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DRAFT ARC POLICY FOR THE TRANSFORMATION AND DEVELOPMENT OF
MUSEUMS AND MONUMENTS FOR A DEMOCRATIC SOUTH AFRICA

Prepared for the DAC Commission on Museums and Monuments

by

The Heritage Resource Subcommittee, 20th May 1992

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1. BACKGROUND

1.1 Apartheid and Museums and Monuments.

The colonial history of South Africa is the history of the subjugation, repression, domination and exploitation of a racial minority over a racial majority. It is a history that chronicles the implementation and effects of Apartheid - an ideology that is founded on the belief that one race and one culture is superior to others. Institutions, intentionally or otherwise, in Apartheid South Africa have underpinned, reflected and promoted this ideology. '

It is also a history of defiance, organisation and struggle by the majority, - built upon a proud tradition of resistance and a rich, strong, and dynamic culture - and of suffering and sacrifice. This history our institutions have chosen to marginalise, trivialise, distort or ignore.

1.2 ANC Policy; Museums and Monuments

The basic objectives of ANC policy are threefold:

i To overcome the legacy of inequality and injustice created by colonialism and apartheid, in a swift, progressive and principled way;

i To develop an economy and state infrastructure that will progressively improve the quality of life of all South Africans; and,

a To encourage the flourishing of the feeling that South Africa belongs to all who live in it, to promote a common loyalty to and pride in the country and to create a universal sense of freedom and security within its borders.

ANC policy for museums and monuments is situated within the above so as to ensure that they are fully engaged as institutions for transformation, reconstruction and reconciliation for a democratic South Africa. This is founded on the conviction that all South Africans have a common history and destiny and that museums and monuments have a crucial role and responsibility in the promotion and manifestation of this national consciousness. This document does not present a rigid ANC blue-print to which our supporters will be expected to rally and our opponents required to submit. Rather, the document represents a set of basic guidelines to policies we intend to pursue. These ideas will be developed through discussion within the ANC, and through consultation with the broadest spectrum of South African public opinion. The policies will be adapted according to these processes and on the basis of experience.

2. THE NATURE AND ROLE OF MUSEUMS AND MONUMENTS

2.1 Museums

The accepted definition of a museum is that of an institution that collects, documents, preserves, exhibits and interprets material evidence for public benefit.

2.2 Monuments-

The definition of a "monument" encompasses significant "immovable" elements of archaeological, historical, cultural and natural heritage as well as movable items that are particularly old or valuable and are deemed by law to be necessary for protection. The ARC recognises that the State has the ultimate responsibility for preserving the country's natural and cultural heritage and resources but in doing so, will take cognisance of the following:

- i. That the traditional definition and practice has focussed on the protection of individual sites, buildings, objects etc., in isolation of the broader built, natural and human environment and without due sensitivity shown to the history and sensibility of the broader community; and,
- ii That all the people of South Africa must be made conscious of their individual and collective responsibility for the preservation and protection of the country's natural and cultural heritage.

3. GUIDELINES AND PRINCIPLES

3.1 Introduction

The guidelines and principles for a museums and monuments policy for a democratic South Africa must locate the above definitions and functions within the need to redress the legacy of apartheid in general and the stated aims and objectives of African National Congress in particular.

Most public institutions in apartheid South Africa, including museums and monuments, are seen by the majority of the people as racist, sexist, autocratic, exclusive, elitist, remote, arrogant, eurocentric, formal, non-participatory, insensitive, alienated, aloof, irrelevant;- or to put it simply, as not belonging to them.

ANC policy will enable and allow the people to lay claim to their institutions by ensuring that they are non-racist, non-sexist, democratic, accessible, accountable, responsive, sensitive, participatory, dynamic, relevant, educational and are grounded in the communities from which they arise.

3.2 Planning

Planning in apartheid South Africa has been characterised by dogma, fragmentation, myopia, and a general lack of consultation and co-ordination. With specific regard to museums and monuments it is difficult to talk of any planning at all. There is no coherent national museums and monuments policy.

Future planning will be integrated and a holistic approach will be followed. Policy and planning will be practically based at all times and tied to strategy. Structures to enable consultation on planning and general policy will be established.

With specific regard to museums and monuments, planning must include environmental, cultural, developmental, conservationist, educational, civic, professional and community structures, organisations and concerns, amongst others.

3.3 Access

The peoples right of access to public museums and monuments - their collections, their exhibitions, their facilities - as a national resource and service, will be recognised and legislated by government.

