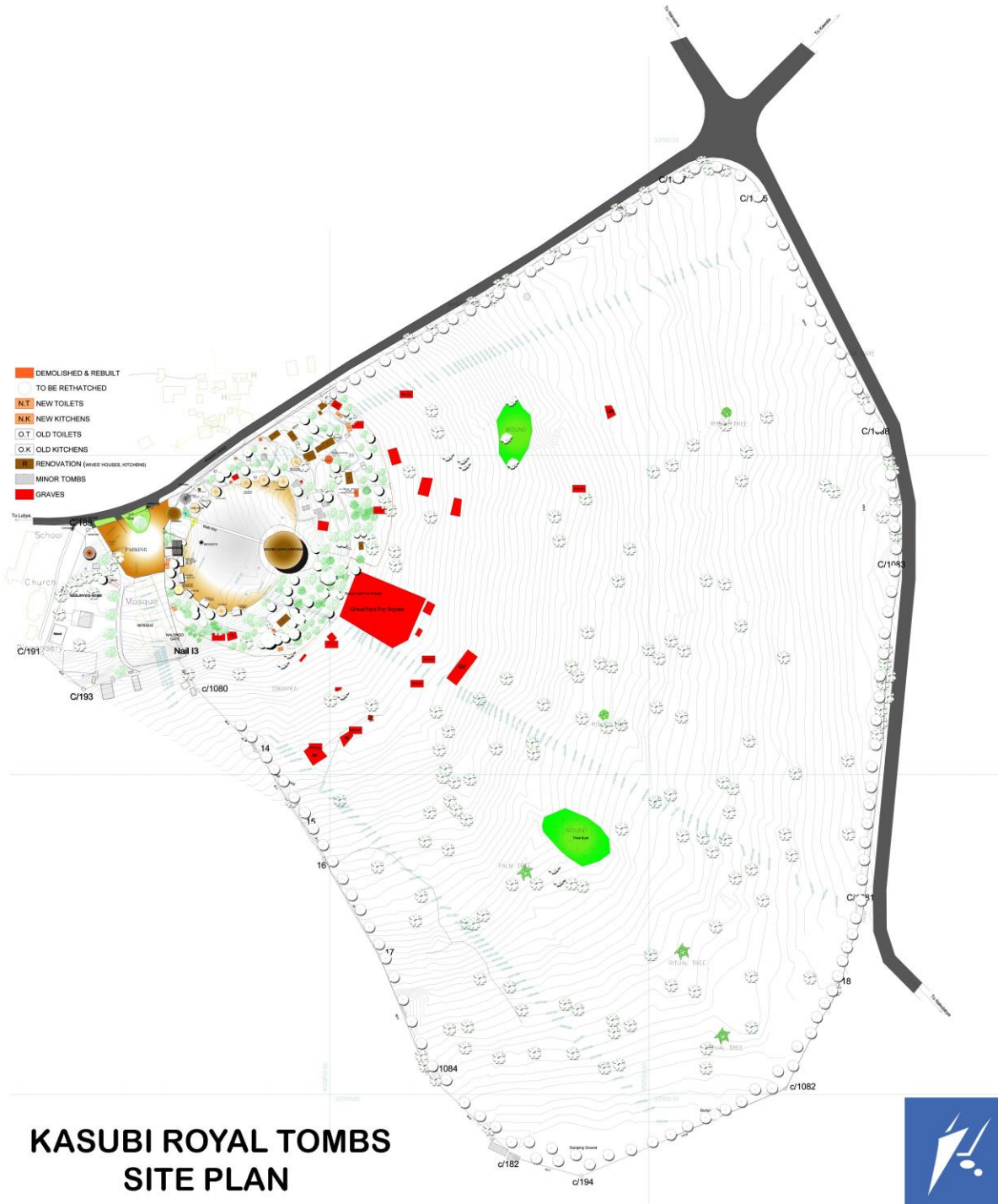
A.1.3	The target, based on that assumption and the fact that the artisans will be more competent with the task at hand, is 7 months for the next two sections.	
A.1.4	What requires to be done, according to the PM is: a) Have a plan for the required equipment. b) Involve a technical supervisor on site. Proposed was Mr. Lubowa of Homebuilders Co. Ltd.	
3.0	WORK PROGRAM/ TIMELINE <i>The work programs were reviewed by the Committee, and the Chairman requested that the meeting on 5 Jan 2017, with the Katikkiro focuses on this plan. (2018 schedule). He asked that a financial projection is prepared (QS) for the interior and thatch work timelines to be presented to the Katikkiro on that day, since it is crucial that the cash flow is constant, to enable the timeline milestones to be met and project to move smoothly.</i>	
3.1	Discussion and finalization of the Work program drafted continued. Below were the observations, comments and changes: a) According to the current section, CM advised to allocate 12 months for the rest of the ceiling, along with the main entrance works. (<i>Changed from 8mos</i>). b) Add the procurement and erection of the internal misambya poles in time line. c) The vegetal materials will be affected from the rains if not covered properly, and rain will slow down the artisans. According to research done previously, about 80,000,000/= is required to install a tensile structure over Muzibu that will enable work to continue unaffected. d) Consider the grass supply in terms of season and quantity and rate of use, as well as storage and work force. A good strategy is required.	
3.2	QS Noted that we do not have to worry about storage, because at the time of thatching, the grass will be used at a very high rate and supply will have to be just as frequent. Minister Walusimbi also added that we can easily acquire more people to work from the artisans who build the other palaces.	
3.3	Financial plan: CM requested that a financial projection is prepared for this time line, and this will be sent to the Kabaka and Katikkiro, presented to the Katikkiro on 5 Jan. 2017, for them to see the way forward, requirements for these goals to be met financially and otherwise, and consequences of failure to meet the milestone demands.	
3.3.1	PM advised that since Katikkiro position is quite political, it would help to package this presentation in such a way that it strengthens his political strategies and position, especially regarding the Masiro. It should not look like a financial burden.	
3.3.2	Suggestion by PM Office, is to use the accountability of the year 2016, and inflate by a certain percentage to cater for fluctuation, after including the missing elements, such as:	