Most South Africans live far from the urban areas where most facilities are situated and many have no physical access to museums or museum services. At the same time access implies more than physical location and proximity. ANC policy will ensure that:

- i. If people cannot go to the museums then the museums will go to the people. This will require, amongst other things, the development of a comprehensive travelling museum service with special emphasis on rural areas.
- ii. Account is taken of the high illiteracy rate in South Africa and the diversity of linguistic and cultural needs of communities.
- iii. People are not denied access to museums and monuments because of an inability to pay.
- iv. Special provision is made for the physically disabled and the elderly.
- V. Museums and monuments are actively promoted and publicised and the public are encouraged and invited to make use of their facilities and services.
- vi. Specific groups whose needs and concerns have traditionally been ignored or marginalised are targeted and involved through their organisations and structures e.g. trade unions, womens organisations, civic organisations, youth groups, etc.

vii. Museum premises and facilities are made available and accessible for wider community activities eg. adult education and literacy classes, cultural, civic, trade union organisations etc., ie. they function as community resource centres.

3.4 Education

It is in the area of education, or more specifically the type of education or the lack of it, that successive apartheid regimes have attempted to entrench white supremacy and hegemony. It is also the area that the ANC has targeted as a central instrument for the effective transformation and reconstruction of South African society.

Museums are first and foremost educational institutions. It is one of the main, if not the rationale for their existence. The degree to which they function and contribute in this area will determine the value, recognition and support they are given as institutions in the foreseeable future. ANC policy will ensure that:

- i. Educational programmes and activities are central to all other museum functions and that the necessary resources, both in terms of funds and staff, are made available for this purpose.
- ii. The degree to which individual museums continue to receive state funding will, to a large degree, be determined by the effectiveness of their education programmes.
- iii. Museum education programmes relate and are linked to both teacher training and school syllabi and are further engaged in adult education and literacy programmes
- iv. Structures at local, regional and national level are established to enable educational institutions, both formal and informal and at all levels ie pre-school, primary, secondary and tertiary, to be involved and make a contribution to museum education policy and programmes.
- v. Exhibitions, resources, publications, etc are produced in such a way as to make them widely accessible by taking into account the multi-lingual nature of South Africa as well as literacy levels.
- vi. Full creative use is made of the mass and popular media ie newspapers and magazines, radio and television, to make museum education initiatives and materials more accessible, especially in rural and remote areas.

3.5 Staffing

The composition of museum staff is a function of apartheid in all its ramifications. This is characterised by an almost complete absence of blacks and women at administrative, managerial, curatorial and technical levels. ANC Museums policy must address this distortion and imbalance. This will be achieved in the longer term through a restructuring of training programmes for museum professionals as described above. The policy will address the issue in the short term by:

- i. Ensuring that institutions target and appoint people from disadvantaged communities to devise, direct and implement the proposed expansion and extension of museum education and outreach programmes as described in this document. These people will not need to have a museum background or training - but rather experience in grassroots organisational work.
- ii. Initiating new projects that will draw upon the existing skills and experience within disadvantaged communities.
- iii. Identifying members of staff at the lower levels of the scale for intensive upgrading courses so as to equip them with managerial and administrative skills which will assist in their advancement.
- iv. Re-evaluating the criteria upon which the advancement of staff within the museum profession is determined.

3.6 Training

Apartheid has deprived the black majority of South Africa the opportunity to acquire basic education and skills while the opportunity to acquire specialised education and skills has been almost entirely denied. This is reflected in the present composition of museum and monuments personnel and staff at all levels. At the same time museums require well trained and highly skilled professionals to achieve their goals. ANC policy will therefore ensure that:

- i. Adequate training facilities and programmes are established nationally with the necessary support and funding from government.
- ii. A national museology course/school is established to facilitate the training of museum professionals. The course and programmes structured so as to include distance learning and in service training. -
- iii. Funds in the form of grants and scholarships will be made available by government to enable people from disadvantaged communities to acquire museology qualifications.
- iv. All institutions allocate a stipulated percentage of their budgets for training and staff development. -

- v. All institutions conduct in-house training for staff.
- vi. The qualifications of museum professionals are recognised.

3.7 Protection of Heritage Resources.

The history of colonialism and of apartheid is a history of the violent appropriation and exploitation of the resources and products, both physical and human, of our country.