	<ul style="list-style-type: none"> a) Grass b) Mavuvume c) Bark cloth d) Bukeedo e) Misambya f) Artefacts. 	
3.3.3	A certain amount to cater for the miscellaneous should also be included to get the total funding that may be required to finish the project in April 2018 as projected in the timeline.	QS to work with PM Office to produce required documentation
4.0	AOB	
4.1	The Chairman finally closed the meeting with a feast for the Consultants, artisans and residents, wishing all a Happy festive season.	
	Next meeting: 5 Jan 2017 with the Katikikiro at Bulange.	

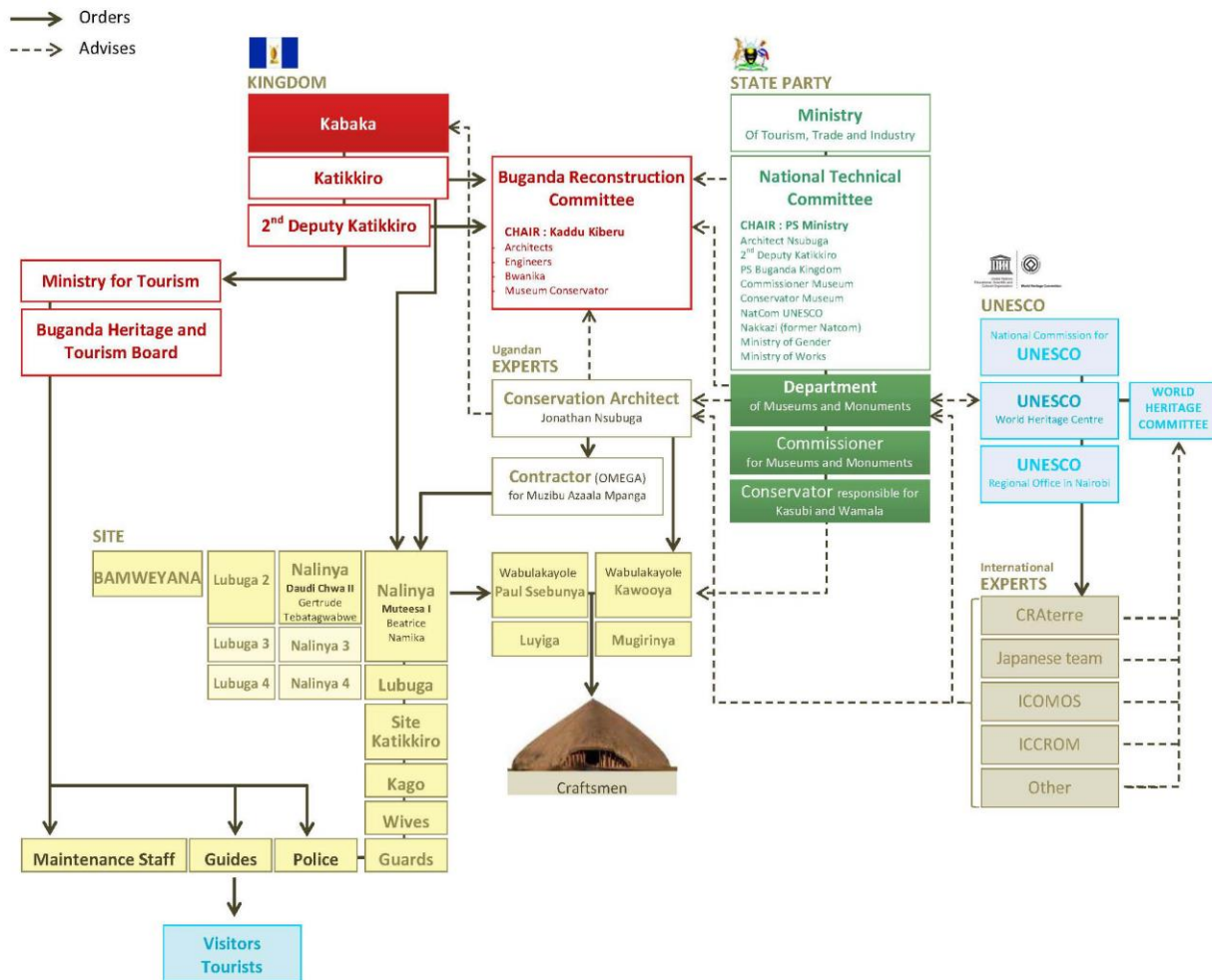
Signed by:

.....
KADDU KIBERU
Chairman, Committee

.....
JONATHAN E. NSUBUGA
Project Manager/ Architect



Kasubi Tombs

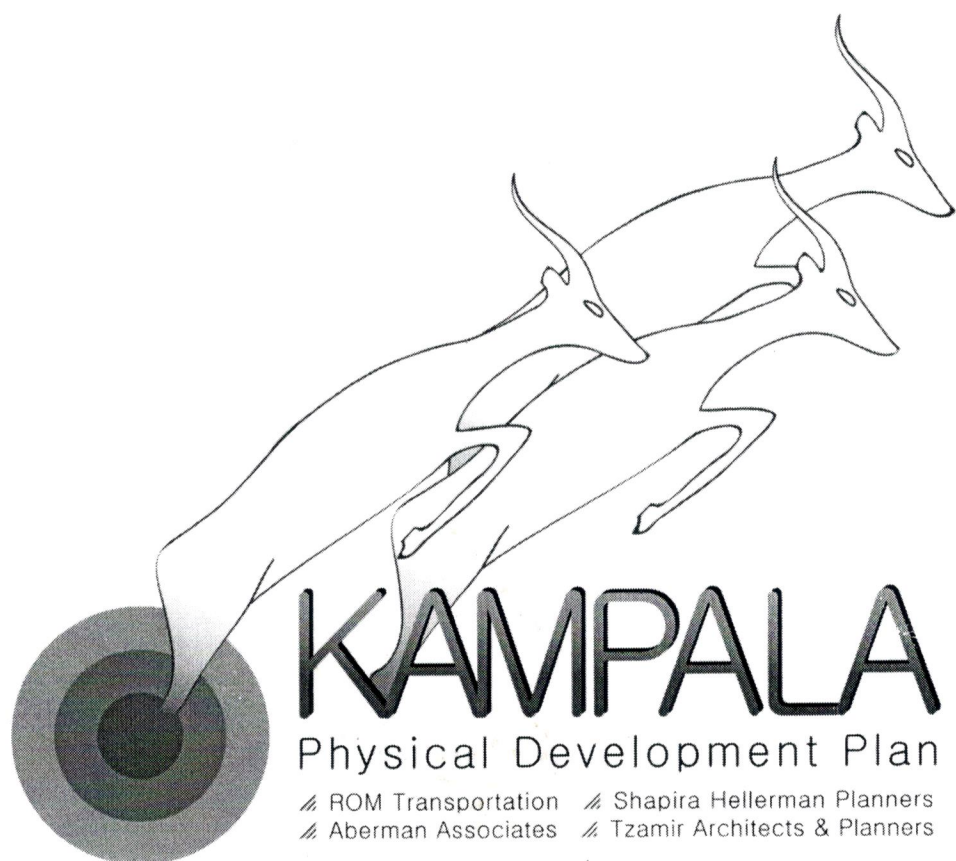


Appendix A: Kampala Spatial