A policy for the protection of South African heritage resources will take this into account so as not only to cover those national resources that already exist in our institutions, but will also make provision for the protection, security and where possible the reclaim and return of other cultural and material resources that can justifiably be deemed as integral and essential to the national cultural heritage and that rightly belongs to all the people of South Africa. To this end a policy will ensure that:

- i. A representative structure with adequate staff, resources and funds is established to research, identify and locate cultural and physical resources and artifacts of national importance so as to enable this body to effect the necessary interventions to ensure that this material is secured, preserved and conserved in the national interest. The proposed National Council for Museums and Monuments will be responsible for this structure. !

- ii A national trust fund is established to enable this structure to purchase material and collections of national importance for the nation, should the opportunity arise.

- iii. Provision is to be made in law for the classification of materials, archives, artifacts, collections, buildings, etc as of national cultural importance to the national heritage with legal provision for any necessary intervention to ensure their security, protection, conservation and access and that government and government property is not exempt from this legislation. '

- iv. The definition of a "national cultural treasure" be broad enough so as to include all the concerns of all groups and communities in our country and to include material and artifacts of both an historical as well as a contemporary nature.

- v. It be recognised that the collective cultural heritage of the country is not only manifest or expressed through physical cultural artifacts and structures but also through our language, poetry, dance, music and other oral traditions and that efforts be made to document and preserve this rich cultural heritage in a dynamic and accessible way.

Vi. All collections are properly cared for, ie, their conservation, storage, documentation, and research requirements should be fully met. National guidelines for sound collection management will be formulated and adopted and will allow for the monitoring of public collections. These will be regularly reviewed and re-appraised, leading where appropriate or desirable to rationalisation of collections between public institutions.

vii. In recognition of the fact that collections in museums represent aspects of the Heritage of the Nation, and that the museums are merely custodians of those collections on behalf of all the people, all collections should have clear and unambiguous legal status regarding ownership and rights over them.

3.8 Information and Research

In South Africa, the means for the gathering and propagation of, and access to, research and information has primarily been monopolised by a very small minority and has served to protect, promote and secure narrow interests. At the same time the type of research done and information imparted has also furthered these ends. Museums are important research institutions and ANC policy will ensure that:

i. Research initiatives are not prescribed in any way. However, the ANC policy will make provision for a special fund, (to be administered by the proposed National Council for Museums and Monuments on the advice of a Standing Committee of museum specialists and representatives of other research institutions, national civic, cultural and educational community organisations), to make available grants and other support structures to encourage and enable research initiatives to be undertaken that are deemed to be of specific value and benefit to the nation as a whole.

ii. There be a general awareness propagated of the need for research to inform the complex process of the general social, cultural and economic upliftment of all the people of South Africa.

iii. That structures are created and funding made available, by means of the fund above, to enable research projects to be undertaken by museum staff, students and individuals traditionally excluded as they have been considered not to have the required education, skills or position.

iv. That the ANC is committed to the achievement of the highest research standards as long as the definition of "standards" is not used to exclude those people traditionally marginalised from these essential endeavours and that this definition is re-examined within the context of the broader issues raised in this policy document.

v. That research documentation and information is made accessible in the widest possible way and that this is done with due regard given to the multi-linguistic nature of South Africa, literacy levels etc.

3.9 Museums and the Economy.

Museums and monuments have a significant role to play in the development of tourism in South Africa and in so doing make a valuable contribution to the economy and job creation. ANC policy will ensure that there is a dynamic linkage between museums and monuments and tourism structures at local, regional and national level.

3.10 Museums and the International Community.

Because of apartheid, South Africa has been isolated by the international community. ANC policy will ensure that:

- i. South African museums and museum professionals, both through their professional organisations and associations and individually are once more fully integrated and engaged with regional, continental and international museum and related organisations and bodies.
- ii. Technical resources and expertise within the Southern African museum infrastructure is exchanged and shared.
- iii. Museums and museum professionals are encouraged and enabled to learn from the collective experience and endeavour of fraternal institutions in Southern Africa, Africa and the rest of the World.

4. STRUCTURE

The coordination, management, administration and direction of government and government funded departments, structures and institutions in South Africa has been characterised by the lack of involvement and consultation in these processes by the individuals, institutions and communities effected, a lack of accountability, a reliance on a select group of technocrats and bureaucrats for policy formation and implementation, the marginalisation of blacks, rural communities and women in decision-making, a distorted and unequal distribution of resources, a complete absence of integrated planning and resource management, duplication and wastage. Present arrangements and structures for national museum funding and management reflect this.