Physical Development Plan (KPDP)

Kampala Capital City Authority

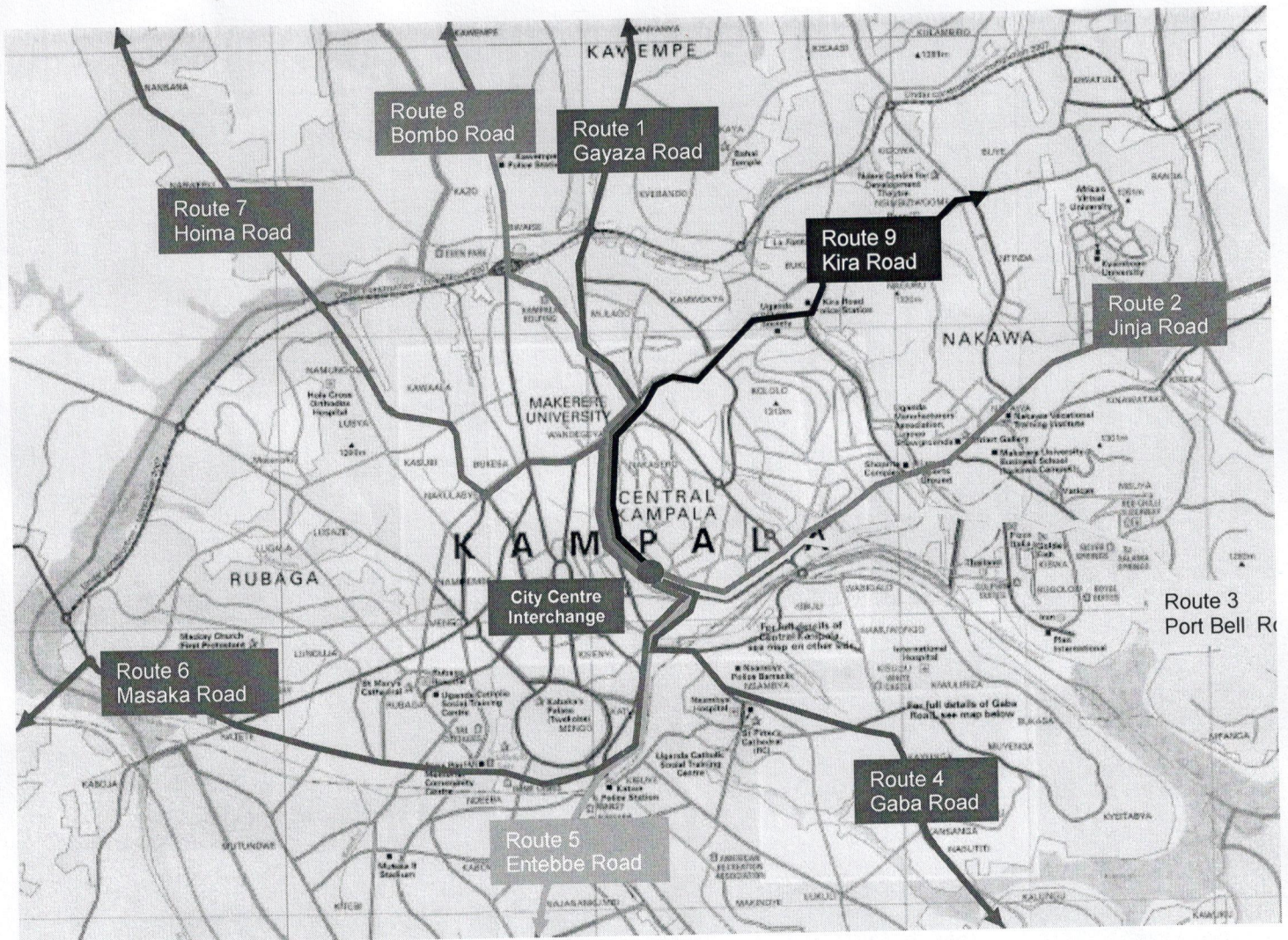
Kampala Physical Development Plan - Planning Provisions, Schemes and Maps