The ANC is committed to strong, democratic central government and strong and effective regional government with the maximum degree of autonomy given to regional and local structures. None of these are mutually exclusive:- rather they compliment and support each other fully. The above is proposed to achieve the sound management and development of the countries resources as well as

to satisfy the most basic objective of democracy - to enable individuals and communities to participate in those decision making processes that effect their daily lives. The proposed national organisational structure for national heritage resource management, funding and development outlined below reflects this committment and mirrors this approach.

4.1 A National Council for Museums and Monuments (NCMM).

This to be an autonomous, statutory body with representation to central government via the relevant ministry. The Council will be made up of members elected, nominated or co-opted by and from the Museums Committee and the Monuments Committee and a specified number of members appointed by the relevant minister. The organisation representing professional museums and nwnuments staff will also be represented.

The Council will have a permanent secretariat with the necessary funding and support for its effective functioning prOvided by central government.

Functions:

- i. To coordinate and direct the implementation of national policy for museums andxmonuments and to make recommendations to central government re: funding, resources, staff conditions etc.
- ii. To evaluate and implement recommendatibns of the Museums Committee, the Monuments Committee, and the_Standing Committees and to make representations to government on policy as reccomended by the above.
- iii. To liaise with other relevant government departments eg. Education, Planning, Environment, etc.
- iv. To administer relevant legislation.
- v. Delegate authority to regions in terms of which aspects of legislation can be administered.
- vi. To coordinate and facilitate inter-regional cooperation.
- vii. To act as a body of appeal against decisions of regional structures.
- viii To administer the proposed Fund for Transformation and Development.
- ix. To ensure the funding for and the effective coordination and functioning of the Regional Museum Service at national level.

4.2 The Museums Committee and the Monuments Committee.

Each Regional Council will elect, nominate or mandate two members to serve on the Museums Committee and the Monuments Committee respectively.

Functions:

- i. To coordinate, monitor, manage and direct inter-regional cooperation via the Regional Councils.
- ii. To make representation to the NCMM on policy from the Regional Councils and Standing Committees.
- iii. To make recommendations to the NCMM with regard to regional funding.
- iv. To see to the proper and effective functioning of the Standing Committees and to address and make representation to the NMCC for the implementation of their recommendations.
- v. To make representation to the NCMM with regard to regional funding, and to ensure the coordination and effective functioning of the Regional Museum Service.

4.3 The Joint Working Group.

The Joint Working Group will be made up of representatives of the Museums Committee and the Monuments Committee.

Functions:

- i. To coordinate the workings of the Museums Committee and the Monuments Committee.
- ii. To draft the recommendations of the Museums Committee and the Monuments Committee for submission to the NMMC.
- iii. To act as the mediating body if and when issues of conflict should arise between the Museums Committee and the Monuments Committee.

4.4 Standing Committees.

These committees will be established to advise the Museums Committee, the Monuments Committee and the NMMC on national

policy formation and implementation in the key strategic areas for the transformation and development of museums and monuments for a democratic South Africa eg. education, training, research, conservation, planning, funding, assessment and evaluation, access, exhibition and display, the built environment, etc. The Standing Committees will be made up of museum specialists, representatives of the broader community and representatives of related disciplines and institutions. The members of the committees will be appointed by the NMMC on the advice of the Museums Committee and the Monuments Committee from persons put

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forward by the Regional Councils. The Standing Committees will be able to coopt further members.

Functions:

- i. To advise on strategy for the achievement of the aims and objectives of national policy for museums and monuments.
- ii. To monitor, evaluate, access and make recommendations-with regard to the implementation of national policy.
- iii. Approve or make recommendations on appropriate statutory actions, eg the declaration of monuments and cultural treasures; issuing of archaeological permits etc.
- iv. 'Set standards and monitor the procedures for the areas identified above.

4.5 Regional Councils

These will be the regional coordinating structures linking institutions and will administer the broad national policy in their respective regions. They will be composed of professional staff from museums, monuments and heritage institutions, advisers from relevant disciplines, institutional representatives (eg local authorities, education departments, regional authorities), civic associations, environmental and conservation groups, community cultural representatives etc. For their effective functioning they be enabled to permanent secretariats, committees, working groups etc.

Functions:

- i. To determine regional policy and strategy especially in respect of rationalising existing institutions.
- ii. To fund and coordinate the deployment and activities of the Regional Museum and Monuments Service.
- iii. To coordinate the management and distribution of resources and administrative functions eg. funding, transport etc.
- iv. To coordinate regional programmes and initiatives.
- v. To ensure the cooperative utilisation of technical facilities, conservation laboratories and scientific and professional resources.
- vi. To make recommendations regarding statutory protection for sites and monuments, cultural treasures, exercise delegated legal authority from national level.

4.6 The Regional Museum and Monuments Service.

The Regional Museum and Monuments Service will be located in all regions and will be the key structures for addressing the present distorted and unequal distribution of museum and monument resources. The Service will be made up of qualified and skilled specialist museum and monument personnel in both the broader professional as well as technical areas with the necessary technical and physical resources for their effective functioning. The service will give priority to smaller local and community museums especially those located in rural and remote areas as well as new initiatives.

Functions:

- i. To advise and run workshops for museums and monuments staff with regard to key museum functions eg., display, conservation, education, training, community outreach, administration, publicity and promotion etc. '
- ii. To conceptualise, plan, implement and administer the regional mobile museum services.
- iii. To establish and make available strategic resources, services and materials not accessible to smaller museums. eg. audio-visual production equipment and resources; computer training, equipment and facilities; conservation expertise and training; etc.

4.7 Museums and Monuments.

Primary authority will be vested in these institutions which will be governed by Boards of Trustees having trusteeship of and responsibility for collections and the administration of the institutions and staff. The Boards of Trustees will be the link between the institutions and the wider community and will be the key elements in the democratisation of museums and monuments. The Boards will make and evaluate policy. The management of the museum or monument and the implementation of the policy will be the responsibility of the director and staff.

Boards will be properly and democratically constituted and the membership will change by election, nomination and rotation according to procedures, principles and guidelines approved under national policy. -

Guidelines and procedures will be formulated under national policy to ensure the democratic and effective functioning of museums and monuments and the active participation of staff at all levels of decision making in the formulation and implementation of policy and programmes. Museums and monuments staff will be encouraged to join and be active in the relevant unions and professional associations.

National museums and monuments will be expected to fulfill their national research, conservation, education and exhibition functions in such a way as to ensure that they are key institutions in the process of national reconciliation and the development of a national cultural consciousness.

All museums and monuments will bind themselves to operate under internationally accepted codes of conduct, governing ethics and professional standards.

4.8 Professional Museums and Monuments Staff Association.

The ANC recognises that the successful implementation of the policies outlined in this document depend almost entirely upon the degree to which they are accepted and supported by museum professionals. The ANC also recognises the wealth of expertise, commitment, dedication and professionalism of South African . museum personnel at all levels and the essential collective contribution that they can and must make in the transformation and development of museums and monuments for a democratic South Africa. To this end ANC policy will ensure that:

- i. A strong and viable national organisation of museum and monuments professionals is encouraged and supported.
- ii. That this organisation has an effective say and is represented at the highest level of museum policy formation, direction and implementation.
- iii. That this organisation is constituted so as to encourage and enable the participation of museum and monuments personnel at all levels.
- iv. That this organisation is actively promoted and will have the function of representing the museum and monuments profession within the international museums and monuments fraternity.
- v. That this organisation is represented in all international museum and monuments organisations and structures.
- vi. Museum specialists are accorded professional status by statutory recognition of the museums and monuments staff association.

4.9 ORGANISATIONAL STRUCTURES

- i. Policy and Management
- ii. Funding

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5. FINANCE AND FUNDING

ANC policy will both ensure that museums are adequately funded and that these funds are allocated and distributed in a fair and equitable way by:

- i. Distributing funds to museums and monuments on the recommendation of the NMMC and Regional Councils.
- ii. Adequately funding National Museums, Galleries and Monuments to enable them to fulfil their functions and obligations as national institutions and to make their services and resources available to the regions.
- iii. Encouraging the involvement and support of the private sector in museum programmes and development.
- iv. Supporting and encouraging the involvement of international agencies in the funding of projects and initiatives.
- v. The establishment of a fund to be called the Fund for Transformation and Development so as to ensure the achievement of the strategic national aims and objectives as outlined in this document.
- vi. Encouraging the private sector to contribute to heritage conservation by making tax concessions on the value of approved donations to museums and monuments.