October 2012



Tzmir Architects and Planners Ltd.
Shapira & Hellerman Planners
ROM Transportation Engineering Ltd.
Aberman Associates
Ofek Aerial Photography Ltd.

The following map identified the most attractive corridors based on the *Pre-feasibility study for the development of a Long-term integrated Bus-Rapid Transit System for the Greater Kampala Metropolitan Area*:



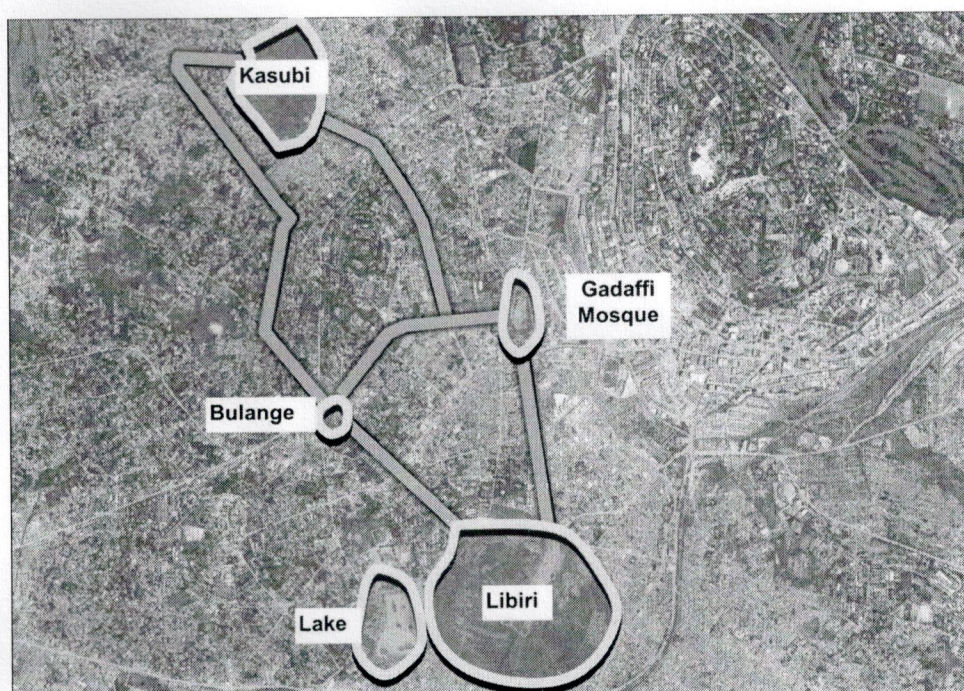
Map 32: Proposed BRT Corridors in Kampala

Another aspect of the creation of an MRT system is the pros and cons of different modes: Light rail, Metro, Tram or BRT. It can be noted that BRT enjoys relatively very low construction cost while providing adequate capacity for a high volume of passengers:

Therefore, the consultant believes that it is advisable for Kampala to base its mass transit system on BRT, as has been done in many developing countries. However, in case capacity exceeds the limits of a BRT system, there will be a need to upgrade the BRT system into light rail transit (LRT), which would be relatively easy to complete since designated right of ways will have already been secured.

9.3.6.1 Cultural facilities

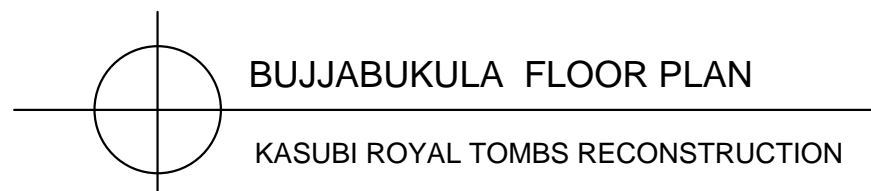
The main cultural facilities are located in Quarter 1 and include Libiri, Kabaka's Lake, Bulange, Kasubi, the Gadaffi Mosque, and the Rubaga Cathedral. These facilities are significant landmarks in the Kampala's culture and history. The proximity of these sites to each other creates a sort of cluster of culturally significant sites and gives a unique character to the entire area (see following map). Thanks to the location of this cluster not far from the CBD it is characterized by high viability and accessibility, making it a potential culture, tourism and recreation area.

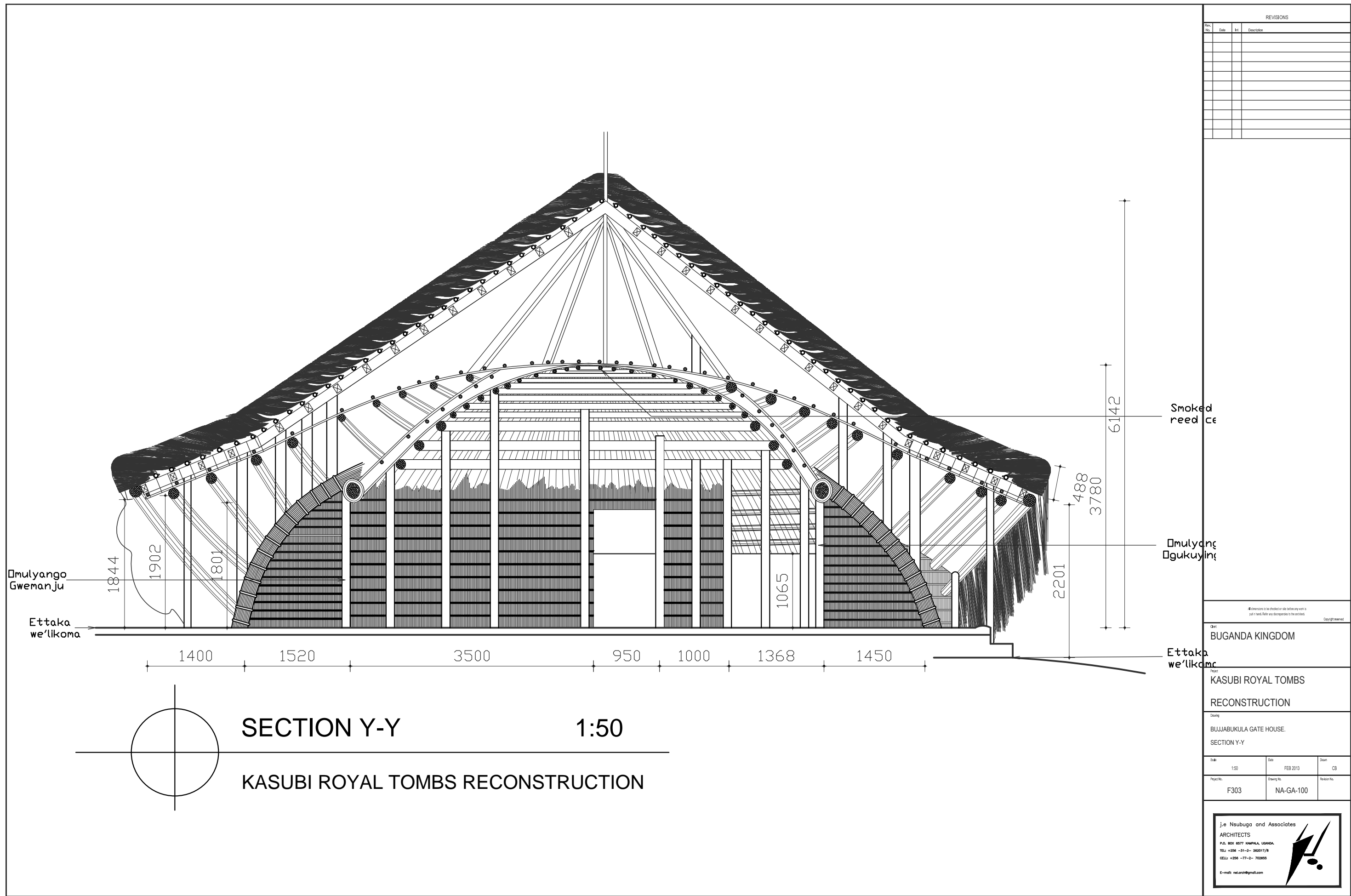


Map 83: Cultural Landmarks

9.3.6.2 Health services

One of Kampala's most important health centres, the Mulago Hospital, is located in Quarter 2 (see following map). This hospital, which also serves as an extension of the Makerere University and houses its Medical School, is an important part of the city centre. Beyond its important role in the Kampala community, the Mulago Hospital can be developed as an academic and research centre, as explained below.

[illegible]