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SUGGESTED GUIDELINES AND STRATEGY FOR THE IMPLEMENTATION OF THE
POLICIES AND PROGRAMMES AS OUTLINED IN THIS DOCUMENT

The subcommittee has targeted the following key areas, and puts forward the following strategies, for the successful implementation of the policies and programmes as outlined in this document. _

1. The African National Congress.
2. The Government.
3. The Public.
4. The Museum Profession.
5. Museums.
6. International

1. The African National Congress

It is crucial that these policies and. guidelihes are fully discussed, debated and understood by the ANC membership. In this regard the subcommittee recommends the following:

- i. That workshops and discussions around this document are held in all the ANC regions.
- ii. That the subcommittee be given the responsibility and funding to plan and conduct these workshops.
- iii. That the subcommittee be mandated to prepare an article on' this document for inclusion in ANC publications eg. MAYIBUYE

2. The Government

The subcommittee feels it essential that central government structures at the highest levels be engaged in the discussion and negotiation of these policies and programmes. To this end the subcommittee proposes that:

- i. Engagement and discussions take place between representatives of the ANC DAC and senior members of the Department of National Education.
- ii. That discussions take place between representatives of the ANC DAC and the museums and monuments policy commission recently appointed by government.

iii. That the ANC DAC enter into discussions with the National Monuments Council.

The subcommittee further recommends that the objective and aim of these negotiations be the establishment a joint working group made up of ANC DAC appointed representatives and representatives from the above state structures to advise an Interim Government on the implementation of the policies and programmes as contained in this document. -

3. The Public

It is important that the policies as contained in this document are publicised and discussed as widely as possible. To this end the subcommittee recommends that:

- i. A press statement is drafted outlining the policies, programmes and strategies in the document and released at the appropriate moment at a national press conference.
- ii. That full and creative use is made of the popular media; radio, press, television, etc for the propagation of these policies. -

4. The Museum Profession

It is essential that this policy document and the issues it raises are widely discussed within the museum profession at all levels. The ANC must also have the opportunity to defend these policies. To this end the subcommittee recommends that:

- i. That at the appropriate moment efforts are made to publish the policy in the Southern African Museums Association Bulletin as well as in SEMANTIX
- ii. That the ANC have the opportunity to present and defend the policy document at national and regional museum and monuments forums and especially at the upcoming annual SAMA conference to be held in Durban in June and the Wits' History Workshop conference on Museums, Monuments and Myths to be held in July. It is further proposed that a resolution in support of the general principles and approach, as contained within this policy document, be put forward at the SAMA conference for discussion and hopefully, adoption.

5. Museums and Monuments.

It is essential that individual museums and monuments be engaged in discussion and negotiation on the implementation of the programmes and policies as contained in this document. To this end the subcommittee recommends that:

- i. At the appropriate moment the policy paper be sent to key institutions for a consideration together with an invitation to discuss this with the relevant regional ANC

structures and/or representatives mandated by the ANC DAC, for the express purpose of entering negotiations on how to proceed with the implementation of the policy at institutional level.

ii. In order to ensure that this initiative is not blocked or suppressed by senior museum management, it is further proposed that the above process is made public so as to ensure that all levels of staff in these institutions are informed of the initiative.

iii. That relevant community organisations and structures are made aware of this initiative and are encouraged to participate in the discussions and negotiations

6. -International.

It is essential that the ANC policy for museums and monuments be presented to the international museum and monuments bodies for information, discussion, feedback, consultation and support. To this end the subcommittee recommends that:

i. The policy document be sent to the appropriate SADCC structure as well as individual national museums in Southern Africa for feedback.

ii. The policy document be sent to the appropriate organisation representing museums and monuments in Africa for feedback.

iii. The policy document be sent to other relevant museums internationally for feedback as well as international bodies like The International Council For Museums (ICOM), the UN, international development and funding agencies etc.

THE WORK OF THE HERITAGE RESOURCE SUBCOMMITTEE.

The Heritage Resource subcommittee would suggest that the preparation of this draft policy document be seen as the first step in a process, and that consideration be given to the subcommittee remaining intact and being further mandated to pursue the following.

i. Collect, document, commission and undertake research on museums and monuments so as to further inform and support ANC policy and the negotiating process.

ii. Prepare proposals and funding applications for:

't A research and documentation project on the role of museums and monuments in the process of development and transition. This will involve a comparative study of these processes in countries that have undergone radical change and transformation eg. Cuba, Nicaragua, Zimbabwe, Vietnam, East Germany etc.

a A series of regional workshops on ANC museums and monuments policy as outlined above.

A An international conference on museums and monuments.

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a A photographic documentation and assessment of current museum and monument displays.