Visitor' statistics 2007-2009

visitors	2005	2006	2007	2008	2009	Total
Ugandan/ adults	1,251	1,160	1,875	1,898	2,034	8,218
Pupils	29, 323	40, 217	36, 870	40, 812	38, 505	185, 727
Non-residents	1,023	1,840	2,121	1,906	2,045	8,935

Source Remigius Kigongo

Entry fees

Ugandan	Pupils	East Africans	Non-resident adult	Non-resident kid
2,000	1,000	5,000	10,000	5,000

Visitors' statistics 2010- 2015

visitors	2010	2011	2012	2013	2014	2015	Total
Ugandan/ adults	2,500	1840	3,805	4,896	531	420	13,992
Pupils	13, 303	14, 257	18, 800	24, 872	785	544	72,561
Non-residents	640	521	821	915	125	95	3,117

The site closed from public from 2014 to date

EMERGENCY ACTION PLAN

Kasubi Tombs World Heritage Site.

Date: 08 December 2016

Emergency Personnel Names and Phone numbers

Name:

1) Nnalinya Nnamika phone 0759125451

2) Katikiro Mulumba phone 0755990705

3) Kigongo Remigious phone 0772423496

Emergency Coordinators:

Name:

1) Lt Kibuka David. Phone: 0777777726

2) NSIGO, E Kisitu (security) phone 0779923117

3) Mulamba, Kabu Paul Musitwa. 0776644731

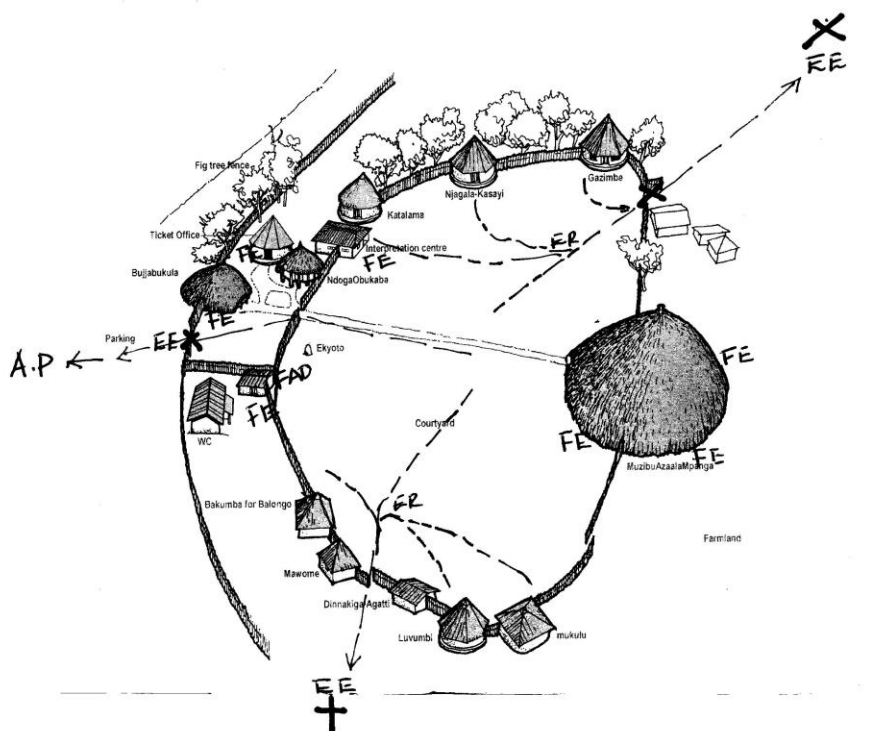
Assistants to physically challenged

1) Name: E. Kigozi Phone: (0779923117)

1) Name: F. Luyiga Phone: (0774537192 or 0750821646)

Evacuation routes

Evacuation route maps have been posted in each work area. The following information is marked on evacuation maps:



Key : Draft Evacuation Plan

- EE - Emergency Exits
- AP - Assembly Point
- FE - Fire Extinguishers location
- ER - Evacuation Routes
- FA - Fire Alarm Office

Emergency phone numbers

Fire department: 0712144799,041421222

Paramedics: Mulago Hospital +256 41 4270222

Ambulance: Case +256 701 250362

Police: 0701397774

Utility company emergency contacts

Electric: +256 800185185

Water: +256 31 3315100

Gas : +256 41 425 8 912

Telephone Company: MTN = +256 31 2120333

Emergency Reporting and Evacuation Procedures

Types of emergencies to be reported by site personnel are:

- Medical
- Fire

- Bomb Threat
- Extended Power Loss
- Terrorist attack

Severe Weather and Natural Disasters

Earthquake:

- Stay calm and await instructions from the Emergency Coordinator or the designated official.
- Keep away from overhead fixtures, windows, filing cabinets, and electrical power.
- Assist people with disabilities in finding a safe place.
- Evacuate as instructed by the Emergency Coordinator and/or the designated official.

Utility company emergency contacts

Medical emergency

- Call medical emergency/First aid phone number:

† Paramedics † Ambulances

- Name: Namirembe Hospital
- Phone: +256 41 427 0222
- Name: Mulago Hospital
- Phone: +256 41 454 1250
-

† Fire Department

- Kampala Fire Department.

Provide the following information:

- a. Nature of medical emergency,
 - b. Location of the emergency (address, building, room number),
 - c. Your name and phone number from which you are calling.
- Do not move victim unless absolutely necessary.
 - Call the following personnel trained in First Aid to provide the required assistance prior to the arrival of the professional medical help:
 - If personnel trained in First Aid are not available, as a minimum, attempt to provide the following assistance:
 1. Stop the bleeding with firm pressure on the wounds (note: avoid contact with blood or other bodily fluids).
 2. Clear the air passages using the Heimlich Maneuver in case of choking.
 - Attempt first aid ONLY if trained and qualified.

Fire emergency

When fire is discovered:

- Activate the nearest fire alarm (if installed)
- Notify the local Fire Department by calling .
- If the fire alarm is not available, notify the site personnel about the fire emergency by the following means (check applicable):

† Voice Alarm Communication

† Phone Paging

† Radio † Drumming

Fight the fire only if:

- The Fire Department has been notified.
- The fire is small and is not spreading to other areas.
- Escaping the area is possible by backing up to the nearest exit.
- The fire extinguisher is in working condition and personnel are trained to use it.
 - Upon being notified about the fire emergency, occupants must:
- Leave the building using the designated escape routes.
- Assemble in the designated area (KIGANGO):
- Remain outside until the designated authority announces that it is safe to re enter.
- Disconnect utilities and equipment unless doing so jeopardizes his/her safety.
- Perform an accurate head count of personnel reported to the designated area.
- Determine a rescue method to locate missing personnel.
- Provide the Fire Department personnel with the necessary information about the facility.

Assistants to Physically Challenged should:

- Assist all physically challenged employees in emergency evacuation.

extended power loss

In the event of extended power loss to a facility certain precautionary measures should be taken depending on the geographical location and environment of the facility:

- Unnecessary electrical equipment and appliances should be turned off in the event that power restoration would surge causing damage to electronics and effecting sensitive equipment.

Fire sprinkler system

- Standpipes
- Potable water lines
- Toilets
- Add propylene-glycol to drains to prevent traps from freezing
- Equipment that contain fluids that may freeze due to long term exposure to freezing temperatures should be moved to heated areas, drained of liquids, or provided with auxiliary heat sources.

Upon Restoration of heat and power:

- Fire and potable water piping should be checked for leaks from freeze damage after the heat has been restored to the facility and water turned back on.